
CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

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Leading Law Firm Networks

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Leading Law Firm Networks

Leading Legal Networks

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Leading Firms
Band 1
ALFA International
Interlaw
Interlex Group
Lex Mundi
Meritas
World Law Group
World Services Group

Alphabetical order within each band. Band 1 is highest.

Leading Law Firm Networks Highly Regarded
Band 1
American Counsel Association
The Harmonie Group/Canadian Litigation Counsel
International Network of Boutique Law Firms
IR Global
SCG Legal
TAGLaw

ters. Chair Glenn Cunningham is a key contacts.

Band 1 Leading Law Firm Networks: The Elite

ALFA International

Number of member firms: 145

Number of firms ranked in Chambers Canada: 3

About this network: Founded in 1980, ALFA International has expanded to include over 75 law firms in the USA, with a total of 145 members globally. The network's presence includes over 90 cities in the USA with coverage across Canada, South America, Europe and Asia. It promotes close inter-member relationships and unilateral service standards through the provision of seminars and webinars, joint publications and educational opportunities. ALFA International members offer a range of legal services including counsel on corporate litigation and transactions, labour and employment, construction and transport. Borden Ladner Gervais and Fasken are noteworthy member firms within Canada for the network. Key contacts at the network include CEO Jessica Zaroski Bauer and marketing director Katie McCormack.

Interlaw

Number of member firms: 88

Number of firms ranked in Chambers Canada: 3

About this network: Interlaw connects law firms in over 150 cities across the world and is characterised by its promotion of close relationships between members and a culture of knowledge sharing. Interlaw fosters inter-firm collaboration and communication through the creation of affinity groups and special business teams, along with the provision of regular newsletters. Its focus on collaboration has enabled its member firms to provide seamless multi-jurisdictional service on a diverse range of corporate and commercial mat-

Interlex Group

Number of member firms: 49

Number of firms ranked in Chambers Canada: 1

About this network: Interlex Group is a widely renowned legal network with firms operating in over 60 countries across Europe, Asia, the Americas and the Middle East. Founded in 1973, the group selects its members by assessing their eligibility against rigorous criteria and generally selects only one member per country. The network has an informal alliance with LEX Africa, a network including over 20 African firms. Bennett Jones is a key member firm for Canada. A notable contact for the network is Lawrence Swibel.

Lex Mundi

Number of member firms: 152

Number of firms ranked in Chambers Canada: 4

About this network: An acclaimed name among legal networks, Lex Mundi consists of leaders in more than 120 locations globally. Its associated firms offer businesses both depth in local markets and effective cross-border coordination, acting in accordance with the network's established service protocols. Group members foster strong relations through training, events and shared mandates. Membership is subject to regular review, providing quality assurance to clients. Blake, Cassels & Graydon is a key member firm for the network within Canada, along with Thompson Dorfman Sweatman, Farris LLP and McInnes Cooper.

Meritas

Number of member firms: 185

Number of firms ranked in Chambers Canada: 8

About this network: Meritas connects businesses with full-service firms worldwide, ensuring superior legal representation through consistent client and peer review of its exclusive membership. The

group operates in more than 90 global jurisdictions, and engages in frequent network events to promote global relations and stronger coordination capabilities.

World Law Group

Number of member firms: 54

Number of firms ranked in Chambers Canada: 2

About this network: World Law Group is a trusted brand among global legal networks, its firms servicing clients in over 80 countries. Member firms offer collaborative cross-border support to multinational clients and take an active approach to networking through biannual events, cultivating relations which improve the depth of the organisation's services. Goodmans and Davies Ward Phillips & Vineberg are notable member firms within the network for Ontario and Quebec respectively.

World Services Group

Number of member firms: 108

Number of firms ranked in Chambers Canada: 2

About this network: The World Services Group is a well-respected legal network, consisting of a strong group of firms and service providers in corporate business law, investment, cross-border trade, dispute resolution and all manner of specific practices and sectors. The 100-plus members assure high-quality legal services in more than 150 legal jurisdictions, with Lawson Lundell and Lavery de Billy the most notable member firms within Canada.

Band 1 Leading Law Firm Networks: Highly Regarded

American Counsel Association

Number of member firms: 187

Number of firms ranked in Chambers Canada: 5

About this network: The American Counsel Association has a rich history dating back to its founding in 1928 and today includes member firms located across North America, Europe and Australia. The network shares a commitment to the enhancement of the standards of practice and the development of professional relationships between member firms. It provides a number of scholarship programmes for gifted law students in the USA and further afield. President Joy Lambert Phillips is a key contact at the network.

Employment & Labour **Leading Law Firm Networks**

The Harmonie Group/Canadian Litigation Counsel (CLC)

Number of member firms: 92

Number of firms ranked in Chambers Canada: 3

About this network: Established in 1992, the Harmonie Group consists of an elite membership of legal service providers throughout all US states, Canada and Europe. Thanks to its thorough vetting procedure, affiliate firms share a commitment to quality in litigation.

International Network of Boutique Law Firms

Number of member firms: 322

Number of firms ranked in Chambers Canada: 2

About this network: The International Network of Boutique Law Firms brings together a range of deeply experienced, single-discipline boutique law firms across the USA and Canada, offering expansive geographical coverage and specialist expertise in a range of legal practice areas. INBLF conducts extensive review processes on prospective members to maintain the network's high standards of service and reputation. In addition to its North American presence, the network is aligned with a number of European, Asian, Middle Eastern and Latin American full-service law firms, ensuring representation to clients around the globe.

IR Global

Number of member firms: 730

Number of firms ranked in Chambers Canada: 4

About this network: IR Global is an expansive multidisciplinary network of professional service providers, consisting of lawyers, accountants and financial advisers spread across 155 jurisdictions. It operates 11 practice area-specific working groups overseen by regional steering committees to enhance group development and ensure multi-jurisdictional mandate coordination and high delivery standards across the network. IR Global offers additional services through the provision of expert professionals in the areas of marketing, branding and cybersecurity.

SCG Legal

Number of member firms: 134

Number of firms ranked in Chambers Canada: 6

About this network: Founded in 1989, SCG Legal draws its membership from service providers across over 50 countries around the world, offering expert knowledge of local jurisdictions and management of international mandates through its partner firms. It holds members to a high service standard, informed by endorsements from clients, members and professional bodies.

TAGLaw

Number of member firms: 160

Number of firms ranked in Chambers Canada: 5

About this network: A globally renowned network of over 160 departments across more than 90 jurisdictions. Prospective members are subject to rigorous screening by the TAGLaw advisory board in accordance with its specifications, ensuring a consistently high membership standard for clients requiring the full range of legal services. Members also benefit from its dedicated learning body, TAG Academy, strengthening relations and service coordination throughout the group. Key contacts include executive director Chris Cervellera and president Richard Attisha.

Employment & Labour **Leading Legal Networks**

Employment & Labour
Band 1
Employment Law Alliance
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1
Employment Law Alliance
Number of member firms: 141
Number of firms ranked in Chambers Canada: 6
About this network: The Employment Law Alliance is a global network offering multinational companies a selection of leading employment, labour and immigration services throughout 120 countries. Members of the network work collaboratively to counsel clients both in local courts and on a cross-border basis. The ELA operates

to an equally high standard throughout the world as a result of its rigorous due diligence process, which includes consultation with judges and in-house counsel. The ELA further leverages its international reach through its strategic partner alliance, a partnership between the network and leading HR and employment service providers in the market. Stephen Hirschfeld is the founder and CEO of the network and a key contact.

Insurance **Leading Legal Networks**

Insurance
Band 1
The ARC Group Canada Inc.

Band 1
The ARC Group Canada Inc.
Number of member firms: 7
Number of firms ranked in Chambers Canada: 4
About this network: The ARC Group Canada is a network that brings together independent law firms from across the country to offer a well-resourced service for clients. The network's membership is made up of both law firms and

individual lawyers, particularly in the insurance and risk management areas. The group's commitment to the insurance sector seeks to provide an enhanced experience and service to clients within the industry – insurers, self-insured companies and others – specifically targeting and delivering on business needs. President Catherine Chaput of Gasco Goodhue St-Germain, based in Montréal, is a key contact.

Shipping Leading Legal Networks

Shipping
Band 1
Shiparrested.com
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Shiparrested.com

Number of member firms: 216

Number of firms ranked in Chambers Canada: 3

About this network: Since its establishment in 2000, Shiparrested.com has grown to become the world's largest maritime law network, working across over 100 countries. The network facilitates international cooperation between its members, which range from law firms, arbitrators and consultants to shipping industry players. It serves a

diverse array of clients including ship owners, managers and traders, P&I clubs, banks, suppliers and charterers. The network, as well as offering expertise in general maritime law, focuses particularly on ship arrest law, and is involved in the arrest and release of ships in over 1,000 ports globally. In addition, Shiparrested.com issues a quarterly newsletter covering issues pertinent to the sector, as well as an in-depth annual publication. Felipe Arizon is the network's founder and a key contact.

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Aboriginal Law

How lawyers are ranked

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Aboriginal Law

Aboriginal Law
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Blake, Cassels & Graydon LLP
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Lawson Lundell LLP
Band 2
Bennett Jones LLP
Borden Ladner Gervais LLP
Cassels Brock & Blackwell LLP
Osler, Hoskin & Harcourt LLP
Band 3
Dentons Canada LLP
McCarthy Tétrault LLP
Norton Rose Fulbright
Torys LLP
<small>* Indicates individual with profile.</small>
<small>◇ (ORL) = Other Ranked Lawyer.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

Band 1 Aboriginal Law

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon fields a strong Indigenous law group with a national presence and offering clients a full service. The team possesses expertise which encompasses consultation and accommodation, impact and benefit agreements, regulatory proceedings and a range of commercial transactions. It also handles treaty negotiations and litigation matters, including challenges to government actions and permitting, judicial review proceedings and settlements. The lawyers act for a number of large international energy and oil companies, as well as industry associations and Aboriginal groups. The firm has a particularly strong presence in Western Canada, but frequently advises on matters in Ontario and Québec.

Strengths

"The service is brilliant and the team's bench is strong."

"They exude the highest level of professionalism and they provide comprehensive insights in a timely manner."

"Blakes handle sophisticated and complex matters. Their knowledge, support, professionalism and experience are the main reasons we use them."

Work highlights A Blakes team led by Sam Adkins advised Teck Resources on three separate mining expansions in British Columbia and Alaska, which included handling First Nations negotiations and representing Teck during litigation.

Aboriginal Law
Senior Statespeople
Senior Statespeople: distinguished older partners
Foy Patrick G <i>Borden Ladner Gervais LLP</i>
Iacobucci Frank <i>Torys LLP</i> *
Willms Charles F <i>Fasken</i>
Leading Individuals
Band 1
Adkins Sam <i>Blake, Cassels & Graydon LLP</i>
Bergner Keith <i>Lawson Lundell LLP</i>
Isaac Thomas <i>Cassels Brock & Blackwell LLP</i>
Olynyk John <i>Lawson Lundell LLP</i>
Band 2
Gogal Sandra <i>Cassels Brock & Blackwell LLP</i>
King Richard <i>Osler, Hoskin & Harcourt LLP</i>
O'Callaghan Kevin <i>Fasken</i>
Band 3
Armstrong Brad <i>Lawson Lundell LLP</i>
Burse David <i>Bennett Jones LLP</i>
Gray Bryn <i>McCarthy Tétrault LLP</i>
Junger Robin <i>McMillan LLP (ORL)</i> ◇ *
Labeau Pierre-Christian <i>Fasken</i>
Millen Roy <i>Blake, Cassels & Graydon LLP</i>
Shipleigh Lana <i>Lawson Lundell LLP</i>
Singh Sharon <i>Bennett Jones LLP</i>
Band 4
Alderson Kai <i>Fasken</i>
Brant Cherie <i>Borden Ladner Gervais LLP</i>
Camp David K <i>Eyford Partners LLP (ORL)</i> ◇
Duncanson Sander <i>Osler, Hoskin & Harcourt LLP</i>
Gilbride Bridget <i>Fasken</i> *
Helbronner Valerie <i>Torys LLP</i> *
Killoran Maureen <i>Osler, Hoskin & Harcourt LLP</i>
Roine Chris <i>Borden Ladner Gervais LLP</i>
Treacy Heather L <i>DLA Piper (Canada) LLP (ORL)</i> ◇
Up-and-coming individuals
Barretto Jeremy <i>Cassels Brock & Blackwell LLP</i>
Hoekstra Arend <i>Cassels Brock & Blackwell LLP</i>
Sutherland Sean <i>Osler, Hoskin & Harcourt LLP</i>
Associates to watch
Lax T. Ryan <i>Torys LLP</i> *

Notable practitioners

Vancouver-based **Sam Adkins** acts on environmental assessments and has experience advising on the Aboriginal law aspects of major projects, including those in the energy and natural resources sector. **Strengths:** "Sam is strategic and his legal advice is efficient and pragmatic. Moreover, he excels at working in a broader team and people have confidence in him." "I consider Sam to be one of the best Indigenous law practitioners in the country, with a high level of sophistication,

Aboriginal Law
Representation of Indigenous Peoples
Leading Firms
Band 1
JFK Law LLP
Olthuis Kleer Townshend
Ratcliff LLP
Band 2
DGW Law Corporation
First Peoples Law
Gowling WLG (Canada) LLP
Mandell Pinder LLP
Miller Titerle + Company LLP
Pape Salter Teillet Barristers and Solicitors
Woodward & Company
Band 3
MLT Aikins LLP
Nahwegahbow Corbiere Genoodmagejig Barristers
Senior Statespeople
Senior Statespeople: distinguished older partners
Crane Brian <i>Gowling WLG (Canada) LLP</i>
Donovan Allan <i>First Peoples Law</i>
McDade Gregory <i>Ratcliff LLP</i>
O'Reilly James <i>O'Reilly & Associates (ORL)</i> ◇
Teillet Jean <i>Pape Salter Teillet Barristers and Solicitors</i>
Leading Individuals
Band 1
Faillie Maxime <i>Gowling WLG (Canada) LLP</i>
Janes Robert <i>JFK Law LLP</i> *
Kyle Rosanne <i>Mandell Pinder LLP</i>
Madden Jason <i>Pape Salter Teillet Barristers and Solicitors</i>
Miller Robert <i>Miller Titerle + Company LLP</i>
Band 2
Alexander Merle C <i>Miller Titerle + Company LLP</i>
Devlin Christopher <i>DGW Law Corporation</i>
Freedman Robert <i>Gowling WLG (Canada) LLP</i>
Gaertner Brenda <i>Mandell Pinder LLP</i>
Band 3
Browne Murray <i>Woodward & Company</i>
Giltrow Maegen <i>Ratcliff LLP</i>
Innes Larry <i>Olthuis Kleer Townshend</i>
Kleer Nancy <i>Olthuis Kleer Townshend</i>
Mclvor Bruce <i>First Peoples Law</i>
Pelletier Renée <i>Olthuis Kleer Townshend</i>
Robbins David <i>Woodward & Company</i>
Schulze David <i>Dionne Schulze (ORL)</i> ◇
Smith Scott <i>Gowling WLG (Canada) LLP</i>
Up-and-coming individuals
Brooks Karey <i>JFK Law LLP</i> *
Dickson Tim <i>JFK Law LLP</i> *
Seaman Paul <i>Gowling WLG (Canada) LLP</i>

sensitivity and experience.” **Roy Millen** is a well-regarded Aboriginal law practitioner who frequently advises significant natural resource and energy clients. Based in Vancouver, he provides experience in the negotiation and execution of agreements with Aboriginal groups. **Strengths:** “He is highly strategic and is brilliant when arguing in court.” “Roy is a brilliant mind, I always receive solid legal advice from him and his advice is crucial to our operations.”

Fasken

What the team is known for Fasken is a premier law firm with a long history in the Aboriginal law field. It enjoys a notable profile in Vancouver, from where the team is well placed to advise on matters arising in British Columbia and throughout Northern Canada. The Indigenous law group advises on a wide array of litigation and consultation matters, as well as acting for business clients on commercial agreements and joint ventures with Indigenous groups. The team is lauded for its extensive experience negotiating and drafting impact and benefit agreements on behalf of major industry players, regularly representing significant clients from the mining and energy sectors. The firm also acts for clients in other industries including real estate and transportation, as well as representing municipalities and Crown corporations.

Strengths

“The depth and breadth of their knowledge and their willingness to explore difficult and complicated topics to their fullest potential is unparalleled. It’s an amazing and dedicated team.”

“Fasken has a very strong team with a broad range of experience.”

“The group is very knowledgeable, responsive and hard-working.”

Work highlights A Fasken group led by Brenden Hunter and Bridget Gilbride provided counsel to NorthRiver Midstream on a regulatory application concerning a new condensate and natural gas liquids pipeline system, involving more than 30 potentially affected Indigenous groups.

Notable practitioners

Vancouver-based **Charles Willms** has a wealth of experience in the field of Aboriginal law, including with regard to petroleum and natural gas rights. He is very well versed in dispute resolution, including mediation and arbitration, and garners considerable respect from the market. **Kevin O’Callaghan** leads Fasken’s Indigenous law group from Vancouver. He advises clients on mining projects and pipeline proposals, providing experience in both strategic and contentious Aboriginal engagement mandates. **Strengths:** “Kevin is an excellent lawyer.” **Pierre-Christian Labeau** has particular experience representing governmental entities and mining companies out of Fasken’s Québec City office, providing notable experience in Aboriginal and constitutional law. **Kai Alderson** is an adept lawyer based in Vancouver who has established a strong reputation for representing clients in the energy, mining and natural resource industries in their negotiations with Aboriginal groups. **Strengths:** “Kai is an exceptional lawyer. His in-depth knowledge and experience enables him to provide effective advice.” **Bridget Gilbride**

(see p.12) is held in high esteem for her indigenous law practice, which features particular expertise in litigation surrounding commercial, administrative and regulatory litigation. **Strengths:** “Bridget is brilliant. She is a great advocate, she cares for her clients and I have the deepest respect for her.”

Lawson Lundell LLP

What the team is known for Lawson Lundell is a Vancouver-based regional law firm with a significant Aboriginal law practice across Western and Northern Canada. With a strong resources-focused practice, the team offers substantial experience of LNG, oil sands, mining and pipelines work. It represents industry clients in their negotiations with Aboriginal stakeholders, as well as advising on regulatory and court proceedings. The firm is regularly engaged by forestry industry participants to provide advice on dispute resolution with Indigenous communities, as well as representing major national clients in other sectors such as transportation and shipping. Its clients benefit from the firm’s additional offices in Calgary and Yellowknife.

Strengths

“The group exhibits a strong ability to handle complex work. They also offer an excellent level of service and responsiveness.”

Work highlights A Lawson Lundell group led by John Olynyk advised the Inuvialuit Regional Corporation on their self-government negotiations with the Government of Canada and the Government of the Northwest Territories.

Notable practitioners

Keith Bergner has experience representing clients in the Aboriginal law elements of major energy projects. He represents clients including corporations and governmental bodies out of the team’s Vancouver office. **Strengths:** “Keith provides an excellent level of service. He is also knowledgeable and brings a strategic perspective.” “He’s a terrific lawyer with strong expertise.” Calgary-based **John Olynyk** advises on the Indigenous law aspects of mining and oil and gas operations. He is noted for his regulatory work, and market commentators highlight his presence on significant disputes in the Aboriginal law space.

Brad Armstrong KC is recognised by market sources for his considerable experience in Indigenous law. Based in Vancouver, he acts on mining and port projects, with a notable focus on environmental issues. He routinely acts for mining and natural resource companies. **Strengths:** “He’s a strong lawyer.” **Lana Shipley** is a Vancouver-based lawyer who provides Aboriginal law advice on corporate and commercial transactions, as well as operations. She acts for clients in a variety of industry sectors, including mining and manufacturing.

Band 2 Aboriginal Law

Bennett Jones LLP

What the team is known for Bennett Jones advises energy industry clients on their Aboriginal law interests, primarily in relation to large project development. The firm’s experience encompasses provincial and federal pipeline projects, LNG and

mining work, and transportation infrastructure. Its Vancouver, Calgary and Toronto lawyers also offer considerable strength in litigation relating to Aboriginal rights. In addition, the team often represents government clients, as well as advising on commercial joint ventures with First Nations groups. The firm also possesses complementary expertise in environmental law.

Strengths

“Their advice is both strategic and tactical, drawing from their extensive experience.”

“Bennett Jones’ team has depth and experience. They are also very responsive.”

“The group is highly skilled and experienced on a broad range of issues associated with all aspects of major projects.”

Work highlights Bennett Jones’ team advised Stone Canyon Industries Holdings and Kissner Group Holdings on expansions and amendments to salt assets, involving greenfield and brownfield developments that engage title and treaty claims.

Notable practitioners

David Burse has a strong reputation in Aboriginal law matters, frequently representing natural resource clients before administrative tribunals and provincial and federal courts. Based in Vancouver, he offers expertise in the handling of negotiations for various agreements in connection with major project development. Vancouver-based

Sharon Singh is reputed for her activity at the intersection of Aboriginal and environmental law, providing regulatory advice to her roster of natural resources clients. She also excels in advising the same clients on the Indigenous aspects of mergers and acquisitions. **Strengths:** “Sharon is highly intelligent, knowledgeable and experienced.” “She is a pleasure to work with.”

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais operates a strong national practice with a significant focus on Aboriginal law and litigation. The indigenous law team offers notable experience of title and rights and oil and gas exploration issues, as well as economic and community development, tax and employment law. The firm represents both First Nations and industry proponents in connection with major energy projects. It also advises provincial and federal governments and their agencies on a number of issues, including land claims. It is particularly active in BC and also well placed to advise on matters throughout the North as well as in Ontario and Québec.

Strengths

“They have an excellent team who are responsive and deliver on deadlines.”

“I am very impressed with their ability to efficiently resolve complex challenges.”

Work highlights Borden Ladner Gervais advised BC Ferries on developing and implementing an Indigenous Relations strategy, which would require Crown approvals and formal consultation with over 20 Indigenous groups.

Notable practitioners

Vancouver-based **Patrick Foy** remains one of the most pre-eminent lawyers in the Aboriginal law space, operating a high-profile disputes practice. **Cherie Brant** leads the Indigenous law practice at Borden Ladner. Her practice sees her regularly

advise major energy and infrastructure clients on development projects on indigenous land, as well as advising indigenous groups on land use and governance matters. **Strengths:** “Cherie is highly respected and regarded in the area.” **Chris Roine** is an adept lawyer based in Vancouver who has established himself as a go-to for representing clients in the forestry, mining and energy sectors in their negotiations with Indigenous groups. **Strengths:** “Chris is a very intelligent, strategic and responsive lawyer.” “He’s a brilliant lawyer.”

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell is a well-established Canadian law firm with offices in Toronto, Calgary and Vancouver. Its Aboriginal law group has a notable reputation for the representation of mining and energy industry clients, with its expertise extending to advising on impact and benefit agreements and business transactions. The practice is sought out by provincial governments and Indigenous bodies for its assistance with negotiations on various Aboriginal-related matters, including provincial regulations and treaties.

Strengths

“The group has an excellent ability to handle complex information.”

“The team is extraordinarily responsive and they maintain excellent communication to ensure client comfort.”

“The members offer knowledgeable, timely and effective advice.”

Work highlights A Cassels team led by Jeremy Barretto represented Trans Mountain in obtaining detailed route approvals for the Trans Mountain Expansion Project, including more than 30 hearings before the Canada Energy Regulator.

Notable practitioners

Thomas Isaac is a highly esteemed litigator with considerable experience acting for governmental and corporate clients on contentious and constitutional matters, in addition to providing advice on a raft of regulatory matters. He chairs the firm’s Aboriginal law group from its Vancouver office. **Strengths:** “His attention to detail, respect and expertise are invaluable assets to us.”

Sandra Gogal is a Toronto-based lawyer who is held in high regard for her work in the Aboriginal law space. Her practice includes advising on impact and benefit agreements, as well as other commercial agreements, in relation to the development of mining and hydroelectric projects. **Strengths:** “Sandra is great to work with.” “She is a solid lawyer.” **Jeremy Barretto** is an increasingly prominent lawyer based in Calgary. He demonstrates significant capabilities in acting for clients in the energy, oil and gas and mining sectors on their negotiations and agreements with Indigenous communities. He also has notable strength in advising clients on environmental assessments.

Strengths: “Jeremy is a very good lawyer in the area.” Vancouver-based **Arend Hoekstra** demonstrates a prolific practice in advising clients on liaisons and negotiations with Indigenous communities relating to major infrastructure projects, as well as issues relating to permits and regulatory compliance. His clients include companies from the energy and mining sectors as well as govern-

ment entities. **Strengths:** “Arend consistently provides exceptional client service and he is a pleasure to work with.” “He is excellent to work with.”

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is a well-reputed national law firm that provides assistance to a number of large energy and oil companies in connection with Aboriginal, environmental and regulatory matters; clients also include electricity transmission companies and utilities, provincial governments and their entities. The firm offers notable experience of major project development in multiple jurisdictions, advising on an array of matters relating to the duty to consult, impact and benefit and economic participation agreements. It is also active on the litigation front, representing clients before courts and regulatory boards across the country. Work also includes mandates in the forestry and offshore drilling industries.

Strengths

“The team is knowledgeable and has a vast amount of experience.”

“The firm is well resourced, with high-quality counsel of all years of call.”

Work highlights An Osler team led by Maureen Killoran KC represented Chevron Canada Resources in a dispute with Louis Bull Indian Band and Montana Indian Band regarding the deduction of take or pay gas and operating, marketing and administrative charges in the 1990s.

Notable practitioners

Operating out of the firm’s Toronto office, **Richard King** is a seasoned practitioner in the Indigenous law space with extensive experience representing clients in electrical and pipeline projects.

Strengths: “Richard is a very strategic lawyer.” “He has great skill in this area.”

Calgary-based **Sander Duncanson** co-chairs the group. He provides counsel to resource developers navigating Aboriginal law obligations, with additional experience in negotiating impact benefit agreements.

Strengths: “He has a broad understanding of many areas of the law and provides practical advice. He is excellent all around.” **Maureen Killoran KC** is a highly regarded litigator who currently acts as Osler’s national co-chair. Practising out of the firm’s Calgary and Vancouver offices, she is especially skilled at representing clients from the energy sector as well as governmental entities on cases relating to Indigenous land title infringements. Calgary-based **Sean Sutherland** continues to build a notable reputation for litigation. In particular, he is experienced in representing oil and gas clients in cases brought by Aboriginal groups concerning injunction applications and consultations. **Strengths:** “Sean is a very good litigator.”

Band 3 Aboriginal Law

Dentons Canada LLP

What the team is known for Dentons Canada provides advice to companies from the energy, forestry, transportation, mining and real estate sectors on a wide range of issues relating to Aboriginal project development. Its Aborig-

inal law group leverages the firm’s national and international presence to provide an integrated Aboriginal, environmental and regulatory law perspective, with areas of expertise including land claims, treaty rights, benefits and access agreements, and related litigation. The group is well known for its experience in relation to large-scale pipeline and LNG matters, and well placed to advise on related disputes. The department has a particularly strong presence in Montréal, with additional capacity in Calgary and Vancouver.

Strengths

“The knowledge base within the firm is excellent.”

Work highlights A Dentons team led by Joe Sebestyen advised Teal Jones Group on its engagement with First Nations communities in connection with its forestry operations.

Notable practitioners Calgary-based **Bernard Roth** is a key contact at the firm.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault offers notable expertise in Aboriginal law across Canada, advising on infrastructure development on reserve lands, as well as issues relating to consultation and accommodation. The firm acts for large business clients, as well as all levels of government, with a focus on the mining and energy sectors. It has significant expertise in litigation, including before the Supreme Court of Canada.

Strengths

“The firm has a deep bench to draw from and the team is responsive and knowledgeable.”

“McCarthy’s has a talented group of lawyers who provide excellent service.”

“The group offers exceptional service and dedication to their work.”

Work highlights McCarthy Tétrault’s team acted for the Canadian Constitution Foundation as intervenor in a Supreme Court of Canada case relating to whether Indigenous governments are subject to the Canadian Charter of Rights and Freedoms, particularly the interpretation of Section 25.

Notable practitioners

Toronto-based **Bryn Gray** advises clients from a range of sectors including energy and natural resources, handling consultation and disputes with Aboriginal groups. **Strengths:** “He is exceptionally responsive, smart and practical.” “Bryn is excellent to work with.”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is a prominent international firm with strength across Canada and a notable presence in Alberta and British Columbia. It provides advice on a broad range of Aboriginal law matters, including duty to consult and regulatory advice, land claim negotiations, impact and benefit negotiations, and significant litigation. The team offers additional experience in matters relating to joint ventures and partnerships with Aboriginal communities to promote economic development, as well as advising on project finance mandates involving First Nations. Its lawyers are regularly engaged by government agencies in addition to private sector clients in the energy, mining, financial, forestry and real estate industries.

Work highlights Norton Rose Fulbright’s team,

led by Ray Chartier, represented the Province of Alberta in a claim brought by Stoney Nakoda First Nations involving the interpretation of Treaty 7 and title to lands and resources in Southern Alberta

Notable practitioners Vancouver-based Max Collett is a key contact.

Torys LLP

What the team is known for Torys fields a highly regarded Aboriginal law practice from its office in Toronto. The firm's lawyers are well versed in corporate transactions involving Indigenous-owned entities. Furthermore, the team excels in advising its clients on consultations with Aboriginal groups. Its clients include both government entities and private clients in the energy, mining and oil and gas sectors.

Strengths

"The team is very responsive and it has strength and quality."

"It is an excellent law firm and the team provides an excellent service."

"The practitioners are diligent, experienced and practical in the advice they provide."

Work highlights Torys advised Enbridge in the sale of an 11.57% non-operating interest in seven of its operating pipelines in the Athabasca region of Athabasca Indigenous Investments.

Notable practitioners

Former Justice of the Supreme Court of Canada **Frank Iacobucci** (see p.12) is an esteemed senior figure in the market. He is based in Toronto and has a wealth of experience advising the government on Indigenous matters, including major energy projects. **Strengths:** *"Frank has a lot of respect in the market."* *"He is excellent."* Toronto-based **Valerie Helbronner** (see p.160) is sought after for her engagement with Indigenous groups on behalf of infrastructure project developers, with a significant emphasis on power projects. **Strengths:** *"Valerie has experience of guiding teams through complex issues."* *"She's a great lawyer."* **Ryan Lax** (see p.12) is an associate who enjoys a burgeoning reputation for his Indigenous law practice, acting for a range of public and private sector clients on their consultations with Indigenous groups. **Strengths:** *"Our matter was brilliantly argued and his preparation was extraordinary."* *"Ryan is very smart and a pleasure to work with."*

Band 1 Aboriginal Law – Representation of Indigenous Peoples

JFK Law LLP

What the team is known for JFK Law Corporation is a top-tier Aboriginal and constitutional law firm with a sterling reputation in BC, as well as in Alberta, Ontario and the Yukon. The firm provides a full range of legal services to First Nations, Indian bands and individuals, offering notable expertise in relation to modern treaty negotiations and the duty to consult during energy and natural resources projects, as well as Charter litigation, and is highly regarded for its experience before the Supreme Court. The team also advises on First Nations economic development and gov-

ernance structures.

Strengths

"The depth of knowledge in Aboriginal law and breadth of the entire team is second to none."

"The turnaround time for responses and much-needed legal advice is excellent."

Work highlights A JFK team led by Robert Janes KC represented Six Nations of the Grand River in their historic claims regarding the establishment and loss of the Haldimand Tract reserve.

Notable practitioners

Robert Janes KC (see p.12) is regarded as a leading figure in the representation of Aboriginal groups. Operating out of the firm's Victoria and Vancouver offices, his expertise encompasses Aboriginal title and rights cases and environmental law. He is further noted for his activity in regulatory and litigation matters. **Strengths:** *"Robert is one of the best in the country. He is very smart and strategic."* *"He has deep expertise and a strong reputation."* **Karey Brooks** (see p.11) is an increasingly prominent lawyer based in Vancouver who is particularly adept in representing First Nations. Her work often includes treaty infringement cases and negotiations relating to the construction and development of infrastructure projects. **Strengths:** *"Karey does exceptional work and she continually goes above and beyond our expectations."* **Tim Dickson** (see p.11) is a Vancouver-based lawyer who is widely considered in the market to be a rising star in acting for First Nations. He often engages in negotiations with federal government concerning the environmental and Indigenous impacts of mining and oil and gas projects. **Strengths:** *"Tim handles very complex matters incredibly well."*

Olthuis Kleer Townshend

What the team is known for Olthuis Kleer Townshend is a standout Toronto law firm with an impressive reputation and significant national reach in the area of Aboriginal law. It regularly represents First Nations clients in business law matters, including economic development and natural resources project work. The firm also advises on employment law, constitutional law, administrative legal procedures and self-governance, with a notable track record for handling Aboriginal and treaty rights litigation before all levels of court and regulatory tribunals. Its lawyers demonstrate considerable aptitude for counselling tribal councils in negotiations with provincial governments concerning major mining projects. They are supported by an additional office in Yellowknife.

Notable practitioners

Larry Innes is experienced in acting for First Nations on mining, energy and forestry matters. Based in Yellowknife, he possesses extensive experience advising on impact and benefit agreements. **Nancy Kleer** represents Indigenous clients in mining and mineral exploration matters. Based in Toronto, her work includes litigation support and negotiations, with further expertise in environmental protection and assessment. **Renée Pelletier** is based in Toronto and is currently acting as managing partner of Olthuis Kleer Townshend. She has a strong track record in representing Indigenous clients on environmental law and treaty rights litigation.

Ratcliff LLP

What the team is known for Ratcliff offers a broad range of services to Aboriginal clients. The firm regularly provides assistance with constitutional law, economic development, and Aboriginal rights and land claims, offering expertise in treaty negotiation, closing and implementation, particularly in British Columbia. It also has significant experience representing First Nations clients and First Nations-owned companies in civil litigation involving a range of issues from contracts to property and governance, as well as advising on business planning, structuring and acquisitions.

Work highlights Ratcliff's team, led by Jeremy Shelford and Melinda Skeels, advised Huu-ay-aht First Nations dba Huumiis Ventures on various aspects of the Bamfield Main Project, including navigating complex governance issues and multi-party issues resolution.

Notable practitioners

Gregory McDade KC focuses his practice on First Nation disputes across Canada, with particular emphasis on resource projects. Based in Vancouver, he is well versed handling impact benefit agreements and consultations on behalf of First Nation-led organisations. **Strengths:** *"Gregory is very well respected in the community."* **Maegen Giltrow KC** heads the Aboriginal law practice group at Ratcliff and has a wealth of experience representing Indigenous peoples at trial and appellate level.

Band 2 Aboriginal Law – Representation of Indigenous Peoples

DGW Law Corporation

What the team is known for DGW Law Corporation is a Victoria-based law firm with a strong presence in Western and Northern Canada, offering First Nations, Inuit and Métis clients a wide range of services within the areas of litigation, economic development and negotiations with government. The team also provides advice in relation to band management, reorganisation and governance. It offers further expertise in a range of on-reserve economic development matters, including land claim disputes, as well as in negotiating government-to-government agreements.

Notable practitioners

Victoria-based **Christopher Devlin** acts for a variety of Indigenous groups on negotiations and litigation. He has experience representing his clients in multiparty agreements, and is highlighted by market commentators for the strength of his business sense. **Strengths:** *"Chris is a solid lawyer who has handled notable work."*

First Peoples Law

What the team is known for First Peoples Law is a strong Vancouver law firm with deep experience acting for Indigenous peoples across Canada. Its experience encompasses matters such as Aboriginal rights and title, as well as treaty rights, with further experience advising on impact and benefit agreements. The team also handles environmental assessments and acts on water and hydroelectric developments. First Peoples Law has benefited from its recent merger with

Donovan & Company Barristers and Solicitors.

Strengths

“The team handle high-quality work and their clients are consistently happy.”

Notable practitioners

Vancouver-based **Allan Donovan** has a broad practice in the representation of Indigenous peoples, encompassing Aboriginal governance, litigation and rights and title. A respected practitioner in this space, he has extensive experience before the courts and the Indian Claims Commission. **Bruce McIvor** is an adept lawyer based in Vancouver. He regularly provides counsel to Indigenous clients on matters relating to Aboriginal title claims and treaty violations. **Strengths:** *“Bruce is an awesome lawyer.”*

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG houses an impressive Aboriginal law team that offers assistance to clients including several First Nations from its offices across Canada, most notably from Ottawa and Vancouver. The group’s counsel spans a range of areas including treaty and inherent rights, duty to consult and impact benefit agreements, self-government and economic development. Working collaboratively with colleagues in the energy, infrastructure and mining fields, the group also has substantial experience representing private industry and project proponents in their dealings with Aboriginal communities. The firm’s work has also involved matters concerning Aboriginal rights and title in Newfoundland and Labrador. The team is active assisting First Nations organisations as project proponents in the renewable energy space.

Strengths

“The team delivers high-quality work.”

“Gowling has a knowledgeable and full-service team in complex, overlapping areas of legal practice. They are also highly responsive and timely on delivering advice.”

“It’s a very experienced group of individuals.”

Work highlights A Gowling team led by Scott Smith assisted the Carrier Sekani Tribal Council and Carrier Sekani First Nations with their negotiations of the Pathway Forward 2.0 Agreement with the Province of British Columbia.

Notable practitioners

Brian Crane KC is a seasoned and highly regarded Aboriginal law lawyer who is well known for his representation of Indigenous clients in disputes, as well as advising on arbitration and mediation. Based in Ottawa, his practice also includes the negotiation of native land claims. **Strengths:** *“Brian is brilliant and has great judgement.”* Vancouver-based **Maxime Faille** operates a reputed Aboriginal law practice experienced in the representation of Indigenous clients in litigation, including class actions, as well as in treaty negotiations. He is also sought out for his experience on First Nation taxation. **Strengths:** *“Maxime is fantastic. He has a strong reputation in the space.”* **He has a depth of experience.”** **Robert Freedman** is a Vancouver-based lawyer with a wealth of experience in Aboriginal law, including the negotiation of treaties and environmental agreements. He frequently advises clients from the area of energy and natural resources through First Nation con-

sultation processes. **Work highlights:** *“Bob is an excellent negotiations lawyer.”* **Scott Smith** has accrued a strong reputation for representing First Nations in disputes with provincial and federal government. He is a Vancouver-based lawyer who also assists Indigenous clients with mergers and acquisitions as well as drafting legislation. **Strengths:** *“Scott has an outstanding ability to deliver complex agreements with ground-breaking results.”* *“He’s a hard-working lawyer.”* Vancouver-based **Paul Seaman** heads Gowling’s indigenous law practice group. He advises a broad range of clients on their consultations and commercial matters involving indigenous groups, as well as advising indigenous clients on administrative and commercial litigation. **Strengths:** *“He is highly intelligent. His attention to detail and to the nuances of the law provides a unique perspective.”*

Mandell Pinder LLP

What the team is known for Mandell Pinder is a stellar Vancouver law firm with a long history of representing Aboriginal peoples in a broad variety of matters relating to title and treaty rights, land and natural resources and business development. The team offers advice on consultation and accommodation as well as reconciliation agreements, and also provides counsel to Aboriginal governments on finance, taxation and employment. The group is experienced in handling joint ventures between First Nations and investors in the real estate sector, in addition to possessing significant experience before various trial and appellate courts across the country, as well as the Supreme Court of Canada. Its disputes experience also includes a strong emphasis on ADR, including advising on inter-tribal disputes.

Strengths

“Mandell Pinder is a strong firm.”

Notable practitioners

Rosanne Kyle is a highly respected lawyer in the Aboriginal law space who is based in Vancouver and has substantial regulatory and litigation experience. She represents First Nations clients before environmental assessment panels and regulatory bodies. Vancouver-based **Brenda Gaertner** acts for clients such as First Nations governments, providing counsel on economic development and Aboriginal title and rights. She is further experienced in natural resource management. **Strengths:** *“Brenda is a fantastic lawyer who is really well known for her work in fisheries.”*

Miller Titerle + Company LLP

What the team is known for Miller Titerle + Company is a dynamic Vancouver-based business law firm with a strong focus on the economic development of First Nations. The team offers support across the full range of Aboriginal issues, including project development, governance, rights and title, family, employment, real estate and environmental law. It demonstrates considerable aptitude for leveraging the multidisciplinary strengths of its team to offer sound commercial support, including joint venture mandates. The firm is also involved in advising on government-to-government agreements, including resource revenue sharing agreements and reconciliation actions.

Strengths

“The team is very knowledgeable and their service is high-quality.”

“Miller Titerle has a deep bench of professionals.”

“The group produces high-quality work.”

Work highlights Miller Titerle’s team, led by Tamara Napoleon and Merle Alexander, advised Stk’emlúpsenc te Secwépemc Nation on their negotiation and completion of a Transformation Agreement with the Province of British Columbia.

Notable practitioners

Robert Miller provides strategic advice on a suite of Aboriginal law matters on behalf of First Nations clients including governments, economic development corporations and businesses. He is well versed in matters involving resources and infrastructure and is based in Vancouver. **Strengths:** *“I have great confidence in his work.”* **Merle Alexander** is a respected name in Indigenous resource law, acting on numerous projects. Based in Vancouver, he is well versed in a range of matters concerning Aboriginal law including regulatory engagement and impact benefit agreements. **Strengths:** *“Merle maintains high-quality client service and he has a strong level of sophistication.”* *“He is an amazing adviser.”*

Pape Salter Teillet Barristers and Solicitors

What the team is known for Pape Salter Teillet Barristers and Solicitors has an established reputation for its representation of Aboriginal clients. The group maintains a strong focus on self-government and economic development, as well as providing further advice on the negotiation of impact and benefit agreements. With offices in Toronto and Vancouver, the firm is active across Canada and is particularly well known for its work on behalf of the Métis. Its lawyers are well regarded for their experience in advancing Indigenous treaty rights through litigation, regulatory proceedings and environmental assessment processes, and the team has a strong track record before the Supreme Court. It is also active in the negotiation of modern treaties.

Strengths

“Pape Salter is a very strong law firm.”

Notable practitioners

Esteemed senior lawyer **Jean Teillet** is prominent in the representation of Indigenous peoples, providing advice on Métis and First Nations rights and self-government. She is based in Vancouver. **Strengths:** *“Jean is a great lawyer and a fierce advocate.”* **Jason Madden** operates an Indigenous law practice which encompasses litigation, treaty negotiation and consultation. He has a notable emphasis on representing Métis communities. Based in Toronto, he serves as the firm’s co-managing partner and has a practice which sees him act across Canada. **Strengths:** *“Jason is a fearless advocate.”*

Woodward & Company

What the team is known for Woodward & Company is a highly regarded regional law firm working exclusively for First Nations governments and organisations. It is well known for its litigation practice and involvement in the precedent-setting Tsilhqot’in Nation case. The team

also advises on First Nations taxation and land management issues, consultation and accommodation, and economic and business development, as well as employment matters and human rights law. The firm is further noted for its activity in the cultural and intellectual property space, including the protection of crests, marks, traditional names and official symbols. With offices in Victoria and Whitehorse, the firm is active across Western and Northwestern Canada.

Notable practitioners

Murray Browne is well regarded for his Aboriginal law practice and is sought after for his expertise in the representation of First Nations engaged in treaty negotiations. He holds further experience in land code implementation. **Strengths:** "Murray is great. He's a strong, technical lawyer." **David Robbins** acts for Indigenous clients on lands and resources issues, adeptly representing First Nations before all levels of court. He is based in Victoria. **Strengths:** "David is a very smart lawyer."

Band 3 Aboriginal Law – Representation of Indigenous Peoples

MLT Aikins LLP

What the team is known for MLT Aikins fields a broad team focusing on Aboriginal law, with expertise based in each of its offices across Manitoba, Saskatchewan, Alberta and British Columbia. The firm regularly acts for First Nations and Indigenous-owned corporations on a variety of corporate and commercial matters. These

include mergers and acquisitions, as well as housing development projects. Its lawyers also represent clients on disputes relating to land ownership.

Work highlights An MLT Aikins group, led by Josh Morrison, provided counsel to Ocean Man First Nation on its Recognition Agreement.

Notable practitioners Josh Morrison and Michael Clark are co-heads of the firm's Indigenous practice and are based in Regina and Calgary, respectively.

Nahwegahbow Corbiere Genoodmagejig Barristers & Solicitors

What the team is known for Nahwegahbow Corbiere Genoodmagejig Barristers & Solicitors is a highly respected Ontario-based law firm with decades of experience in Aboriginal law. The team exclusively represents First Nation clients; it is active on governance matters, and in particular in treaty rights litigation and negotiation. The firm notably prioritises the hiring of First Nation lawyers and other members of staff.

Notable practitioners David Nahwegahbow and Dianne Corbiere are key contacts.

Other Ranked Lawyers

Vancouver-based **David Camp** of Eyford Partners is a respected lawyer in the Aboriginal law space, acting for the likes of resource companies, developers and railway companies. His experience

includes advising on leasing issues on reserve lands.

Based in Vancouver, **Robin Junger** (see p.169) of McMillan advises on the Aboriginal law elements of acquisition transactions. He also has notable and complementary environmental law expertise.

James O'Reilly of O'Reilly & Associates possesses outstanding experience in Aboriginal law, including land claims and treaty rights matters. Based in Montréal, he is well known for litigious work on behalf of Indigenous groups.

David Schulze is based at Dionne Schulze in Montréal. He provides advice on Aboriginal treaty rights and is active in Québec and Labrador. His experience in the Aboriginal law space is frequently sought out by public and private clients including Aboriginal governments.

Strengths:

"David is a smart lawyer who offers great service to his clients."

Calgary-based **Heather Treacy KC** of DLA Piper represents clients in the energy sector in contentious and non-contentious matters relating to Aboriginal law.

Strengths:

"Heather is exceptional. She has a great understanding of the subject matter and is very practical."

Leaders' Profiles in Aboriginal Law

BROOKS, Karey

JFK Law LLP, Victoria
604 687.0549 ext. 102
kbrooks@jfkllaw.ca

Featured in Aboriginal Law (Nationwide – Canada)

Practice Areas: Karey primarily acts for First Nations and First Nations organizations in court and negotiations with government and industry on matters relating to Aboriginal rights and title, consultation, regulatory matters, including environmental assessments, and general governance matters, including status and membership issues. Karey also has experience in other public law related work, including with respect to Charter rights litigation and public inquiries. **Practice Focus Areas:** Aboriginal rights litigation Duty to consult and accommodate Regulatory hearings Land use planning Band governance Charter rights Commissions of inquiry

Career: Karey is widely recognized for the major contributions she has made to aboriginal law and the legal profession generally. As lead litigation counsel, Ka-

rey is recognized as a fearless advocate who has advanced a number of unique claims in pursuit of a legal remedy to the complex issues her clients face, which recently include: representing Kwikwetlem First Nation in its Aboriginal title claim in the context of multiple fee simple grants over the land, raising novel extinguishment issues; and Charter claims for failing to institute an Aboriginal land title registration system; representing Snaw-Naw-As Nation for return of lands that are no longer being used for a railway purpose; representing Beaver Lake Cree Nation in its Treaty Infringement claim from cumulative effects of development; representing the Okanagan Indian Band in its Charter claim for safe drinking water on reserve; representing a number of individuals review the decisions of Peters Nation Band Council denying them membership; representing the DFN Glendale Band Council a leadership dispute representing Mandy Lewis in her claim against WestJet for its failure to implement an anti-harassment program, She has acted a co-counsel

with Robert Janes, KC on a number of landmark Aboriginal cases from trial to the SCC including: Mikisew v Canada (consultation on legislation); Keewatin v. Ontario (division of powers); Behn v. Moulton Contracting (treaty rights as defence to tort). Karey has also appeared as lead counsel at the SCC for a number of interveners in: Keewatin v. Ontario; Daniels v. Canada; and TWU v. Law Society of BC. She also acted as Associate Commission Counsel in the Missing Women Commission of Inquiry (2010-2012).

Professional Memberships: Kings Counsel Law Society of British Columbia Canadian Bar Association Provincial Council on the CBABC Board member on the BC Advocates Society International Academy of Trial Lawyers

DICKSON, Tim

JFK Law LLP, Victoria
604 661 9341
tdickson@jfkllaw.ca

Featured in Aboriginal Law (Nationwide – Canada)

Practice Areas: Tim practices civil litigation out of our Vancouver office, with a particular focus on Aboriginal, constitutional, administrative, and commercial law. Tim also regularly advises and represents clients in areas of public law beyond Aboriginal law. He has acted in many leading constitutional and administrative law cases, both for and against government decision-makers.

Career: Tim is an experienced and creative lawyer who seeks practical and strategic results for his clients, whether through litigation or negotiations. He advocates for his clients before the courts and regulatory bodies. He has litigated long trials and public inquiries, has been counsel in over 10 Supreme Court of Canada appeals, and has navigated a variety of regulatory processes. Recognizing that the best results are often achieved out of court, Tim also helps his clients achieve negotiated solutions, supported by strategic and robust litigation strategies. Tim has litigated in many areas of law, but with particular emphases on acting for Indig-

enous peoples in Aboriginal law matters and on cases involving other aspects of public law. He advises and acts for First Nations on matters involving Aboriginal rights and title and governments' duty to consult and accommodate, and he represents First Nations in negotiations with government and industry. He has substantial experience in environmental assessment and regulatory hearings, including before the National Energy Board.

Professional Memberships: Law Society of British Columbia Canadian Bar Association

Personal: Tim grew up in Vancouver. He was called to the bar in 2004 after studying law at the University of Toronto and clerking at the BC Court of Appeal.

GILBRIDE, Bridget

Fasken, Vancouver
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bgilbride@fasken.com

Featured in Aboriginal Law (Nationwide - Canada)

Practice Areas: Bridget Gilbride is a partner in our Vancouver office. She is an experienced litigator specializing in Indigenous and environmental law. Bridget advises on permitting, environmental assessments, and Indigenous and Aboriginal legal issues such as the duty to consult, the United Nations Declaration on the Rights of Indigenous Peoples, and section 35 of the Constitution. Bridget's core focus is advising clients advancing projects, through provincial and federal approval processes, and representing them in regulatory hearings and litigation. She has acted as counsel at all levels of court in British Columbia, Yukon, and the Federal Court, as well as at the Supreme Court of Canada and numerous administrative tribunals.

HELBRONNER, Valerie

Torys LLP, Toronto
+1 (416) 865.7516
vhelbronner@torys.com

Featured in Aboriginal Law (Nationwide - Canada), Energy & Natural Resources (Nationwide - Canada)

See under Energy & Natural Resources for profile.

IACOBUCCI, Frank

Torys LLP, Toronto
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fiacobucci@torys.com

Featured in Aboriginal Law (Nationwide - Canada), Dispute Resolution (Nationwide - Canada)

Practice Areas: Frank advises government, Indigenous groups and businesses on critical legal and policy matters, including matters involving reconciliation between Indigenous peoples and Canada, addressing Indigenous rights, and the discharge of the duty to consult. His work includes guidance, advice and support to clients of Torys and members of the firm.

JANES, Robert

JFK Law LLP, Victoria
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rjanes@jfkllaw.ca

Featured in Aboriginal Law (Nationwide - Canada)

Practice Areas: Robert Janes, KC practices civil litigation in the Victoria, Vancouver and Toronto offices, focusing on constitutional, aboriginal and commercial litigation. He has been a litigator for over twenty years and has extensive experience in assisting First Nations, Aboriginal people and others with difficult problems needing sound strategic and legal advice. Robert's approach is to find practical solutions where possible, while preparing to vigorously advance his client's interests in court where necessary. Practice Focus

Areas: Civil and constitutional litigation Treaty negotiation and implementation Crown consultation and accommodation First Nation-Industry negotiations First Nation governance matters Interpretation of the Indian Act

Career: Robert's focus is serving the needs of First Nations, Aboriginal organizations and individuals and assisting others who have difficult constitutional or public law issues. His work in these areas builds on a broad portfolio of litigation experience in the courts across Canada, including cases in British Columbia, Ontario, Alberta, Yukon and in the Federal Courts system. Robert has appeared for appellants and interveners in the Supreme Court of Canada. Robert assists his clients in a wide diversity of cases including those respecting Aboriginal title and rights, consultation and accommodation, environmental law and the interpretation and application of the Indian Act to bands and individuals. Robert has also appeared in cases that have clarified the operation of British Columbia's land title system, changed the way that prisoners are subjected to solitary confinement in Canada's prison system and defended the rights of people and companies charged with various criminal and regulatory offences. Robert advises clients involved in the British Columbia Treaty Process as well as in large regulatory processes (such as the LNG and oil sands environmental assessments and approval processes).
Professional Memberships: Kings Counsel Law Society of British Columbia Law Society of Ontario Canadian Bar Association
Personal: Originally from Newfoundland, Robert came to British Columbia first in the early 1980's to study at Pearson College. From there he studied across Canada until he obtained his law

degree from the University of Toronto in 1991. Robert joined the bar of Ontario in 1992 and then practiced litigation with a major national law firm until he came to British Columbia in 1998. In 2009 Robert was part of the original group of owners who founded JFK Law Corporation and is based in JFK's Toronto office.

JUNGER, Robin

McMillan LLP, Vancouver
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Featured in Environment (Nationwide - Canada), Aboriginal Law (Nationwide - Canada)

See under Environment for profile.

LAX, T. Ryan

Torys LLP, Toronto

Featured in Aboriginal Law (Nationwide - Canada)

Practice Areas: Ryan's civil litigation practice focuses on public, commercial and international investment law. Ryan regularly acts in domestic and international commercial arbitrations, and international investment arbitrations. He also advises on related investment protection matters. Ryan has a significant practice in Indigenous matters, with extensive experience advising project developers, lenders and governments on issues respecting the duty to consult with Indigenous communities and representing parties and negotiating in disputes regarding Indigenous issues, often on high-stakes or sensitive matters. He also routinely provides guidance to natural resource and energy companies on environmental, social, and governance issues. Ryan has appeared as counsel before all levels of court in Ontario, the Federal Court and the Supreme Court of Canada, in arbitrations under the ADRIC, ICC, ICSID and UNCITRAL rules, and in ad hoc arbitrations.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Advertising & Marketing

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Associates to watch
Kappler Julia <i>Gowling WLG (Canada) LLP</i>
Mavula Sarah <i>Baker McKenzie (ORL) ◇</i>
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG is an acclaimed law firm at the forefront of the advertising and marketing sector in Canada, acting for numerous high-profile companies and advertising agencies. It is recognised for its skilful handling of product regulatory issues, with notable expertise

in the food and beverage, consumer goods, retail and pharma industries, among others. The department has unparalleled depth and bench strength which enables the firm to handle significant multi-level advertising and marketing matters for major national and international clients. It also demonstrates further strength in the increasingly significant areas of social media and data privacy.

Strengths "There is a lot of risk associated with the work they are doing, but they're a trusted partner to get us to the right place."

"Their subject matter expertise is very broad and they can address provincial and national concerns."

"They are very good about taking a very practical view for risk tolerance and business need. They're familiar with the kind of answer we want and how specific and what kind of risk assessment we need, so we receive practical recommendations."

"They all collaborate to provide precise advice and practical solutions. Even for complicated matters, they are adept at making the information understandable and always provide solutions and guidance which enable legal compliance and clear business requirements."

"They have an ability to collaborate together to ensure we receive a concise message that will apply across all provinces and they each have our best interest in mind."

Work highlights Gowling continued to act for McCain Foods on compliance issues related to its advertising of regulated food products.

Notable practitioners

Daniel Cole is applauded by sources for his commerciality and high level of responsiveness. He provides a broad range of advertising advice, with a particular emphasis on work arising within the automotive sector. Based in Toronto, he is the head of the firm's advertising practice group. **Strengths:** "Dan is a wonderfully helpful partner. He is readily available and delivers exceptional work. His affable nature makes him well liked by all, while his efficient, well-informed and practical guidance make him an asset to business." Ottawa-based **Lewis Retik** advises an impressive variety of consumer products companies, particularly those in the food and beverage sector, on both advertising and product regulatory issues.

Strengths: "He does a great job of helping us navigate complex legal issue effectively and efficiently and he's taken the time to really understand our business." **René Bissonnette** has wide-ranging

experience in advertising, marketing and entertainment. Based in Toronto, he advises clients on product promotion campaigns as well as packaging and labelling reviews and a variety of other matters. **Strengths:** "René is in a class of his own. He can always be relied on to help navigate complex legal risks and provide advice in a way that is commercially sound and reasonable." **Christopher Oates** enjoys a particularly strong profile for his expertise in privacy and data protection matters, including advising on regulation regarding the collection and use of consumer data in the course of advertising. **Strengths:** "He's very thorough and knowledgeable." **Julia Kappler** is a Montréal-based associate who enjoys a rising profile on compliance and related regulatory advice in advertising and marketing, including consumer privacy, French language laws and disputes. **Strengths:** "She's bright, enthusiastic, responsive, and is growing her knowledge constantly."

Band 2

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon advises several major multinational organisations on Canadian regulatory compliance, including in connection with packaging, labelling and multi-language requirements. It offers notable capabilities in relation to online marketing, including social media promotions. The firm's privacy work includes wide-ranging activity in cybersecurity, such as advising on data breaches and privacy issues ancillary to mergers. It continues to expand its presence in the emerging commercial cannabis and vaping landscape, with an expanded client base seeking marketing and regulatory advice in this industry. Blakes also leverages its acclaimed competition expertise when representing clients in major investigations into misleading advertising and deceptive marketing claims.

Strengths

"They're always my first call for any advertising and marketing issues in Canada and I haven't had a problem they couldn't handle yet."

"It is a full-service firm, able to provide specialised support across an entire file."

"Complexity and sophistication are their forte. They break matters down into simpler parts and deliver understandable advice."

"I like their advice because it's business-focused, realistic, practical and they take the time to understand our business model."

"There is a lot of institutional knowledge and they ramp up to understand the facts on complex, novel issues. The ability of the team to speak the business language is very tangible and helpful."

Notable practitioners

Toronto-based **Pei Li** has notable experience advising on promotional and marketing programmes, as well as providing regulatory compliance and anti-spam law guidance. **Strengths:** *"She is one of the best regulatory lawyers I have ever worked with. I love working with her, she is a true well-rounded business adviser and a stellar lawyer."* **Laura Weinrib** impresses for her broad experience representing clients across the pharmaceutical, cannabis and consumer products industries. She is based in Toronto. **Strengths:**

"Laura provides excellent advice to meaningfully address risk." *"She is extremely pragmatic; when I ask a question she understands that I want strategic, high-level and quick analysis. Her advice is straightforward and I have complete faith in her."*

Marie-Hélène Constantin has a wide-ranging practice which includes significant strengths in privacy and advertising law, particularly in the technology and life sciences sectors, as well as notable expertise in advising on French language laws. **Strengths:** *"She is an expert. She is smart, flexible and easy to work with."*

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt maintains a well-established marketing and advertising law group, which advises a broad client base on multi-level advertising issues. The team has a known strength in the digital space, including in regard to intellectual property and privacy matters. It advises on all aspects of online advertising, serving an impressive suite of international retail, consumer goods and tech clients. The lawyers also regularly assist with advertising regulatory compliance, including in regard to anti-spam laws and direct-to-consumer advertising and sales.

Strengths

"I've had very positive experiences with the Osler team. We often bring forward unique ideas and they come forward with excellent proposals."

"They're very well versed in the law and have insight to the business to incorporate practical advice."

"They are knowledgeable and practical."

Work highlights Osler continued to advise Microsoft on its Canadian marketing and advertising matters.

Notable practitioners

Kelly Moffatt has an impressive client list featuring a number of well-known retail brands as well as automotive and technology sector names. She is highly rated for her skill set relating to marketing, promotions and consumer protection. Based in Toronto, she heads the firm's marketing and distribution practice group. **Strengths:** *"Kelly Moffatt is my go-to person in the Osler team. She is responsive, very knowledgeable and great at spotting legal issues and working along with other experts to provide a complete analysis."* Toronto-based **John Salloom** is well placed to advise on

matters relating to both advertising and privacy, representing an impressive client portfolio comprising major retail, e-commerce and hospitality names. **Strengths:** *"His knowledge of the spaces we operate in is fantastic. He brings expertise and oversight as well as ideas which we never would have considered. He is my go-to for any legal questions and understands the various risk levels and balances them with the needs of our business."*

Band 3

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell advises a broad array of leading national and international corporate clients on their Canadian advertising and marketing needs, who turn to the firm for advice on privacy and data protection, regulated product advertising, social media matters, commercial contracts and disputes. The team demonstrates significant pedigree in the entertainment, retail and hospitality sectors.

Strengths

"It's a respected group."

Notable practitioners

Jennifer McKenzie is considered a leading expert in regulatory matters in the advertising and marketing sectors. She operates an impressive practice servicing many prestigious names in the food production sector.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault offers clients a full suite of services in the advertising and marketing space, drawing from a strong pool of expert attorneys with robust strengths in commercial matters and regulatory issues. It offers particularly impressive capabilities in cross-border issues with international trade law implications, alongside broader expertise in the retail, hospitality and food and beverage sectors.

Strengths

"What I like the most is that they are very responsive. We are a priority for them and they're good at distilling complex matters into usable advice."

"They consistently provide business-relevant advice in a very clear and straightforward manner."

Work highlights McCarthy Tétrault acted for Trivago following a class action in Ontario alleging Trivago and other travel-booking sites misled consumers by presenting search results as unbiased when the rank order was actually influenced by the commissions they received.

Notable practitioners

Martha Harrison enjoys a particularly strong reputation for her expertise at the intersection of international trade and advertising law, acting for a broad array of national and international clients looking to enter the Canadian market. **Strengths:** *"Martha is really good about managing risk and she knows us well and how we think about risk. She helps us figure things out and is commercially savvy."*

McMillan LLP

What the team is known for McMillan maintains a broad advertising practice offering substantial

industry expertise in the automotive, consumer products, financial services and telecoms sectors in Canada. The firm is especially known for its strength acting on advertising review matters as well as assisting with advertising disputes. Bolstered by its complementary and well-resourced competition group, the team has deep experience advising on regulatory investigations and cases involving allegations of misleading advertising.

Strengths

"There's good strength from senior to junior lawyers, and in all aspects of the practice area."

Work highlights McMillan defended Western Union following a putative class action in Ontario and Québec alleging it misrepresented or falsely advertised its money transfer services.

Notable practitioners

Toronto-based **Dan Edmondstone** (see p.16) offers clients a strong understanding of Canada's regulatory regime, including as it relates to advertising and marketing. He provides non-contentious compliance guidance as well as advising on a wealth of advertising-related internal investigations and disputes. **Janine MacNeil** (see p.16) advises on a broad array of work from her base in Toronto. This includes providing guidance on packaging and labelling concerns as well as advising on promotional campaigns and privacy matters. **Strengths:** *"She is able to distil down complex regulatory requirements into something practical."* *"Janine is smart, practical and strategic."*

Other Ranked Lawyers

Arlan Gates advises on a range of business concerns in the advertising and marketing space, including product licensing, online and commercial advertising and consumer protection. He is based in the firm's Toronto office.

Strengths

"Arlan brings tremendous skill, experience, and overall acumen as lead of their marketing and advertising practice."

"I'm very pleased and satisfied about the collaboration with Arlan, I felt in very good hands."

Kelly Harris is an acknowledged expert in the food, beverage and consumer products sectors, where she frequently advises on regulatory, packaging, pricing and distribution issues.

Strengths

"She is an excellent choice for advertising counsel."

Toronto-based regulatory lawyer **Bill Hearn** has experience encompassing a broad range of industries, including agriculture, consumer products and the retail sector. He possesses significant expertise in a raft of consumer protection areas, including deceptive marketing, pricing and anti-spam compliance.

Sarah Mavula is a senior associate at Baker McKenzie who offers wide-ranging skills in marketing and advertising law.

Strengths

"Her work is clear, thorough and timely, and we value her feedback on our issues."

"She's an extension of us, she knows the market and our business inside-out."

Pierre Savoie is a deeply experienced advertising attorney who enjoys a robust reputation for his

expertise in regulatory and compliance issues affecting advertisers.

David Young is a well-known Toronto-based lawyer with deep-seated experience in the advertising and marketing space. He regularly counsels clients on their interactions with regulators and government bodies as well as advising on marketing and privacy compliance cases.

Strengths:

“He my go-to for all things advertising and marketing.”

Leaders’ Profiles in Advertising & Marketing

EDMONDSTONE, Daniel G

McMillan LLP, Toronto
416.307.4121
dan.edmondstone@mcmillan.ca
Featured in Advertising (Nationwide – Canada)

Practice Areas: Dan Edmondstone is a partner in the marketing and competition groups. His practice covers marketing, advertising and other competition matters, as well as consumer law issues. He represents clients before the Advertising Dispute panels of Advertising Standards Canada as well as in Competition Act matters. Dan has spoken and written extensively on marketing and advertising issues. He is the chair of the Ontario Bar Association Consumer Law Committee and has previously served as the chair of the Marketing Practices Committee of the Canadian Bar Association’s National Competition Law Section. Dan is a member of the ABA, Antitrust Law section. Dan is experienced in merger review and Investment Canada Act reviews across a variety of industries. Dan is the author of McMillan’s Consumer Protection Act (Ontario) (Thomson Reuters) and co-author of Canadian Advertising and Marketing Law (Carswell).

MACNEIL, Janine

McMillan LLP, Toronto
416.307.4124
janine.macneil@mcmillan.ca
Featured in Advertising (Nationwide – Canada)

Practice Areas: Janine’s practice includes advising leading consumer products and services brands as well as advertising agencies on all aspects of marketing, advertising and consumer product compliance and related regulatory matters. Includes legal compliance reviews of advertising campaigns for brand marketers and agencies; packaging and labelling review/compliance; compliance review for new product launches; consumer protection compliance; advising on promotional marketing programs; negotiating and drafting industry-related agreements, including sponsorship and talent agreements; counselling on sweepstakes, games and contests; advising on the legal risks associated with privacy, telemarketing and anti-spam (CASL) compliance. Provides advice on product pricing policies and distribution issues.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Agribusiness

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Band 2
Dentons Canada LLP
Lawson Lundell LLP
Band 3
Hunter Litigation Chambers
Norton Rose Fulbright
Sangra Moller LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Mancell Garry DLA Piper (Canada) LLP
Leading Individuals
Band 1
Gilfillan Brian Lawson Lundell LLP
Oulton Mark Nathanson, Schachter & Thompson (ORL) ◇
Band 2
Allard David Lawson Lundell LLP
Hiebert Brian DLA Piper (Canada) LLP
Lloyd Stephen Dentons Canada LLP
Longe Robin Dentons Canada LLP
Theodorakis Tom McMillan LLP (ORL) ◇ *
Up-and-coming individuals
Shelford Jeremy Ratcliff LLP (ORL) ◇
Star associates
Waatainen Jeff DLA Piper (Canada) LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Bennett Jones LLP

What the team is known for Bennett Jones is a full-service Calgary-headquartered law firm that draws upon the strength of its corporate, trade, environmental, IP and broader firm experience to provide comprehensive support to its agribusiness clients. Its agribusiness, food and beverage lawyers also offer specialist expertise in the cannabis and pesticide sectors, advising on regulatory questions and other issues in both spaces.

Strengths

"Bennett Jones has a very deep expertise and a great team with members at various levels of experience to appropriately handle all of the various aspects of the work. They match the issue with the necessary level of expertise and experience."

"The Bennett Jones team is very responsive to our needs and seem able to meet at a moment's notice. Its service is exceptional."

Agribusiness: Agriculture & Food Products
Leading Firms
Band 1
Miller Thomson LLP
Norton Rose Fulbright
Band 2
Blake, Cassels & Graydon LLP
Dentons Canada LLP
Fasken
McCarthy Tétrault LLP
MLT Aikins LLP
Band 3
Bennett Jones LLP
Pitblado LLP
Stikeman Elliott LLP
Torys LLP

"Their standard of service is excellent and they respond quickly to our needs."

"Their in-depth knowledge of our business and high level of expertise allows them to provide valuable, very timely and tailored advice, within budget."

Work highlights A Bennett Jones led by Melanie Aitken represented JBS USA Food Company and JBS Food Canada in a class action alleging price-fixing conspiracy and anti-competitive conduct surrounding the production and supply of beef.

Notable practitioners

Murray Coleman in Calgary and Julia Schatz in Toronto are key contacts for the firm's agribusiness team.

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a highly regarded law firm that is sought out by a wide range of industry players, including biotech companies, food producers, processors, distributors, agricultural equipment manufacturers and crop input providers. The food, beverage and agribusiness department is particularly well regarded for its strong M&A practice, as well as providing counsel on banking, regulatory compliance, IP matters and commercial disputes. The practice also draws praise for its valuable supporting strength in tax, employment, environmental, real estate and competition law.

Strengths

"Blake, Cassels & Graydon has never let me down; the firm always finds a partner or an associate who can help lead with their specific expertise. It has provided an excellent service."

"I specifically enjoyed the firm's exceptional bench strength and the lawyers are very efficient."

"We work with Blake, Cassels & Graydon because of

its service levels and depth of team across multiple intersecting areas."

Work highlights A Blakes team led by Justin Blake assisted McCain Foods with its CAD500 million investment in TruLeaf Sustainable Agriculture.

Notable practitioners

Calgary-based Peter Keohane and Frank Guarascio in Toronto are key contacts for the firm's food, beverage and agribusiness practice.

Dentons Canada LLP

What the team is known for Dentons is an international firm with a prominent focus on the Canadian agriculture, food and forestry industries. The agribusiness group acts for a significant portfolio of clients on a wide variety of matters, spanning corporate/M&A, financing, restructuring, operations, labour relations, regulatory compliance and litigation. The team's experience includes representing clients working in the forest products, farming, fertiliser, and food and beverage sectors. The firm often acts for global clients on the Canadian aspects of multi-jurisdictional deals.

Strengths

"I can always call Dentons to support us, they are able to find the right experts in the area we look for."

"The team working on our file has a broad range of experience, can effectively break down problems and offers practical solutions."

"They are very responsive and conscious of our firm and the nature of our business. The level of expertise is unmatched, they are ahead of most firms in Canada."

"Dentons has great expertise for many years in the forest industry."

"I was extremely pleased from beginning to end, the quality of their professionals is top-notch in all departments. I also appreciate their presence across Canada, they are in all provinces providing all kinds of expertise."

Work highlights Dentons advised Domtar on the sale of its Hearst Forestlands property to the Nature Conservancy of Canada.

Notable practitioners

Stephen Lloyd is based in Montréal and is well respected for his capabilities in forestry matters ranging from regulatory advice to corporate transactions and disputes. **Strengths:** "He is extremely knowledgeable, effective and practical. He never loses sight of the practical business side of things. I can always count on Stephen to provide solid advice." "He is extremely client-focused and not afraid to say what he thinks. He is creative, solutions-oriented and easy to speak to." Vancouver-based **Robin Longe** is highly regarded

for his strengths in corporate matters within the forestry sector, most significantly in acquisitions, attribution agreements and harvesting contracts. **Strengths:** *"I am very satisfied with Robin's work."*

DLA Piper (Canada) LLP

What the team is known for DLA Piper is a prominent international law firm that is highly regarded for its ability to handle a multitude of forestry mandates for an impressive client base. The forestry group routinely advises major Canadian forest products companies on M&A and joint venture transactions, fibre supply contracts and various commercial matters. It also assists with forestry-related regulatory compliance, land use, environmental and Aboriginal issues. The practice benefits from the experience of several lawyers with longstanding experience in the industry and has a strong footprint across British Columbia and Alberta. The firm's clients also benefit from its cross-border capabilities and global office network.

Strengths

"I have always been very impressed with the legal capabilities of DLA Piper and am happy to recommend them wholeheartedly."

"The team is experienced in board governance and in forestry-related business."

"It is a solid team that has good forestry experience."

Work highlights A DLA Piper team led by Brian Hiebert advised Arbios on the construction, development and operation of its low-carbon biofuel plant in British Columbia.

Notable practitioners

Garry Mancell is a longstanding Vancouver-based lawyer who is widely revered for his forestry practice, holding notable expertise in timber supply agreements, regulatory matters and M&A transactions within the forestry sector. **Strengths:** *"Garry Mancell takes a very pragmatic approach to his work, which clients in the forest industry very much appreciate."* **Brian Hiebert** operates a highly regarded and widespread practice out of the firm's Vancouver office, with a significant focus on M&A in the forestry industry. **Strengths:** *"Brian Hiebert is well respected for his work in corporate transactions and as an adviser."* *"He has very good customer service skills, always checks in with us and is proactive."* Vancouver-based **Jeff Waatainen** is an associate who has become increasingly prominent in the field of forestry law. His strengths range across corporate transactions, regulatory matters and disputes before administrative tribunals. **Strengths:** *"Jeff is a very hard worker and very knowledgeable."* *"He has good knowledge of forestry law and is a strong advocate for his clients."*

Fasken

What the team is known for Fasken is a distinguished law firm with accomplished expertise across a variety of food and agribusiness concerns. The agribusiness, food and beverage team handles notable work on behalf of agricultural cooperatives, as well as being trusted advisers to retailers, producers, manufacturers and institutional agrifood investors. The practice is well positioned to advise on general commercial matters as well as providing industry-specific counsel

on supply management, marketing and distribution, and manufacturing. The firm's clients benefit from its complementary practice in international trade as well as its specialists in the areas of product labelling, agricultural land protection and food regulation.

Strengths

"Fasken has proven time and time again that they are able to highly effectively and efficiently manage any complex matter we have presented to them."

"Fasken provides great collaboration, professionalism and support."

"It is a quick and agile firm with a diverse team to handle all the different aspects of our business."

"We see exceptional depth and breadth of ability and expertise in the Fasken team. They have always been able to assist us with any issue related to agribusiness, both nationally and internationally."

Work highlights A Fasken team led by Neil Kravitz advised MTY Food Group on the USD207 million acquisition of all shares in Wetzels Pretzels.

Notable practitioners

Vancouver-based Ally Bharmal and Anne-Marie Naud, based in Québec City, are key contacts for the department.

Hunter Litigation Chambers

What the team is known for Hunter Litigation Chambers is a well-respected litigation boutique firm operating out of Vancouver, with acknowledged expertise in the forestry space. The forestry practice is particularly commended for its experience handling forestry litigation and regulatory proceedings, frequently handling cases concerning First Nations and stumpage appeals. Its lawyers are increasingly active on cases concerning wildfires. The team also represents clients in tort cases and administrative, contractual and commercial disputes. It has appeared before all levels of court in British Columbia and offers complementary arbitration expertise.

Notable practitioners

Randy Kaardal KC is a key contact at the firm.

Lawson Lundell LLP

What the team is known for Lawson Lundell is a well-established firm in Western Canada, admired for the significant breadth and expertise of its forestry department. The team expertly advises forest products companies on a variety of matters including M&A, joint ventures, timber contracts, fibre supply agreements and commercial litigation. The practice is also recognised for its work on regulatory compliance, project development, environmental issues and First Nations matters, frequently representing clients in related disputes. The group offers complementary industry-specific expertise in employee health and safety matters.

Strengths

"The team is extremely responsive, the lawyers go above and beyond to ensure our needs are met. It provides great client service, very strong communication and expertise."

"Lawson Lundell continues to meet and exceed my expectations."

"Lawson Lundell's responsiveness to our matters has been unparalleled. Whether we choose to initiate communications via phone call or email, the

team is immediately available and engaged. This level of responsiveness is maintained from start to finish."

Work highlights Lawson Lundell assisted Canfor with a range of transactions and regulatory advice including the sale of its NOS Electricity Substation in Prince George to Pacific Energy Prince George.

Notable practitioners

Brian Gilfillan is a highly experienced lawyer in the forestry sector with extensive expertise in timber agreements, regulatory advice and dispute proceedings. **Strengths:** *"Brian's knowledge and experience within the BC forest industry is unparalleled. He has keen intuition and an ability to predict outcomes based on the depth of his experience."*

"He brings a unique perspective on interpreting the law, he is always available, and provides very prompt services." *"What stands out is the breadth of his practice. Clients and peers really trust him."*

"It is his in-depth regulatory knowledge of forestry that makes him stand out." Based in Vancouver, **David Allard** leads the firm's forest industry group and frequently represents clients in corporate transactions as well as providing governance and regulatory advice in the forest sector. **Strengths:** *"David is exceptionally great at whatever he does, he is very knowledgeable and experienced in addition to being responsive and well respected in this industry."* *"He has a deep willingness to provide personal on-hand service. He is very responsive and is invested in our long-term relationship."*

McCarthy Tétraut LLP

What the team is known for McCarthy Tétraut is a national law firm with immense transactional aptitude across the agribusiness space. The food, beverage and agribusiness group offers considerable experience of high-value M&A matters, as well as corporate finance and restructuring mandates. The team also advises on regulatory law and food safety, as well as providing related services in areas including international trade, tax and IP. The practice maintains an impressive roster of clients from a variety of sectors including lenders and investors.

Strengths

"The McCarthy team provides timely responses and an ability to understand our business. It tailors and customises its advice to us."

Work highlights A McCarthy Tétraut team assisted Olymel with the sale of all its intellectual property in porcine genetics to Genus PIC and entering into an exclusive long-term genetics collaboration agreement with the latter.

Notable practitioners

Montréal-based Matthieu Rheault and Toronto-based Lara Nathans are key members of the firm's agriculture practice.

Miller Thomson LLP

What the team is known for Miller Thomson operates a leading Canadian agribusiness practice fielding a team of experts across the country to deliver sector-specific counsel. The agribusiness and food production team advises on a wide range of commercial transactions and litigation, as well as offering notable expertise in the regulation of food and agriculture, from animal health and

welfare to product labelling and environmental advice on growing and processing. The practice services a strong stable of industry clients including primary processors, food and beverage manufacturers and cooperatives, as well as acting for those involved in the emerging ag-tech space. The group maintains presences in Canada's key agricultural hubs, with offices in Alberta, Saskatchewan, Québec and south-western Ontario.

Strengths

"I am extremely pleased with support of Miller Thomson, the lawyers continue to support our organisation on many matters and their work always meets our needs. We value Miller Thomson's support, guidance and contributions."

Work highlights A Miller Thomson team led by Mack Hosseinian advised Deveron on the financing of its acquisition of a 67% equity interest in A&L Canada Laboratories East.

Notable practitioners

Saskatchewan-based Eric Johnson is a key contact for the firm.

MLT Aikins LLP

What the team is known for MLT Aikins is a prominent regional law firm providing full-service support to agribusiness clients in Western Canada's key business centres. A popular choice for clients operating in the grain, agricultural and ag-tech spheres, the firm is frequently sought out for counsel on regulatory compliance, intellectual property and licensing and the full range of commercial issues.

Strengths

"MLT Aikins has a strong practice in the region that does an excellent job."

Notable practitioners

Calgary-based Scott Exner is a key lawyer in the firm's agribusiness practice.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is a global law firm with outstanding practices in agribusiness and forest products, servicing clients across Canada and internationally. The firm's agrifood practice is a top choice for regional, national and multinational clients in a wide range of sectors, with a core focus on ag-tech and the production, processing, transportation and distribution of food. Its forestry team is well equipped to advise key industry players on the full scope of their business needs, from tenure transfers, logging and timber harvesting to taxation, litigation and First Nations relations. Clients benefit from the firm's offices across Canada as well as the USA, Europe and Asia-Pacific.

Notable practitioners

Vancouver-based Daniel Bennett is a key contact for the firm's forestry practice. Mario Lacombe in Québec City is a key contact for agriculture and food products.

Pitblado LLP

What the team is known for Pitblado is a Winnipeg-based law firm with particular expertise in the grain business. Acting predominantly on behalf of private sector clients, the team is regularly mandated by corporate and family farms, grain companies, crop input distributors, food processors, agricultural equipment manufacturers and hog genetics companies. Its lawyers support clients on commercial transactions, including M&A and financing, as well as on related tax, litigation, real estate and securities issues.

Notable practitioners

Bruce King KC is a key contact for the firm.

Sangra Moller LLP

What the team is known for Sangra Moller is a well-established British Columbia boutique with in-depth knowledge of the forestry space. The team is commended for its representation of regional and international pulp and paper manufacturers in acquisitions and dispositions, financing matters, corporate governance, proxy contests and related litigation. The lawyers are further noted for their advice on environmental compliance and regulatory matters. The group frequently provides counsel on timber tenures and access to resources on private or government-owned lands.

Notable practitioners

Harj Sangra, Gary Gill and Rod Talaifar are key contacts for the firm.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is valued for its longstanding experience in the agribusiness space in Canada, often assisting investors, producers, manufacturers and distributors with large M&A transactions and various commercial and contentious matters. The firm is well positioned to advise on various regulatory issues arising in the sector, including environmental and food and drug compliance, marketing, advertising and labelling, and competition issues. Its lawyers also provide advice on IP, tax and securities issues, and offer particular expertise in the agricultural-biotech and emerging cannabis industries.

Strengths

"We had very specific and specialized issues and Stikeman was always able to find resources with that specific knowledge."

Work highlights A Stikeman Elliott team led by Warren Katz acted for Courchesne Larose on an investment of share capital by Sagard Private Equity Canada.

Notable practitioners

Pierre-Yves Leduc is a primary contact for the firm's agribusiness practice.

Torys LLP

What the team is known for Torys is valued for its longstanding experience in the agribusiness space, offering full-service business support to notable industry players. Its Toronto and Calgary-based lawyers often assist with M&A transactions and are noted for their aptitude in agricultural-biotech and agribusiness innovations, providing commercial and specialist regulatory counsel to clients working in plant and animal genetics, novel foods and the emerging cannabis market. The firm also acts for traditional agrifood players including producers of food and crop protection products and livestock feed and seed companies across the supply chain.

Strengths

"The team is smart, professional, dynamic and a pleasure to work with. The lawyers are also able to break down highly complex issues into understandable pieces."

"They provide concise and quick answers."

"The Torys team is responsive, knowledgeable and has a long track record of work in this area."

Work highlights A Torys team advised Hawthorne Canada on the acquisition of its Kelowna research facility.

Notable practitioners

Eileen McMahon and Janan Paskaran are key contacts for the firm's agribusiness team.

Other Ranked Lawyers

Mark Oulton of Nathanson Schachter & Thompson LLP is a highly experienced litigation lawyer with a particular focus on forestry and commercial disputes. Based in Vancouver, he has acted before all levels of the BC courts, the Supreme Court and the Forest Appeals Commission.

Strengths:

"Mark is a great lawyer, one of the most well-known litigators for forestry in Canada."

Jeremy Shelford at Ratcliff & Company is most experienced in advising forestry clients on corporate transactions. Based in Vancouver, his background as a forest engineer is sought after by clients including First Nations groups.

Tom Theodorakis (see p.21) of McMillan LLP is a corporate lawyer with significant forestry-related expertise. In addition to leading the firm's forest products group out of its Vancouver office, he advises on M&A and corporate finance.

Strengths:

"Tom is an excellent solicitor."

Leaders' Profiles in Agribusiness

THEODORAKIS, Tom

McMillan LLP, Vancouver

604.691.7492

tom.theodorakis@mcmillan.ca

Featured in Agriculture & Rural Affairs

(Nationwide – Canada)

Practice Areas: Tom is a business and transaction lawyer who works with clients in a team based approach to assist clients achieve their business goals in the best possible manner. With his extensive experience in the industry, Tom has been recognized by many legal directories as a highly recommended and leading lawyer in the area of Forestry Law. Tom practices corporate, commercial and natural resources law. He has significant experience working with public and private companies in mergers and acquisitions, commercial arrangements, corporate finance, and forest products and mining industry projects, and has acted as lead counsel on numerous transactions in these industries. He also provides ongoing advice on corporate governance, regulatory and compliance matters.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Arbitration & Mediation

How lawyers are ranked

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rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Dispute Resolution Arbitration

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Dentons Canada LLP
McCarthy Tétrault LLP
Torys LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Mowatt J Cameron <i>Tereposky & DeRose LLP (ORL)</i> ◇
Woods, Ad E James A <i>Woods LLP (ORL)</i> ◇
Leading Individuals
Band 1
Terry John A <i>Torys LLP*</i>
Valasek Martin J <i>Norton Rose Fulbright (ORL)</i> ◇ *
Wisner Robert <i>McMillan LLP (ORL)</i> ◇ *
Band 2
Biennu, Ad E Pierre <i>IMK LLP (ORL)</i> ◇
Bunting James <i>Tyr LLP (ORL)</i> ◇
Deane Robert J C <i>Borden Ladner Gervais LLP</i>
Drymer Stephen <i>Woods LLP (ORL)</i> ◇
McArthur Joseph <i>Blake, Cassels & Graydon LLP</i>
Pappas Vasilis <i>Bennett Jones LLP</i>
Sarabia Luis <i>Davies Ward Phillips & Vineberg (ORL)</i> ◇ *
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Cundari Laura <i>Blake, Cassels & Graydon LLP</i>
Ellam, KC, FCIArb Timothy St. J. <i>McCarthy Tétrault LLP</i>
Gunn Angus M. <i>Eyford Partners LLP (ORL)</i> ◇
Howie Rachel <i>Dentons Canada LLP</i>
Radford Jennifer <i>Tereposky & DeRose LLP (ORL)</i> ◇
Reynolds R Bruce <i>Singleton Urquhart Reynolds (ORL)</i> ◇
Seers Myriam <i>Agora (ORL)</i> ◇
Sirivar Abbey "Junior" <i>McCarthy Tétrault LLP</i>
Tarnowsky Gordon L <i>Dentons Canada LLP</i>
Thacker Lawrence <i>Lenczner Slaght (ORL)</i> ◇ *
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Vogel Sharon <i>Singleton Urquhart Reynolds Vogel (ORL)</i> ◇
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O'Grady Brendan <i>Baker McKenzie (ORL)</i> ◇
Plotkin James <i>Gowling WLG (Canada) LLP (ORL)</i> ◇
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Dispute Resolution Most in Demand Arbitrators
Leading Individuals
Star individuals
Alvarez Henri C <i>Sole Practitioner (ORL)</i> ◇
Fortier, PC, CC, OQ L Yves <i>Cabinet Yves Fortier (ORL)</i> ◇
Haigh David Ross <i>Burnet Duckworth & Palmer (ORL)</i> ◇
Band 1
Armstrong Bob <i>Arbitration Place (ORL)</i> ◇
Barrington Louise <i>Arbitration Place (ORL)</i> ◇
Biennu, Ad E Pierre <i>IMK LLP (ORL)</i> ◇
Binnie CC Ian <i>Lenczner Slaght (ORL)</i> ◇ *
Casey J Brian <i>Bay Street Chambers (ORL)</i> ◇
Drymer Stephen <i>Woods LLP (ORL)</i> ◇
Ghikas Gerald W <i>Sole Practitioner (ORL)</i> ◇
Judge John <i>Arbitration Place (ORL)</i> ◇
Marshall Jack J <i>John J. Marshall, K.C. Professional (ORL)</i> ◇
O'Connor Dennis <i>Borden Ladner Gervais LLP</i>
Thomas Christopher <i>Sole Practitioner (ORL)</i> ◇
Walker Janet <i>Toronto Arbitration Chambers (ORL)</i> ◇ *
Band 2
Gunn Angus M. <i>Eyford Partners LLP (ORL)</i> ◇
Horton William G <i>William G Horton Commercial (ORL)</i> ◇
McLachlin Beverley <i>Arbitration Place (ORL)</i> ◇
Richler Joel <i>Bay Street Chambers (ORL)</i> ◇
Winkler Warren <i>Arbitration Place (ORL)</i> ◇
Band 3
Cherniak Earl A <i>Lerners LLP (ORL)</i> ◇
Clemens Murray A <i>Nathanson, Schachter (ORL)</i> ◇
Cromwell Thomas <i>Arbitration Place (ORL)</i> ◇
Dalphon Pierre <i>Stikeman Elliott LLP (ORL)</i> ◇
Glaholt Duncan <i>Glaholt Bowles LLP (ORL)</i> ◇
Hankinson Stuart <i>Singleton Urquhart Reynolds (ORL)</i> ◇
Kirsh Harvey <i>Kirsh Construction ADR Services (ORL)</i> ◇
Leon Barry <i>Arbitration Place (ORL)</i> ◇
Mack Perry <i>Peacock Linder Halt & Mack LLP (ORL)</i> ◇
McDougall John Lorn <i>Arbitration Place (ORL)</i> ◇
O'Connor Christopher J <i>O'Connor Dispute (ORL)</i> ◇
Band I
Bennett Jones LLP
What the team is known for Bennett Jones LLP is home to an accomplished group of lawyers noted for their focus on arbitration proceedings. The team demonstrates considerable experience handling both domestic Canadian and international arbitrations arising in South America, Asia and Europe.
Strengths "As one of Canada's largest and most comprehensive law firms, Bennett Jones has some of the most accomplished lawyers in their field of practice. The

Dispute Resolution: Mediators
Leading Individuals
Band 1
Adams George <i>Adams ADR Centre (ORL)</i> ◇
Winkler Warren <i>Arbitration Place (ORL)</i> ◇
Band 2
Cunningham J. Douglas <i>Arbitration Place (ORL)</i> ◇
Dalphon Pierre <i>Stikeman Elliott LLP (ORL)</i> ◇
Iacobucci Frank <i>Torys LLP*</i>
Kaplan Ari N. <i>Kaplan Law (ORL)</i> ◇
Band 3
Notable practitioners
Vasilis Pappas heads the international arbitration practice group at Bennett Jones, dividing his time between Vancouver and Calgary. He is widely esteemed for his skilled handling of disputes arising from the natural resources and energy industries. Strengths: "He is an exceptionally hard worker." "He is very familiar with and adept at international arbitration law and practice standards."
David Wahl is an up-and-coming partner based in Calgary. He is commended for his particular expertise arbitrating construction disputes. Strengths: "He is a very fine advocate."
Blake, Cassels & Graydon LLP
What the team is known for Blake, Cassels & Graydon LLP offers clients strong nationwide expertise, at home arbitrating in all of Canada's major venues. The team also offers accomplished representation in international arbitration proceedings. Blakes lawyers stand out for their particular knowledge of disputes pertaining to investment treaties.
Strengths "Blakes always provides prompt and relevant responses with high service levels in written and verbal communication. The team is able to quickly evaluate complex matters and make recommendations." "They have elite lawyers who can handle very complicated arbitrations." "Blakes has a strong team in all of the key practice areas across all of the jurisdictions within Canada."
Work highlights Blakes appeared as arbitration and court appeal counsel to residential owners

of luxury condominium in a VanIAC arbitration and BC Supreme Court appeal involving disputes regarding cost sharing with one of Canada's top ranked hotels.

Notable practitioners

Joseph McArthur is a respected arbitration lawyer based in the Vancouver office of Blake, Cassels & Graydon. He has substantial experience representing clients in commercial disputes and appearing as an advocate in cases relating to construction, mining and energy. **Strengths:** "He is a pleasure to work with. He has the ability to make an eye-wateringly stressful piece of litigation pleasant." **Laura Cundari** is particularly noted for her expertise in complex arbitrations, including those in the energy, mining and construction sectors. **Strengths:** "A very solid, strong lawyer."

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais LLP offers clients a deep bench of skilled arbitrators and dispute resolution lawyers with the ability to handle complex domestic and international arbitrations. The firm regularly takes on natural resource and energy-related contests and is perhaps best known for its leading expertise in construction arbitrations.

Strengths

"A fantastic group of folks with capable resources – the expectation of prompt and diligent communication runs deep in their organisation."

Work highlights Borden Ladner Gervais LLP represented Geophysical Service in a CAD2.65 billion NAFTA Chapter 11 dispute with the Government of Canada over the government's handling of proprietary seismic data collected and submitted by GSI over the course of many years.

Notable practitioners

Dennis O'Connor KC attracts plaudits for his expertise across a wide array of commercial arbitration matters, with particular strength in securities and insurance proceedings. He is a former Associate Chief Justice of Ontario who now occupies the position of senior counsel in the Toronto office of Borden Ladner Gervais. **Strengths:** "He is a tremendous arbitrator." "He is at the very top of the list for domestic arbitration." **Robert Deane** heads the international trade and arbitration team at Borden Ladner Gervais. Based in Vancouver, he operates a robust arbitration practice with experience acting on commercial disputes and investor-state proceedings. **Strengths:** "He is an excellent strategist and advocate." "He is extremely knowledgeable and strategic about arbitration." "He is an absolute gem. He is highly effective in his crafting of a case and constructive in his approach to engaging with clients." **Craig Chiasson** is a highly experienced lawyer who maintains a respected arbitration practice from his base in BLG's Vancouver office. He consistently wins praise for his skilled handling of international arbitration and investment treaty disputes. **Strengths:** "He is very intellectually effective and tenacious." **Jeffrey Vallis KC** is renowned for his long-standing experience in domestic and international construction disputes. Based in the Calgary office of Borden Ladner Gervais, he is widely regarded as one of Canada's leading construction arbitration lawyers. His wide-ranging practice also sees him

handle commercial arbitration cases conducted under ad hoc and ICC rules. **Strengths:** "He has an amazing depth of knowledge. He's very practical and dedicated to the case." "He is an excellent practitioner and very well known in the Alberta market as a go-to person for complex construction arbitration." **Sarah McEachern** has experience in commercial litigation and arbitration with particular focus on the commercial, construction and mining sectors. **Strengths:** "She has a keen legal mind." "She is a wonderful practitioner."

Dentons Canada LLP

What the team is known for Dentons Canada LLP's arbitration group is a go-to for both domestic and international proceedings, demonstrating considerable experience practicing in venues across Canada and the globe. The team is particularly expert in contentious proceedings as to jurisdiction and procedure and is noted for sector expertise in mining and energy.

Strengths

"Exactly what you want in a cross-border, cross-firm team."

"The team is fantastic, doing a good job with a practical approach, going through the pros and cons and laying out the options."

Work highlights Dentons represented Niko Resources (Bangladesh) in two ICSID arbitration proceedings seeking payment for gas delivered to Bangladesh Oil and Gas Mineral Corporation, and seeking a declaration, with respect to liability, as well as any compensation payable, to Bangladesh Petroleum Exploration and Production Company arising from two gas well blowouts in Bangladesh.

Notable practitioners

Toronto-based **Michael Schafler** of Dentons Canada acts for a number of multinational companies in sectors such as tech and automotive, appearing in both litigation and arbitration proceedings. **Strengths:** "He is creative, relentless, collaborative and a joy to work with." Based in Calgary, **Rachel Howie** co-heads the nationwide ADR and arbitration team at Dentons Canada. Her practice has a strong emphasis on representing oil and gas and mining clients, with her recent experience encompassing joint venture and breach of contract disputes within these sectors, as well as investor-state arbitrations. **Strengths:** "Brilliant, focused and incredibly skilled at quickly digesting and responding to new information." **Gordon Tarnowsky KC** of Dentons Canada offers clients deep knowledge of construction and energy matters and has additional experience handling international arbitration. He is based in Dentons' Calgary office. **Strengths:** "A good, solid practitioner."

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault LLP is highlighted for its strength in both domestic and international arbitration. The team offers notable expertise in investment treaty and investor protection disputes. The firm is further noted for its work seeking enforcement of arbitral awards.

Strengths

"They have a lot of experience and cross-country reach."

"The team is nimble, thoughtful and mighty."

"Their team offers thoughtful, experience-based insights into managing complex matters and is dedicated and responsive to clients in a way that makes you think you're the only client they work for."

"They have the ability to handle complex matters and explain them clearly."

"They are able to focus quickly on the important elements of a matter."

Notable practitioners

Tim Ellam offers expert representation of clients in technology and energy sectors and has notable experience advising on joint venture and shareholder disputes. **Strengths:** "Tim Ellam is hugely experienced, measured and commercial, also very approachable and down to earth. He's extremely responsive and his client management is impeccable." "He is extremely patient and diligent, spending the time needed to understand the underlying issues and work through them with you. He is the first guy I call." "He is a very practical and solutions-oriented lawyer; he has a strong skill set and a real business-approach to his advice." **Junior Sivivar** co-chairs the international arbitration team at McCarthy Tétrault from his base in Toronto. He handles an impressive array of international arbitral proceedings arising in the natural resources and energy sectors, as well as domestic commercial disputes. **Strengths:** "He is able to make complex issues clear to the client and can give good advice on the likelihood of success." **Sandra Lange** is a Calgary-based associate commended for her dispute resolution practice. She is highlighted for her work on significant international arbitrations in the energy space. **Strengths:** "Sandra is analytical and thorough." "Sandra is knowledgeable and able to explain complex matters clearly. She is also prompt in responding to initial requests and providing advice." "She is great to work with and provides timely strategic and legal advice."

Torys LLP

What the team is known for Torys LLP's arbitration group handles international commercial, treaty and award-enforcement work across global jurisdictions. The team is also sought out for domestic Canadian arbitration proceedings. Its lawyers offer broad-based sector expertise in transportation, manufacturing, energy and banking among other areas.

Strengths

"The Torys teams shows significant experience in complex arbitration matters, specially in investment arbitration. They are very well organised and attention to detail is always present."

"The lawyers at Torys are smart, thorough and fully immerse themselves in their cases."

Work highlights Torys LLP led a team of Canadian and Turkish lawyers representing Alamos in a complex USD1 billion investment treaty claim brought by its Netherlands-based subsidiaries against the Republic of Türkiye under the Netherlands-Türkiye bilateral investment treaty.

Notable practitioners

John Terry (see p.27) is highly regarded for his practice emphasis on alternative dispute resolution, playing a prominent role in a range of investor-state arbitration proceedings. He is based in Torys' Toronto office. **Strengths:** "An excellent lawyer with great experience." "John can jump into

an issue and quickly dissect what matters most.”

Frank Iacobucci (see p.12) is a former Justice of the Supreme Court of Canada and receives accolades for his high-quality mediation practice.

Strengths: “Frank is fantastic, a top mediator.”

Chris Kinneer Hunter (see p.27) is a senior associate based out of the firm’s Toronto office. He is commended for his work in international arbitration and in litigation of enforcement proceedings.

Strengths: “Chris is always on top of his game and one step ahead. He is a pleasure to work with.”

Other Ranked Lawyers

George Adams KC maintains his own well-established mediation practice – known as Adams ADR – and is a popular choice for complex dispute resolution. Based in Toronto, he is renowned as one of the best mediators in Canada, handling a wide range of alternative dispute resolution matters, ranging from labour and employment cases to contractual disputes.

Strengths:

“He’s highly regarded and deservedly so.”

Henri Alvarez KC is known for his broad expertise of mining disputes involving multiple jurisdictions. Based in Vancouver, he is skilled in both domestic and international arbitral proceedings and is often cited as a first choice to act as arbitrator in a wide array of high-stakes proceedings.

Strengths:

“There is nobody better, you are lucky if you can get him – a tremendous guy.”

Bob Armstrong KC has expertise stretching across a wide range of international and domestic disputes, including projects and infrastructure cases, as well as sports law. A Toronto-based arbitrator with Arbitration Place, he is also well known for his former role as an appellate judge at the Ontario Court of Appeal.

Louise Barrington is a Toronto-based arbitrator at Arbitration Place who presides over a wide variety of international and domestic proceedings. Her work frequently sees her active on banking, insurance and construction cases.

Pierre Bienvenu, Ad E is based in Montréal and is global co-chair of Norton Rose Fulbright’s international arbitration practice. He offers extensive experience in arbitration proceedings and is increasingly viewed as a go-to arbitrator for cases across an extensive range of sectors, including energy and telecoms.

Strengths:

“One of the top people in Canada doing arbitration and internationally.”

“Brilliant.”

Ian Binnie CC KC (see p.27) is a former Justice of the Supreme Court who now holds an of counsel role with Lenczner Slaght in Toronto. He maintains his position as a sought-after neutral and frequently presides over high-stakes international and domestic arbitrations, with additional strength across a full range of commercial disputes.

Strengths:

“He is brilliant and has a tremendous career.”

James Bunting is a skilled sports arbitrator who also acts on a wide array of contractual disputes,

drawing upon his considerable litigation experience. He is a founding member of Toronto-based Tyr LLP.

Strengths:

“He is a good lawyer and excellent counsel.”

Brian Casey is a leading figure across the Canadian arbitration market who presides over a broad range of commercial cases, as well as IP and energy-related disputes. Operating from Bay Street Chambers in Toronto, he is held in high esteem by fellow lawyers.

Strengths:

“He is one of the gurus in Canada – he literally wrote the book. One of the best arbitrators in the country.”

Earl Cherniak KC offers substantial experience in international arbitration, with noted expertise in multi-jurisdictional disputes and insurance law. Based in the Toronto office of Lerner LLP, he is also a member of 3 Verulam Buildings in London, UK.

Murray Clemens KC operates from the Vancouver law firm Nathanson, Schachter & Thompson. He is experienced at handling arbitration both as counsel and as an arbitrator, acting on a wide array of disputes involving employment and insurance law.

Strengths:

“Very well regarded in the space.”

Thomas Cromwell is a former Supreme Court judge taking on a wide range of arbitral appointments through his membership of Arbitration Place in Toronto. He is especially well known for presiding over significant labour disputes and is a former vice-chair of the Nova Scotia Labour Relations Board.

Strengths:

“A bright, talented and sought-after arbitrator and mediator.”

Douglas Cunningham has deep experience across domestic commercial ADR and is particularly noted for his skilled mediation expertise. A Toronto-based arbitrator with Arbitration Place, he is well known within Ontario due to his long-standing former position as a judge with the Ontario Superior Court.

Strengths:

“Sought-after counsel.”

Pierre Dalphond is a senior counsel in Stikeman Elliott’s Montréal office who regularly acts as both neutral and mediator. He is active across domestic and international disputes, often representing clients in the energy and construction industries.

Stephen Drymer heads the international arbitration group at Montréal-based Woods LLP. He is highly regarded for his expertise across both domestic and international arbitration conducted under ad hoc and institutional rules. He frequently acts on investor-state disputes, with skills acting as either a neutral or arbitration counsel.

Strengths:

“A stellar arbitrator with a great reputation.”

Yves Fortier CC OQ KC is widely acknowledged as a market-leading arbitrator in Canada and is one of the best-known lawyers in the arbitration field globally. His expertise extends to a variety of complex domestic arbitration and investor-state proceedings, as well as international disputes. He is based principally in Montréal, where he is the principal of Cabinet Yves Fortier.

Jesse Gardner of Singleton Urquhart Reynolds Vogel LLP is an up-and-coming partner recognised for his expertise in construction-sector arbitrations. He regularly represents owners and contractors.

Strengths:

“Jesse excels at providing timely and strategic legal advice.”

“He brings significant relevant experience to the table and is able to provide detailed information on a variety of legal issues.”

“He works diligently and provides a consistently high level of output which routinely exceeds client expectation.”

Gerald Ghikas KC is a well-known sole practitioner based in Vancouver who is a popular choice for complex proceedings, presiding over cases under ad hoc and institutional rules.

Strengths:

“He is phenomenal as an arbitrator.”

“Very bright and hard-working, he does not dip in, he lives it.”

“An extremely quick study, never behind in terms of timings, and very fair with counsel.”

Duncan Glaholt is a founding partner of Glaholt Bowles in Toronto. He is esteemed for his experienced representation of clients from the energy and infrastructure industries in high-value disputes.

Strengths:

“He is a go to for a lot of people in the construction space and is hugely in demand.”

Angus Gunn KC is a respected lawyer practising with Eyford Partners in Vancouver. He operates a robust commercial arbitration practice, being familiar with ad hoc and ICDR proceedings.

Strengths:

“A very clever and talented arbitrator.”

“He is smart and knowledgeable.”

David Ross Haigh KC is a top-rated arbitrator based at the respected Calgary law firm Burnet Duckworth & Palmer LLP. He is highly regarded for his expertise in cross-border arbitration and is frequently appointed to handle investor-state cases in addition to complex disputes arising within the energy sector.

Strengths:

“One of the godfathers of arbitration in Canada.”

“One of the greats in Canada.”

Stuart Hankinson KC joined the Vancouver office of Singleton Urquhart Reynolds Vogel in January 2021 after leaving Bennett Jones. His arbitration practice has a strong focus on construction, infrastructure and insurance disputes.

Strengths:

“He is a great arbitrator and lawyer.”

William Horton is a sole practitioner who presides over a wide array of commercial arbitration matters arising in the aviation and construction sectors, among others, and conducted under both ad hoc and institutional rules.

Strengths:

“He’s great – a guru.”

“He has a great, calm style.”

John Judge is a skilled neutral with experience handling both international and domestic disputes. He splits his time between Canada and the UK, and is frequently appointed to sit in cases arising out of the mining, technology, energy and

finance sectors. He is a Toronto-based member of Arbitration Place.

Strengths:

"John Judge is excellent."

Ari Kaplan is the principal of Kaplan Law in Toronto. He draws upon his expertise in pensions and benefits law to represent clients in mediation proceedings. He acts for both corporate and private clients, as well as institutions.

Harvey Kirsh is a Toronto-based lawyer who heads up Kirsh Construction ADR Services. He is a well-established arbitrator who presides over a broad range of construction arbitrations. His practice often sees him handle high-value disputes arising from project development in the energy and infrastructure sectors.

Barry Leon is a high-profile and influential figure now based at Arbitration Place in Toronto. His wide-ranging experience encompasses insolvency and shareholder disputes as well as major ICSID arbitrations.

Strengths:

"He's knowledgeable and has great presence."

Calgary-based **Perry Mack KC** is one of the founding partners of respected Alberta disputes law firm Peacock Linder Halt & Mack. He is an accomplished counsel on a wide variety of disputes, including ICC arbitrations and matters arising in the construction sector.

Jack Marshall KC attracts praise for the breadth of his arbitration practice, with sources highlighting his strength in energy law. He is one of the most seasoned arbitrators in Canada, being able to draw upon more than five decades' experience of major commercial disputes.

Strengths:

"One of the greats – a guru in western Canada."

John Lorn McDougall KC is a prominent Toronto-based arbitrator with Arbitration Place who hears a broad array of cases arising from the natural resources and energy sectors. His arbitration experience also covers high-stakes commercial cases, with further noted strengths in insurance and antitrust.

Strengths:

"An excellent resource and a very smart man."

Beverley McLachlin is the former Chief Justice of Canada and is highly skilled as an arbitrator. She is highly adept in domestic and international proceedings with expertise in a wide range of business and public law disputes.

Strengths:

"Beverly has great experience."

"She is a very prominent lawyer in the space."

Cameron Mowatt is a senior counsel with Ottawa-based law firm Tereposky & DeRose. He is noted as a highly knowledgeable arbitration lawyer with a long history of involvement in high-stakes proceedings conducted under both institutional and ad hoc rules. He is also highly experienced in investor-state arbitration.

Strengths:

"Cam is a talented and professional lawyer who provides excellent, sophisticated advice."

"He's had a long and distinguished career as a litigator."

Christopher O'Connor KC is an esteemed arbitrator who operates from his own practice, O'Connor Dispute Resolution, and represents

clients across a wide range of commercial arbitration. He has noted strengths in commercial disputes arising from the construction, projects and infrastructure industries and is based in Vancouver.

Strengths:

"An excellent arbitrator."

Brendan O'Grady of Baker McKenzie is a Toronto-based associate with significant experience in commercial arbitration disputes. He is particularly adept at handling claims arising out of significant infrastructure projects, as well as those involving allegations of anti-competitive conduct and breach of contract.

Strengths:

"He is a fantastic attorney – he is whip smart, has a very high IQ and is great in high pressure situations."

"Brendan is first rate in the area of international commercial arbitration."

"I would gladly entrust Brendan in leading an international disputes case, especially one involving the management of information across jurisdictions and the synthesis of competing bodies of law."

James Plotkin is an associate based out of Gowling WLG's Ottawa office. He has noteworthy experience assisting clients with an array of arbitral disputes concerning matters ranging from franchise arrangements to construction delays.

Strengths:

"James Plotkin is an excellent litigator and legal adviser. He is particularly apt at being frank and honest about the case, even when you don't like the news he bears."

"He is a very knowledgeable lawyer and an expert in arbitration and dispute resolution." "He is beyond the norm in terms of advocacy skills and knowledge of all aspects of arbitration, both substantive and procedural."

Jennifer Radford of Tereposky & DeRose LLP is a founding partner of the firm and well known for her dispute resolution practice. She is head of the investor-state dispute settlement practice at the firm and is a go-to in the area.

Strengths:

"She is a very good lawyer in investment arbitration, especially for hearings, in addition to having extensive knowledge in litigation before Canadian courts."

Bruce Reynolds of Singleton Urquhart Reynolds Vogel LLP's practice focuses on providing representation in arbitration proceedings including construction disputes.

Strengths:

"He is very knowledgeable and thorough."

Toronto-based **Joel Richler** of Bay Street Chambers is lauded for his deep knowledge of arbitration proceedings arising from the energy, maritime, manufacturing and projects sectors. He is well versed in the demands of acting as sole, presiding and party-appointed arbitrator.

Strengths:

"Joel is excellent."

Luis Sarabia (see p.27) operates from the Toronto office of Davies Ward Phillips & Vineberg. Known for his strength in the energy industry, he acts on an impressive array of international and domestic arbitrations within the sector. He is also particularly known for his long-standing involvement in

arbitration cases relating to Latin America.

Strengths:

"An excellent lawyer."

Myriam Seers has a growing presence in international arbitration, acting on a broad range of investment treaty disputes in the mining and energy sectors. She recently joined international arbitration boutique Savoie Laporte LLP, and is based in Toronto.

Strengths:

"She is an extremely knowledgeable lawyer, specifically in Latin American arbitrations."

"Very well regarded in Canada and internationally."

Lawrence Thacker (see p.27) impresses with his wide-ranging expertise across commercial arbitration. Based at Lenczner Slaght in Toronto, he possesses deep knowledge of arbitration issues concerning clients in the natural resources and power sectors.

Christopher Thomas KC is a skilled arbitrator renowned for his handling of investor-state proceedings and international trade disputes. Based in Vancouver, he has experience representing both private clients and governmental bodies.

Strengths:

"He has an impressive arbitrator experience in Canada and internationally."

Lauren Tomasich of Osler, Hoskin & Harcourt LLP is an up-and-coming lawyer commended for her arbitration practice. She advises on domestic and international proceedings.

Strengths:

"A strong lawyer."

Martin Valasek (see p.27) is renowned for his handling of major international disputes, with significant experience overseeing arbitration matters on behalf of companies in the natural resources, energy and manufacturing industries. He represents such clients in proceedings conducted under ad hoc, ICC, LCIA and ICSID rules and is based in Norton Rose's Montréal office.

Strengths:

"Martin was a pleasure to work with."

Sharon Vogel of Singleton Urquhart Reynolds Vogel LLP has substantial experience representing clients in construction-related arbitrations.

Strengths:

"Sharon provides strong leadership and strategic direction to the client in the most demanding and complex of legal matters."

"Sharon is a pleasure to work with and is client-goal driven."

"She is smart, thoughtful, and effective."

Janet Walker (see p.27) regularly acts as arbitrator in cases originating in the financial services and construction sectors. Based in Toronto, she offers deep expertise in commercial arbitration under institutional and ad hoc rules. In January 2021 she joined Toronto Arbitration Chambers after leaving Arbitration Place.

Strengths:

"She brings strong experience to issues, and works very well within the tribunal."

Warren Winkler is a highly experienced lawyer who operates from Arbitration Place in Toronto. He is active across a broad array of mediation and arbitration proceedings, including class action and labour cases.

Strengths:

"Truly great."

Toronto-based **Robert Wisner** (see p.28) of McMillan is regularly mandated on high-stakes arbitration proceedings involving international trade issues in addition to a wealth of commercial disputes, including joint venture, shareholder and partnership cases.

Strengths:

"He is very knowledgeable and smart in the arbitration space. We rely on him regularly for advice and strategy."

"He's thoughtful and well versed in the field."

James Woods, Ad E is the founder of Montréal disputes boutique Woods LLP. He is a robust arbitrator and arbitration counsel with experience

acting under ad hoc and ICC rules. He frequently represents clients in high-stakes domestic and international arbitrations.

Strengths:

"James Woods has a stellar reputation – he's excellent."

Leaders' Profiles in Arbitration & Mediation

BINNIE CC, Ian

Lenczner Slaght, Toronto
(416) 865-3737
ibinnie@litigate.com

Featured in Dispute Resolution (Nationwide – Canada)

Practice Areas: One of Canada's most respected counsel and arbitrators, the Honorable Ian Binnie served for nearly 14 years as a Justice of the Supreme Court of Canada. Ian carries on a wide-ranging international and domestic arbitration practice, drawing on his wealth of arbitration and courtroom experience acquired over 30 years as one of Canada's top litigators prior to his direct appointment to the Supreme Court. Since returning to private practice, Ian is regularly consulted by clients on private and public law issues, and was voted by Canadian Lawyer Magazine as one of the 25 most influential lawyers in Canada.

IACOBUCCI, Frank

Torys LLP, Toronto
+1 (416) 865-8217
fiacobucci@torys.com

Featured in Aboriginal Law (Nationwide – Canada), Dispute Resolution (Nationwide – Canada)

See under Aboriginal Law for profile.

KINNEAR HUNTER, Chris

Torys LLP, Toronto
ckhunter@torys.com

Featured in Dispute Resolution (Nationwide – Canada)

Practice Areas: Chris Hunter is a litigator who has been recognized for his broad ranging work in commercial litigation, international arbitration and regulatory proceedings. The core of his practice focuses on complex commercial and regulatory proceedings, including contractual and corporate litigation, class action defence, trusts and estates, and regulatory proceedings, often relating to financial services, competition and professional regulation. He has appeared as counsel before all levels of court in Ontario, Alberta, British Columbia and the Supreme Court of Canada, as well as numerous regulatory tribunals and statutory commissions. Chris also carries on an extensive arbitration practice and has arbitrated

claims under multiple treaties and procedural rules, including the ICSID, UNCITRAL, ICC and AAA. Chris has also litigated recognition and enforcement proceedings domestically on behalf of award creditors and debtors, and represented international organizations before Canadian courts, including in the leading Canadian decision on international organization immunity before the Supreme Court of Canada.

SARABIA, Luis

Davies Ward Phillips & Vineberg LLP,
Toronto
+1 416 367 6961
lsarabia@dwpv.com

Featured in Dispute Resolution (Nationwide – Canada), Litigation (Ontario)

Practice Areas: Luis has a broad general litigation and arbitration practice. He has appeared as lead counsel for public and private corporations before various courts and administrative tribunals, including the Supreme Court of Canada and the Ontario Securities Commission. He has specific expertise in acting for leading mining companies in their large and complex litigation and arbitrations, both in Canada and internationally. Luis has also been lead counsel in international arbitrations, has given expert evidence in the United States, and often acts on matters involving Spanish-speaking parties, including in South and Central America and in Spain. He regularly acts as counsel in class actions, takeover bids and change of control litigation, as well as restructuring and environmental litigation. Luis also acts for various high-net-worth Canadian families and individuals in their private, high-stakes disputes. He is a fellow of the Chartered Institute of Arbitrators and teaches a graduate level course in shareholder remedies at Osgoode Hall Law School. Select Recognition: Chambers Global; Benchmark Canada; Lexpert Special Edition: Litigation and Mining; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada.

TERRY, John A

Torys LLP, Toronto
416.865.8245
jterry@torys.com

Featured in International Trade (Nationwide – Canada), Dispute Resolution (Nationwide – Canada)

Practice Areas: John's civil litigation practice focuses on public, business and international trade and investment law. He regularly advises corporations and federal, provincial and municipal governments on NAFTA and WTO matters, and has represented major Canadian and multinational corporations in respect of investor-state arbitrations under Chapter 11 of the NAFTA. John also has a significant practice in Indigenous matters, with extensive experience advising project developers and lenders on issues respecting the duty to consult with Indigenous communities and representing parties and negotiating in disputes regarding Indigenous issues, often on high-stakes or sensitive matters. He also routinely provides guidance to natural resource and energy companies on corporate social responsibility issues. John has appeared as counsel at all levels of court in Ontario, at the Federal Court and Federal Court of Appeal, before the Supreme Court of Canada, in commercial and investment arbitrations and before a variety of administrative tribunals.

THACKER, Lawrence

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Featured in Dispute Resolution (Nationwide – Canada)

Practice Areas: One of Canada's leading trial and appellate lawyers, Lawrence has broad experience in mergers and acquisitions, shareholder disputes, complex class actions, infrastructure disputes, procurement matters, securities issues, tax litigation, commercial arbitrations and insolvency restructuring. Lawrence has particular expertise as lead counsel in several high-profile and complex international commercial arbitration matters, involving large energy infrastructure and power generation projects, patent license agreements,

and long-term uranium supply agreements. He appears regularly at all levels of the Canadian courts, including the Supreme Court of Canada.

VALASEK, Martin J

Norton Rose Fulbright, Montréal
514-847-4818
martin.valasek@nortonrosefulbright.com

Featured in Dispute Resolution (Nationwide – Canada)

Practice Areas: Martin Valasek is a leading practitioner in the area of international arbitration, with extensive experience in both investor-state and commercial contract disputes. He regularly acts as counsel, sits as an arbitrator and also heads our Canadian international arbitration team. His experience covers a wide range of legal systems and industries, including aerospace, banking, construction, mining, energy, environmental remediation, pharmaceuticals and manufacturing. He has provided winning guidance to clients, in both transactions and disputes, under all of the leading rules, including the ICC, LCIA, ICSID and UNCITRAL rules, and other institutional and ad hoc regimes. He has acted as arbitrator and tribunal secretary in several important arbitrations, including the multibillion dollar Yukos-Energy Charter Treaty arbitration. Mr. Valasek is a frequent speaker, lecturer and contributor to various publications in his areas of practice.

WALKER, Janet

Toronto Arbitration Chambers, Toronto
+1 416 848 0203
janet@janet-walker.com

Featured in Dispute Resolution (Nationwide – Canada)

Career: Janet Walker, CM CD is an independent arbitrator at Toronto Arbitration Chambers and Sydney Arbitration Chambers and a door tenant at Atkin Chambers, London. She is also a distinguished research professor at Osgoode Hall Law School in Toronto. She has served as sole arbitrator, co-arbitrator and chair in ad hoc arbitrations and arbitrations administered by the ICC, ICDR, SIAC, LCIA, DIAC, HKIAC, KCAB and PCA. Janet was the 2018

recipient of the CI Arb Canada Award for Distinguished Service. In December 2021, Janet was appointed to the Order of Canada for her expert legal authority in commercial arbitration and conflict of laws, and for advancing legal procedural standards in Canada.

Professional Memberships: Janet is a board member of the International Construction Law Association and CI Arb Canada and co-chair of CanArbWeek. She is also executive editor of the Canadian Journal of Commercial Arbitration.

Publications: Janet authors the main private international law text in Canada, which during her authorship has become the most cited private law work in Canadian courts, relied on in more than 400 decisions. In 2022, she co-authored Commercial Arbitration in Australia under the Model Law.

Personal: Janet's full list of professional memberships and publications can be found at <http://janet-walker.com/>.

WISNER, Robert

McMillan LLP, Toronto

(416) 865-7127

robert.wisner@mcmillan.ca

Featured in Dispute Resolution (Nationwide - Canada)

Practice Areas: Robert Wisner is a litigation partner at McMillan LLP and a national leader of its International Arbitration group. His practice focuses on international dispute resolution and corporate litigation. Robert has argued numerous cases before international arbitral tribunals seated in venues throughout Canada, the United States, Asia and Europe. He has also appeared at all levels of court in Ontario and other Canadian jurisdictions. Robert has also served as arbitrator in domestic and international commercial disputes.

Many of Robert's cases have involved matters of international law, including disputes relating to foreign investment protection, the jurisdiction of Canadian courts and the enforcement of arbitral awards and foreign judgments. He has also handled a wide range of disputes relating to corporate governance, shareholder remedies or complex commercial contracts, including M&A, joint venture, shareholder, supply and services agreements. Robert's work in international arbitration, cross-border business litigation and mining disputes has been recognized in Chambers Global, Lexpert and Who's Who Legal. Market sources have described him as "tenacious, smart and readily available" and an "outstanding counsel". Many of Robert's clients are involved in the mining, energy, aviation, infrastructure or telecommunications sectors.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Banking & Finance

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Banking & Finance

Banking & Finance
Leading Firms
Band 1
Blake, Cassels & Graydon LLP
Davies Ward Phillips & Vineberg LLP
McCarthy Tétrault LLP
Torys LLP
Band 2
Fasken
Norton Rose Fulbright
Stikeman Elliott LLP
Band 3
Goodmans LLP
McMillan LLP
Osler, Hoskin & Harcourt LLP
Band 4
Bennett Jones LLP
Borden Ladner Gervais LLP
Cassels Brock & Blackwell LLP
Dentons Canada LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a pre-eminent Canadian law firm in the banking and finance space, with robust expertise in acquisition and project finance, as well as acting on ESG-linked credit facilities within the real estate, mining and energy sectors. It is also well regarded for its experience of syndicated lending and debt financing, servicing a client base of leading domestic banks and global financial services providers. The firm is renowned for its involvement in especially high-value deals and is distinguished by its nationwide and international reach. Furthermore, Blakes is held in high esteem for its full-service regulatory group handling M&A transactions in the banking sector, insurance regulation, product rollouts and anti-money laundering mandates. Clients also seek Blakes' advice on operational expansions and strategic partnership set-ups in Canada. The team regularly acts as an adviser to financial institutions hailing from the USA, Asia and Europe.

Strengths

"Blakes are our trusted partner and have the broad experience to provide expert commercial judgement on complex and sophisticated matters."
 "Blakes are exceptionally attentive and responsive.

Banking & Finance	
Senior Statespeople	
Senior Statespeople: distinguished older partners	Torrey John W Fasken
Ryan Barry J McCarthy Tétrault LLP	
Leading Individuals	
Band 1	Lapedus Justin McCarthy Tétrault LLP
Borden Richard P Norton Rose Fulbright *	Legge Jennifer G Stikeman Elliott LLP
Delean Adam E Torys LLP *	Lemieux David Norton Rose Fulbright *
Matheson Michael Blake, Cassels & Graydon LLP	Lutz J. Steven McMillan LLP *
Pennycook Carol D Davies Ward Phillips & Vineberg *	Mackenzie Daphne Stikeman Elliott LLP
Scoler Joel M Davies Ward Phillips & Vineberg LLP *	Meagher Thomas Fasken
Band 2	Nadler David Goodmans LLP
Balasubramanian Amanda Torys LLP *	Newman Charles Cassels Brock & Blackwell LLP
Finch Simon A Blake, Cassels & Graydon LLP	Novello Marc Fasken
Fougere Kevin A Torys LLP *	Rasile Mark Bennett Jones LLP
Higa Richard T McCarthy Tétrault LLP	Rhea Celia Goodmans LLP
McIntosh J Michael Blake, Cassels & Graydon LLP	Rich Charles Cassels Brock & Blackwell LLP
Mitchell Craig Stikeman Elliott LLP	Tardif Olivier Borden Ladner Gervais LLP
Rogers Jeffrey McMillan LLP *	Tropak Nick Blake, Cassels & Graydon LLP
Vesey Derek Davies Ward Phillips & Vineberg LLP *	Band 5
Band 3	Alam Christopher Gowling WLG (Canada) LLP (ORL) ◇
Baird Gordon D McCarthy Tétrault LLP	Dawson Karen Bennett Jones LLP
Deschamps Michel McCarthy Tétrault LLP	Ferris David Fasken
Garneau Marie Stikeman Elliott LLP	Manzer Alison R Cassels Brock & Blackwell LLP
Hyman Scott R Davies Ward Phillips & Vineberg LLP *	Mercier Marc Cassels Brock & Blackwell LLP
Rosenoff Howard Stikeman Elliott LLP	Middleton Ryan Dentons Canada LLP
Zverina Tom Torys LLP *	O'Doherty Richard McCarthy Tétrault LLP
Band 4	Up-and-coming individuals
Amato David M A Norton Rose Fulbright *	Khosla Radha Dentons Canada LLP
Bernasek Joyce Osler, Hoskin & Harcourt LLP	Mansoori Nina Torys LLP *
Bertrand Michael Goodmans LLP	Mitchell Matthew Gowling WLG (Canada) LLP (ORL) ◇
Cohen Arnold Norton Rose Fulbright *	Potter Carla Cassels Brock & Blackwell LLP
Henriques Michael Dentons Canada LLP	Singh Dev Fasken *
Johnson David I Fasken	Associates to watch
Karantzoulis Gus Borden Ladner Gervais LLP	Scarrow Kaila Gowling WLG (Canada) LLP (ORL) ◇

I always feel like our transactions are their top priority."

"If we are working on a new deal that we know will be complicated, our first call is to Blakes, knowing they will have the expertise required."

"The lawyers we work with at Blakes are very business-minded and have a very good understanding of the competitive financial services market."

"Blakes are always ready to meet strict or tight timelines when needed, including on complex and detailed matters."

Work highlights Blake, Cassels & Graydon represented Royal Bank of Canada in its acquisition of HSBC Canada.

Notable practitioners

Toronto-based **Paul Belanger** remains highly rated for his regulatory expertise across all

areas of Canadian financial services. His impressive client roster includes market-leading banks, credit unions and insurance companies.

Strengths: "Paul is wonderful to work with. He gives very timely, practical and business-minded advice." "He is one of the very top bank regulatory lawyers in Canada."

"Paul is a seasoned and practical regulatory lawyer." **Michael Matheson** is a noted leader in Canadian banking and finance law, with expertise cutting across a range of areas, including syndicated lending as well as project and leveraged finance. He operates out of the firm's Toronto office. **Strengths:** "Mike is a seasoned professional who provides very concise and considerate advice as counsel. He has a remarkable ability to identify the risks, but also comes to a commercial view that satisfies all parties." "He's one of

Banking & Finance	
Financial Services Regulation	
Leading Firms	
Band 1	
Blake, Cassels & Graydon LLP	
Torys LLP	
Band 2	
Fasken	
McCarthy Tétrault LLP	
Osler, Hoskin & Harcourt LLP	
Band 3	
Borden Ladner Gervais LLP	
Stikeman Elliott LLP	
Leading Individuals	
Band 1	
Belanger Paul <i>Blake, Cassels & Graydon LLP</i>	
Keefe Blair W <i>Torys LLP*</i>	
Band 2	
Christensen Koker <i>Fasken</i>	
Shinfield Jacqueline D <i>Blake, Cassels & Graydon LLP</i>	
Band 3	
Badour Ana <i>McCarthy Tétrault LLP</i>	
Graham Victoria <i>Osler, Hoskin & Harcourt LLP</i>	
Hamilton Peter E <i>Stikeman Elliott LLP</i>	
Redican Stephen J <i>Borden Ladner Gervais LLP</i>	
Sale Elizabeth <i>Osler, Hoskin & Harcourt LLP</i>	
Band 4	
Butterfield Kathleen E. <i>Fasken</i>	
Monas Eli <i>Torys LLP*</i>	
Murray Bonny <i>Blake, Cassels & Graydon LLP</i>	
Up-and-coming individuals	
Abudulai Suhuyini <i>Cassels Brock & Blackwell LLP</i>	
Shatiryan Vladimir <i>Blake, Cassels & Graydon LLP</i>	
* Indicates individual with profile.	
Alphabetical order within each band. Band 1 is highest.	

the best lawyers when it comes to broad support. He has a perspective on the Canadian bank market and also on the US side; he understands US clients when they come over to Canada. He is a huge asset and one of our top choices to work with." **Simon Finch** remains a trusted adviser for prominent banks and private equity funds due to his strength in debt refinancing and project finance matters. He operates from the firm's Toronto office. **Strengths:** "Simon is very commercial, flexible and very good at getting deals done in a timely fashion." "He's very knowledgeable on the state of the market and very plugged in." "One of my top, go-to lawyers on Bay Street." **Michael McIntosh KC** has cultivated an excellent reputation in the Canadian banking sector. He handles a variety of impressive mandates, including major project financing initiatives. Based in Calgary, he is particularly active in the energy and oil and gas sectors. **Strengths:** "Mike's attention to detail and significant expertise are second to none. He always identifies issues that need to be addressed, seeks appropriate client instructions and provides detailed explanations." Based out of Toronto, **Jacqueline Shinfield** is a leading figure when it comes to financial services regulatory matters. She has extensive expertise in card payments, fintech and anti-terrorism financing regulations. **Strengths:** "Jackie is an incredible lawyer. She is a pre-eminent expert in her practice area and is fantastic to work with." "She is a very experienced and customer-focused lawyer who provides great insight and industry

perspective while balancing the risk and reward of legal advice." "She obviously has a comprehensive knowledge of the whole regulatory environment. Jacqueline is somebody who comes at it from such a thorough angle." **Bonny Murray** operates from the firm's Toronto office and enjoys a growing presence in the financial services market. Her expertise ranges from business reorganisations to payment system overhauls, and she also has experience assisting clients to obtain Bank Act regulatory approvals. **Strengths:** "She is practical and understands the bank regulatory industry as well as anyone. Her expertise in this space is incredible." "Bonny is always ready to help to support our business goals and legal requirements. She has a deep knowledge and understanding of the financial services regulatory regime and payments space in Canada." Calgary-based **Nick Tropak** is a significant figure in the Alberta energy market. Of late his work has included significant refinancing and debt restructuring matters within this sector. **Strengths:** "Nick did a fulsome review of the financing documents and displayed strong legal expertise." "He is user-friendly, commercial and good technically." Toronto-based **Vladimir Shatiryan** draws strong praise for his depth of understanding in banking regulatory matters. He assists banks and other payment services providers with the regulatory aspects of high-profile financing transactions. **Strengths:** "Vlad is a very strong regulatory lawyer with an extremely promising career in this area." "He is an excellent lawyer."

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg represents a variety of lenders and borrowers in cross-border financing and refinancing transactions. The Toronto-based law firm offers further expertise in asset-based lending, acquisition and project finance, as well as in large-scale, ESG-focused transactions. Clients also benefit from the firm's strength in IPO-related credit facility arrangements and bridge financing. The group is well respected for its longstanding relationships with major Canadian banks, regularly acting for syndicates consisting of domestic and international financial institutions, as well as its work on behalf of private equity funds and businesses operating in the mining, energy and TMT sectors.

Strengths

"They are able to simplify complex structures in order for us to come to an informed opinion and decision. Whether it's a single bank or a cross-border multi-bank deal, they always provide sound and thoughtful counsel."

"The quality of their advice and counsel, as well as their strong service level and responsiveness, are some of the biggest reasons why they stand out."

"No law firm knows the market better than Davies. They are always pragmatic, and can distil and seamlessly identify the real issues."

"The Davies team has a deep bench of experts, which gives us the comfort that our team is being advised by lawyers with the commensurate knowledge and experience for each specific situation."

"Their team bend over backwards to hit our deadlines and I always feel like I am their only client."

Work highlights Davies Ward Phillips & Vineberg

acted for Rogers Communications on securing the acquisition finance package to fund Rogers' CAD26 billion acquisition of Shaw Communications.

Notable practitioners

Carol Pennycook (see p.304) is a leading project finance lawyer in Canada who also maintains a broader corporate finance practice. A veteran of numerous high-value financings, she is sought out for assistance on a wide range of matters and regularly acts for lending syndicates. **Strengths:** "Carol is the best lawyer in Canada, I would argue. She is incisive and gets things done." "Carol has a wealth of experience and seems to answer questions before you even ask. We have a great deal of confidence in her guidance and advice." "We have worked with Carol for years; she is one of the best." "Carol is stellar – she is second to none in terms of servicing clients." Toronto-based **Joel Scoler** (see p.37) is held in extremely high regard for the strength of his banking and finance practice. His clientele includes major Canadian banks, and he is well versed in acting for lending syndicates on financing transactions. **Strengths:** "He brings experience, maturity, balance and market intelligence to every transaction. He adds value and works very well with the counterparty's counsel." "Joel's analysis is incisive. He is able to filter out all the background noise and help us focus on the legal issues that matter most, so that we can make prudent decisions." "Joel provides exceptional legal service. He is fast to respond and always on time with his work." "Joel is an outstanding lawyer and a pleasure to work with." An experienced finance lawyer, **Derek Vesey** (see p.37) has notable expertise in establishing and renewing major credit facilities and short-term loan agreements. He works out of the firm's Toronto office. **Strengths:** "Derek's expertise, his talent in developing thoughtful solutions to complex problems and his ability to tailor his efforts to a company's specific needs have been a great benefit." "Derek's attention to detail is unparalleled, and his ability to provide advice and deliverables in a quick and effective manner is premier." "He understands our business intimately and is able not only to provide legal counsel but to advise on commercial issues as well." "Derek provides a high level of service and is a valuable resource across a broad range of lending transactions and structures." **Scott Hyman** (see p.36) has experience advising on an impressive number of structured cross-border financings and other significant transactions. Based in Toronto, he often acts on the establishment of credit facilities in sectors such as energy. **Strengths:** "Scott Hyman is the best in class." "He's very practical."

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault maintains a prominent position in the Canadian banking and finance marketplace through its representation of lenders, including many of the country's largest financial institutions, as well as major foreign banks. The group has a strong presence in the structured finance and asset-based lending spaces, with further proficiency in areas such as refinancing and acquisition finance. The firm also acts on the borrower side, offering

significant experience of project finance as well as construction and bridge financing. The team additionally has a strong track record advising on banking regulatory and compliance matters in relation to M&A as well as regulatory investigations and fintech mandates. The firm's expansive sector expertise ranges from TMT and infrastructure to mining and energy. Notable for its impressive reach across Canada, the firm has offices in Québec, Ontario, Alberta and British Columbia, as well as in New York and London, UK.

Strengths

"They are always up to speed on current issues, able to quickly distil salient points from complex issues and to provide reliable opinions that assist our decision-making."

"They are experienced and sophisticated partners who can deal with complex matters efficiently and effectively."

"Their entire team has a high calibre of knowledge, which is very useful in helping us navigate the legal process."

"I rely on McCarthy to always provide very thoughtful advice and to always offer the guidance needed to proceed with our transactions."

"They provide great client-centric service and responsiveness, and their teams are well staffed."

Work highlights McCarthy Tétrault was Canadian counsel to Golub Capital Markets, and a syndicate of lenders, on their provision of a high-value financing package to Excelitas Technologies.

Notable practitioners

Barry Ryan operates from the firm's Toronto office and he has a wealth of experience advising major banks and state bodies on a variety of significant matters. Toronto-based **Richard Higa** is a highly respected individual with a strong track record in real estate and acquisition finance. He has extensive experience assisting with cross-border financing structures. **Strengths:** *"With Richard we are always in excellent hands."* *"Richard is a pleasure to deal with."* *"He's an excellent lawyer who has great client-handling skills and is known in the market."* Toronto-based lawyer **Ana Badour** is renowned for her deep expertise in fintech and cryptocurrency. She is also engaged by clients to assist with a range of other regulatory mandates, including product launches. **Strengths:** *"Ana is an excellent lawyer."* **Gordon Baird** is a well-regarded, Toronto-based banking and finance lawyer. His skills encompass a broad range of areas, with a particular proficiency for lender-side mandates, including secured transactions. **Strengths:** *"He is an extremely strong lawyer and can be trusted for highly sophisticated transactions."* *"Gordon does an excellent job."* Montréal-based **Michel Deschamps** is a trusted adviser to many high-profile clients due to his longstanding experience in the market. He is especially noteworthy for his expertise in receivables financing. **Justin Lapedus** is a strong performer in the Canadian banking world, notably acting on acquisition finance and asset-based lending. His client base includes a range of prominent players, including major Canadian banks and private equity houses. He is based in Toronto. Montréal-based **Richard O'Doherty** is well experienced in financial services law, notably acting on cross-border acquisition finance transactions. His client base includes major Canadian

banks and insurance groups.

Torys LLP

What the team is known for Torys has an excellent banking and finance practice which handles a broad spectrum of banking work from Toronto and Calgary, aided by the firm's office in New York. The group's experience includes advising on high-end acquisition finance and project finance matters, with further strength in secured and unsecured credit facilities relating to the energy, real estate and mining sectors. The team acts for a range of both lender and borrower-side clients, including leading domestic banks, insurance companies, international financial institutions and private equity funds. Furthermore, the firm's esteemed regulatory practice is notable for its advice regarding financial services M&A, insurance regulation and credit card programmes. The handling of digital payment matters complements the firm's excellent holistic offering.

Strengths

"Torys has a group with very sharp lawyers and is always on top of transactions. They understand and know the developments in the market, and we have a high level of confidence in them."

"They have extremely strong subject matter expertise, experience and reputation in dealing with relevant regulators."

"The firm has several strengths, including a strong bench of knowledge, expertise and experience. Torys is able to provide expert advice while also advising on how to practically apply it."

"They have proven time and time again that they understand our needs, can provide excellent advice and alternatives, and always meet the timelines we require."

"They give exceptionally good service and keep us up to date on any challenges."

Work highlights Torys provided regulatory advice to multiple Canadian credit unions in regard to the provisions of Canada's Bank Act.

Notable practitioners

Co-head of the banking and debt finance practice, **Adam Delean** (see p.36) has an excellent track record of advising high-end banking clients on a wide variety of issues. He works out of Toronto. **Strengths:** *"We take his advice very seriously and he is the kind of guy you want to be working with if you have any complex situations."* *"He is extremely smart, knows our deals incredibly well and is able to help us with our bespoke structuring needs. We value his advice and always look to him if we need to clarify or work through an issue."* *"Adam is the whole package – he certainly deserves to be Band 1."* **Blair Keefe** (see p.204) is one of the most accomplished figures in the area of financial services regulation in Canada. Based in Toronto, he is frequently sought out by leading domestic and multinational institutions for his strength in the regulatory aspects of M&A transactions in the financial sector, as well as insurance regulation. **Strengths:** *"Blair is the top bank regulatory lawyer in Canada. He's very experienced, practical, very responsive and always available."* *"Blair is one of the best in Canada in his area."* **Amanda Balasubramanian** (see p.36) co-leads the banking and debt finance practice from the firm's Toronto office. She is regularly

involved in major financing and refinancing initiatives, with her recent work involving borrowers in the hospitality, pharma and energy sectors. Calgary-based lawyer **Kevin Fougere** (see p.36) is well versed in acting for both lenders and borrowers, and is especially prominent in financing transactions in the energy sector. **Strengths:** *"He is well regarded, practical and responsive."* *"Kevin is excellent, our go-to lawyer for project finance."* *"He's one of the people in this space who gets the high-end work. He is very easy to deal with and user-friendly."* Toronto-based lawyer **Tom Zverina** (see p.37) holds expertise which encompasses an impressive range of financing and investment banking work, with notable proficiency in acquisition finance. He also assists with project finance mandates. **Strengths:** *"His work ethic, dedication and willingness to meet deadlines and timelines are second to none."* *"He is a terrific lawyer who is always helpful and easy to deal with."* *"He is practical and solution-oriented."* **Eli Monas** (see p.37) regularly assists with the regulatory aspects of M&A transactions in the banking sector, as well as advising on the launch of new financial products. His client roster includes prominent banks, private equity funds and non-bank financial services companies. He is based in Toronto. **Strengths:** *"Eli is very strong and is a credible presence with regulators and executives."* **Nina Mansoori** (see p.37) is based in the Toronto office, where she advises lenders and borrowers on a variety of mandates. This includes refinancings, fund financing and syndicated lending transactions. **Strengths:** *"She is extremely responsive and ensures the project gets done within the timeline we establish."* *"Nina is an excellent lawyer. She's diligent and works hard on difficult matters with short timelines."*

Band 2

Fasken

What the team is known for Fasken is a strong choice for mining finance and wider project finance mandates, offering notable expertise in relation to debt, ESG-linked finance and refinancing. It also has a strong bank lending practice and in-depth expertise in acquisition and corporate finance. Clients benefit from the firm's offices across Canada and abroad when seeking advice on cross-border transactions. The team is well regarded for its representation of financial institutions in the establishment of revolving credit facilities, and acts for a number of the country's most high-profile banks. On the regulatory side, Fasken's team demonstrates an impressive track record in matters relating to payment systems, credit and debit card programmes and digital product distributions, as well as anti-money laundering and consumer protection matters. It is equally well placed to handle regulatory work relating to large-scale M&A transactions.

Strengths

"Fasken's deep bench allows them to turn work around very quickly and move transactions along very efficiently. We always get a response from the Fasken team very promptly."

"They are very responsive and provide a high level of service. They do not hesitate to make themselves

available whenever required.”

“Fasken demonstrates an in-depth understanding of both the financial services legal framework in Canada and the applicability of that framework to the specific business.”

“Fasken has been enormously valuable in guiding banks through very difficult multi-jurisdictional issues.”

“Fasken is crucial to our ability to meet client transaction needs.”

Work highlights Fasken was lead counsel to Bank of Montreal, acting as agent for two separate syndicates of lenders, on credit facilities totalling CAD2.45 billion which were provided to Element Fleet Management.

Notable practitioners

Toronto-based **John Torrey** is widely appreciated for the breadth of his expertise across the Canadian banking and finance world. He remains sought after by prominent banks for his ability to handle large-scale acquisition and debt finance transactions as well as refinancings. **Strengths:**

“John’s an expert with decades of experience, but what stands out most is his leadership, and his ability to represent lender interests in a professional manner that’s conducive to finding a solution.” “John is one of the most experienced banking lawyers in Toronto, and he is always available to provide expertise and guidance, as required, in support of client transactions.” “John is one of the best lawyers I have worked with, in terms of knowledge, sophistication and practical approach.”

Toronto-based financial institutions lawyer **Koker Christensen** has a strong profile in the Canadian banking sector. He has extensive experience across a range of mandates, including M&A, regulatory compliance and internal reorganisations, as well as issues relating to fintech. **Strengths:** “Koker is a very professional lawyer who has assisted us in complex legal matters.”

Kathleen Butterfield is a well-regarded Toronto lawyer who advises on high-level banking regulatory matters, acting for a diverse range of financial services providers. She has notable experience in the payments space. **Strengths:**

“She is a very useful resource. She is proactive and gives clear recommendations.” “She has excellent knowledge of the space. She’s attentive and always gives timely responses.” “Kathleen is very detail-oriented and is extremely good at making sure nothing is missed.”

David Johnson is based in Toronto and is co-leader of Fasken’s banking and finance department. He is sought after by prominent banks and private equity funds for his deep experience in syndicated acquisition and corporate finance mandates. **Strengths:**

“David is super customer-oriented.” “He’s a practical and people-focused lawyer.” **Tom Meagher** is well placed to handle a variety of finance transactions, with particular expertise in deals across the mining and natural resources sectors. He regularly assists clients with ESG-linked financings and debt refinancing matters. **Strengths:**

“Tom is an expert in the mining industry. He puts his clients first and is able to navigate difficult negotiations.” “He is responsive and diligent in his analysis and drafting.” “He has exceptional industry knowledge, experience, and the technical skills required to execute complex transactions seamlessly.”

Marc Novello is an experienced lawyer who advises

on a range of mandates, from acquisition finance to significant revolving credit facilities and corporate financing arrangements. He works out of the firm’s Montréal office and often acts for lending syndicates. Toronto-based **David Ferris** regularly advises lenders on high-profile, cross-border acquisition financing and refinancing transactions. He is well accustomed to acting for lending syndicates comprising international and major Canadian banks. **Strengths:** “He is always professional, well prepared and responsive.” “Dave Ferris gives an amazing level of dedication to provide timely turnaround.” **Dev Singh** (see p.37) is an experienced lawyer who provides high-quality counsel on a variety of financing and refinancing transactions. He acts for a large number of major Canadian banks and credit unions, and is experienced in representing syndicates of lenders. He is based in Toronto. **Strengths:** “Dev is known for providing commercially sound and pragmatic advice.” “He’s very responsive and a very trusted adviser to our business.”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is held in high esteem for the strength of its dedicated asset-based lending practice, with an impressive track record advising chartered banks, as well as aviation, engineering and construction, and healthcare clients. The team is appreciated for its international capabilities and cross-office support, as well as its expansive presence across Canada, with offices in Alberta, Québec, Ontario and British Columbia. The firm is highly capable when it comes to infrastructure and construction finance, and it is well versed in the negotiation of long-term credit facilities. It is recognised for its expertise in complex cross-border matters including debt and acquisition finance, as well as refinancing.

Strengths

“The team at Norton Rose are very experienced and have seen enough transactions to be able to provide advice on complex and sophisticated matters.”

“The team is always available and highly attentive to our timelines and requirements.”

“Their ability to synthesise complex regulatory trading matters involving multiple jurisdictions is excellent.”

“Norton Rose’s bench strength, and their ability to quickly adapt and mobilise different departments in their firm in response to evolving legal matters, sets them apart.”

“Norton Rose is our go-to law firm for complex transactions. They have a solid team and a very pragmatic approach.”

Work highlights Norton Rose advised Bombardier Aerospace USA, and its affiliates, on the receipt of a USD300 million syndicated revolving credit agreement.

Notable practitioners

Calgary-based **Rick Borden** (see p.36) is particularly distinguished for his outstanding reputation and relationships within the Canadian energy sector, as well as among the country’s leading banking institutions. **Strengths:** “His breadth of knowledge of the industry is, in my view, unrivalled.” “He is a first-class lawyer. He’s intelligent and practical.” “Rick has a strong legal mind, and is highly

commercial and good value, as well as being highly regarded by both lenders and borrowers.” “An outstanding lawyer.” Toronto-based lawyer **David Amato** (see p.36) is noted for his skill and proficiency in asset-based and syndicated lending. He primarily acts for lenders, including well-known banks. **Strengths:** “He is a pleasure to work with. Bank customers appreciate his approach and how commercial he is.” “He knows the product and players, and is extremely knowledgeable. He gives great overall counsel.” “Dave is an excellent lawyer who has exceptional relationship skills.” **Arnold Cohen** (see p.36) is well recognised for his work in Canada’s finance space. He acts as a key adviser to a range of asset-based lending clients and is well known within the business community in Montréal. His experience includes real estate, project and acquisition financing work. **Strengths:** “Arnold has a lot of experience and is well known in the asset-based lending community.” Senior partner **David Lemieux** (see p.37) is a respected Montréal-based corporate finance lawyer. He regularly assists prominent Canadian banks and corporates, in their capacities as lenders and borrowers, in major finance mandates. His work of late has included high-value acquisition finance transactions.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott advises borrowers, lenders and sponsors on a full range of transactions, including acquisition finance, asset-based lending and aircraft finance. The firm is frequently involved in various deals across the banking and finance space, with notable experience in refinancing and restructuring as well as credit extensions and amendments. It also acts on ESG-linked and construction financing. The group regularly acts on financing matters on behalf of private equity firms, with notable experience acting on cross-border financings involving lenders and borrowers in the USA and Europe. It is well equipped to handle international transactions and frequently represents domestic and international banks. The firm rounds off its holistic offering with its strength in the regulatory space, including with regard to cryptocurrencies and the introduction of new payment systems.

Strengths

“Stikeman is an excellent law firm and consistently acts on sophisticated and complex transactions.”

“Stikeman goes above and beyond to meet deadlines.”

“We only outsource the more complex matters to Stikeman and we are highly confident in their abilities to advise and represent us in those matters.”

“They offer very good coverage and service.”

Work highlights Stikeman Elliott assisted the Clearlake Capital Group with the acquisition finance facilities relating to its acquisition of Intertape Polymer Group

Notable practitioners

Respected practitioner **Craig Mitchell** is experienced in handling acquisition finance and IPO-related financing mandates, acting for banks, corporates and shareholders. He represents his clients from Stikeman Elliott’s Toronto office. **Strengths:** “He is good at identifying key business risks and providing guidance on materiality.” “He is

outstanding. He always gets the best deal, as he knows everyone and everything. He makes it pretty much seamless." "Craig is an excellent lawyer who is very respected in the legal community." **Marie Garneau** is an experienced financing lawyer with a broad range of expertise. This includes notable prowess in syndicated loan agreements. She is admitted in both Ontario and Québec, and is based in Toronto. **Strengths:** "She's a pleasure to work with and is very responsive." Based in Toronto, **Peter Hamilton** is a highly experienced banking and finance lawyer with in-depth knowledge of the regulatory landscape governing financial services. He is especially notable for advising on the regulatory aspects of bank M&A. Montréal-based lawyer **Howard Rosenoff** operates a practice which encompasses both borrower and lender-side work. He has notable experience handling cross-border acquisition finance matters. **Jennifer Legge** is the head of Stikeman Elliott's banking and finance department and is based in Toronto. She regularly assists lenders and borrowers with asset-based financing mandates. **Strengths:** "Jennifer is a pleasure to work with and a very trusted adviser." **Daphne Mackenzie** is a Toronto-based lawyer whose expertise covers a range of issues, including project and construction finance. She is highly experienced, regularly acting for banks and financial institutions.

Band 3

Goodmans LLP

What the team is known for Goodmans is a prominent Toronto law firm with a strong banking and finance practice. The team's work has a significant emphasis on corporate lending, acquisition and leveraged finance, and real estate financing transactions. The department demonstrates considerable experience in managing cross-border transactions and represents a number of global financial services companies. It additionally advises on financing facilities involving borrowers in the mining and cannabis sectors. The team complements its offering with further expertise in refinancing and recapitalisation mandates.

Strengths

"Goodmans always respond very quickly to any enquiries I have. For all legal matters they complete the necessary work very efficiently."

"Goodmans have a very deep understanding of the relevant laws and they have advised us well on various aspects of financing."

Work highlights Goodmans assisted IAMGOLD with several financing solutions to cover its liquidity shortfall of approximately USD850 million.

Notable practitioners

Michael Bertrand has developed a notable reputation in the banking and finance market in Toronto. He represents a range of financial institutions, including investment banks and private equity houses. **Strengths:** "He provides top-notch service. Any enquiries are typically answered within the hour, and when preparing our documents Michael and his team always turn everything around very quickly." **David Nadler** is sought after by borrowers and lenders for his deep experience

in acquisition and syndicated financing as well as refinancing mandates. He is based in Toronto. **Strengths:** "He is always looking for solutions and to get things done." Toronto-based lawyer **Celia Rhea** is an experienced practitioner with a range of experience in both financing and restructuring. She draws high praise from her peers in the legal community.

McMillan LLP

What the team is known for McMillan is home to a well-respected banking and finance team with a strong lender client base and wide-ranging experience encompassing construction, infrastructure and real estate finance transactions. The firm demonstrates additional strength in multi-creditor files and acquisition finance. It acts for national and international financial institutions on cross-border transactions, including syndicated credit facilities and restructuring mandates. McMillan is notable for its regular representation of Canada's Department of Finance, and its client list also features several multinational banks and financial services companies.

Strengths

"The firm has been able to handle all of our complex questions and structuring issues effectively."

"They are timely in their delivery of anything that we request."

Work highlights McMillan represented JPMorgan Chase and Canadian Imperial Bank of Commerce, as joint lead arrangers, on a CAD500 million revolving credit facility provided to Converge Technology Solutions.

Notable practitioners

Jeffrey Rogers (see p.37) is a Toronto-based practitioner who is well reputed in the Canadian banking and finance world. He is particularly visible on syndicated finance mandates, mostly acting for prominent lenders. **Strengths:** "He is an excellent, seasoned lawyer with significant experience in Canadian and cross-border transactions." "He is client-facing, provides excellent customer service and understands what is needed to get a deal done." Toronto-based lawyer **Steven Lutz** (see p.37) is sought after by prominent international banks for his strength in acquisition, syndicated and asset-based financing.

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt houses a highly regarded banking and finance practice that is recognised for its representation of foreign financial institutions, including US banks and hedge funds. The group handles a wide variety of traditional banking work, including asset-based lending and both acquisition and project finance, with further expertise in debt financing and leveraged finance transactions. The firm advises a number of Canadian lenders and borrowers in connection with domestic and multi-jurisdictional transactions, with offices in Montréal, Toronto, Calgary and New York playing key roles. Its clients include traditional and active lenders, such as private equity and hedge funds, as well as borrowers in active sectors such as energy. The department also acts for a significant market share of major Canadian banks on the regulatory aspects of cross-border

M&A transactions, as well as advising on regulatory matters arising from capital markets issuances and securitisations. The team is also well equipped to advise on product launches and anti-money laundering concerns.

Strengths

"Oslers has significant breadth and the internal depth to facilitate the most complicated and nuanced matters."

"Oslers are fully up to date on ongoing regulatory matters and are able to provide current market precedent on various fronts."

"They provide exceptional service and practical legal advice which is in tune with the business needs of clients."

"Their legal advice is always on point, and the speed of the service is impressive."

Work highlights Osler assisted Canada Infrastructure Bank, as lender, with a CAD970 million credit facility provided to Ontario Power Generation for the purposes of funding construction of a new modular nuclear reactor.

Notable practitioners

Toronto-based **Victoria Graham** provides regulatory advice to a range of major financial institutions, particularly in relation to significant domestic and cross-border transactional mandates. She also has notable expertise in fintech and financial product development issues.

Strengths: "Victoria is a skilled and talented lawyer. She's communicative, diplomatic and also has strong business acumen." "She offers strong service support and expertise." "She is an outstanding lawyer." Toronto-based **Elizabeth Sale** has a significant presence in Canada's financial services regulation space. She has expertise in both federal and provincial consumer protection issues, and further experience concerning acquisition financing and a broad range of compliance and product development matters. **Strengths:** "Elizabeth is a responsive, business-savvy adviser." "She does a brilliant job for us, managing her team and resources well." **Joyce Bernasek** is a well-regarded lawyer in Toronto's banking and finance market. She has experience representing a range of players, including borrowers and intermediaries, in matters ranging from acquisition finance to debt offerings.

Band 4

Bennett Jones LLP

What the team is known for Bennett Jones operates an established and respected banking group known for its strength in Calgary, as well as maintaining a robust offering in Toronto. Its expertise cuts across a range of sectors, but the firm is especially notable for its handling of financings in fields such as energy, infrastructure and natural resources. The team demonstrates wide-ranging expertise covering mandates such as project and acquisition finance, and is further recognised for its experience handling syndicated and asset financing work. The practice represents a varied client base comprising borrowers as well as hedge funds and other institutional investors. The group is also noted for its activity representing non-traditional lenders and credit providers.

Strengths

"They continually provide a high level of service with excellent response times."

"Their team has strong knowledge of our industry sector, of our business in particular, and of new developments in banking and credit finance."

Work highlights Bennett Jones assisted Stantec with making substantial amendments to a CAD1.1 billion syndicated credit facility which included sustainability-linked pricing terms.

Notable practitioners

Mark Rasile is an experienced banking and finance lawyer who advises on a range of high-value credit facilities. Based in Toronto, his clients include prominent investment banks, private equity houses and several major borrowers in the energy sector. **Strengths:** *"Mark provides us with excellent service. He has a strong institutional knowledge of our company, our industry and the overall credit market."* *"Mark is excellent to deal with. He continually demonstrates a strong background and expertise on various financing transactions. His service levels are high and he is always willing to discuss questions as needed."* *"Mark is a very commercial lawyer who provides helpful advice and negotiates effectively on our behalf."* Calgary-based **Karen Dawson** regularly advises lenders and borrowers on a diverse range of finance transactions, including acquisition finance and refinancing mandates. She also has experience concerning the amendment of credit agreements. Her client base includes private equity houses and other alternative lenders. **Strengths:** *"She communicates well and she works to understand all the complexities of the situation, structuring and recommending a path for the best outcome."* *"Karen consistently delivers strong work to tight deadlines. She provides good advice and grasps our commercial intentions quickly."* *"She is always responsive and attentive to our needs."*

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais has a large banking and finance team operating from offices across Canada. The group acts on a wide variety of lender mandates in the real estate and natural resources sectors, as well as assisting with construction and project finance matters. The firm also often represents clients in cross-border transactions and is regularly called upon by a number of major Canadian and international banks, as well as non-traditional lenders and sponsors. It is noted for its experience in syndicated acquisition financing, secured credit agreements and refinancing. The department additionally handles a wide range of regulatory matters. Its work in this field covers advice on the launch of new financial products, including cryptocurrencies.

Strengths

"They respond very quickly and their service is very professional."

"They have very strong technical expertise in conjunction with a sound business approach on files."

"I have always found them to be extremely professional, to have great business acumen and to be familiar with the financing landscape across many jurisdictions and countries."

Work highlights Borden Ladner Gervais assisted

Madryn Asset Management, in its capacity lenders' administrative agent, with a USD75 million credit agreement for Greenbrook TMS.

Notable practitioners

Stephen Redican advises on a range of financial products, most notably in the areas of fintech and payment cards. A Toronto-based lawyer, he is also regularly consulted on matters involving consumer protection and anti-money laundering compliance issues. **Gus Karantzoulis** is based in Toronto and regularly advises well-known banking clients, as well as investment and asset management groups. He has significant experience in lending, structured finance and securitisation matters. **Strengths:** *"He is always responsive and a pleasure to work with. He offers excellent, practical advice and is able to draw upon strong market intelligence."* Montréal-based **Olivier Tardif** is a respected practitioner in Québec. He is visible on project and acquisition finance mandates, often acting for prominent Canadian banks.

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell is a well-known Canadian law firm with a respected banking and finance practice. The firm has notable expertise in mining finance, as well as advising clients on matters across other industry sectors, including construction, real estate, energy and manufacturing, with a further presence in the cannabis market. The group frequently assists with the restructuring and amendment of credit facilities, as well as advising on project financing and mortgage loans. It offers additional proficiency in distressed debt lending and consumer finance, and often acts for foreign lenders on cross-border financing transactions. The department attracts further recognition for its non-traditional lender representation.

Strengths

"Cassels is our go-to law firm for complex and sophisticated matters. We know that no matter how difficult the issue is, Cassels will provide a business-oriented solution."

"They are terrific with complex financing and cross-border issues."

Work highlights Cassels advised Wheaton Precious Metals on its receipt of a USD2 billion sustainability-linked revolving credit facility from a syndicate comprising a number of domestic and international banks.

Notable practitioners

Charles Newman is skilled across a host of financing transactions, including syndicated and project financing as well as refinancing. He is well versed in cross-border matters involving the USA and is located in the firm's Toronto office. **Strengths:** *"He's very experienced, commercially acute and well balanced in his advice."* *"Charles has exemplified depth of knowledge across many industries, as well as excellent communication and documentation skills."* **Chuck Rich** is a Toronto-based lawyer in possession of notable credit facility and refinancing experience. He often handles mandates on behalf of leading domestic and international banks. **Alison Manzer** is a well-established and respected corporate finance lawyer based in Toronto. She is proficient across a range

of finance-related mandates, including structured and project finance. **Strengths:** *"She is a trusted adviser with a very capable team."* **Marc Mercier** is experienced in handling a variety of mandates ranging from refinancings to project and acquisition finance. He operates from the firm's Toronto office. **Suhuyini Abudulai** is an emerging Toronto-based lawyer in the financial services regulation space. She provides valued counsel on legislation to her roster of clients, which features a number of fintech companies. **Strengths:** *"She provides practical, business-oriented solutions which are ready for immediate business implementation. She truly shines at every opportunity we have to work with her."* Toronto-based **Carla Potter** is a strong lawyer who regularly advises on high-profile cross-border construction and project financing transactions, typically acting on the side of borrowers in the mining and resources sector. **Strengths:** *"She's knowledgeable and practical in providing solutions to achieve a good final product."* *"She's an excellent resource on leasing and credit facilities."*

Dentons Canada LLP

What the team is known for Dentons Canada represents several major domestic banks in connection with their Canadian and cross-border financing transactions. The team's expertise encompasses syndicated loans as well as acquisition, construction, ESG-linked and refinancing matters. The firm is well known for its extensive international reach; this continues to be a major benefit for clients, with cross-office support allowing the firm to offer a wide range of specialist expertise as and when it is required.

Strengths

"Dentons have always provided sound legal advice and demonstrated an ability to be very deep in terms of market knowledge."

"I find the service to be excellent. You get excellent advice and great execution."

Work highlights Dentons advised Fédération des caisses Desjardins du Québec on the financing package provided to Groupe SportsScene in connection with its acquisition of the restaurant operator Groupe Restos Plaisirs.

Notable practitioners

Michael Henriques is based in Toronto, where he regularly assists syndicated lenders with fund financing, loan programmes and leveraged finance facilities. **Strengths:** *"Michael is an excellent lawyer and a very competent professional. He understands the intricacies of sophisticated financial transactions, but is very capable of quickly keying in on what is relevant and essential to move a deal or issue forward towards completion."* *"He offers a very strong level of service and problem-solving skill. He is great at explaining issues in an easy-to-understand manner."* *"He is easy to work with and very approachable."* **Ryan Middleton** has been lead partner on a range of notable financings, including several lending agreements involving borrowers in the technology and media sectors. Based in Toronto, he heads the Canadian banking and finance practice at Dentons. **Strengths:** *"Ryan has demonstrated himself as being highly attentive, responsive and well versed in delivering practical solutions."* *"I will continue to*

seek his guidance on future transactions due to his knowledge, client approach and ability to get deals done smoothly.” “Ryan is an outstanding lawyer who is very committed to providing top service levels in a timely manner.” **Radha Khosla** is an emerging Toronto-based lawyer who regularly advises well-known Canadian banks on cross-border financing transactions. **Strengths:** “Radha demonstrates extraordinary attention to detail, understanding of the business aspects of the deal and an overall dedication to the transaction. Her quick turnaround is always impressive.” “She is extremely detail-oriented, efficient and able to simplify and assess risk. She delivers on budget and is very fair in negotiations.” “Radha is a strong, responsive lawyer with excellent customer service. She’s a regular go-to for us.”

Other Ranked Lawyers

Christopher Alam regularly assists with multi-jurisdictional acquisition finance transactions, acting for leading Canadian and foreign banks. He also has notable experience advising on major financing agreements involving lenders in the hospitality sector. Based in Toronto, he leads the national lending practice at Gowling WLG.

Strengths:

“Chris provides consistent, best-in-class legal advice.”

Matt Mitchell is based in the Vancouver office of Gowling WLG. He regularly advises major Canadian banks and syndicates of lenders on high-value financing agreements, and he has a growing reputation in the market.

Strengths:

“He is hard-working, responsive, communicative, and speedy with his work delivery.”

“I have every confidence in Matt’s ability to deliver excellent service.”

Kaila Scarrow is an associate practicing out of Gowling WLG’s Toronto office. She regularly represents financial institutions and investors in relation to syndicated lending and project finance transactions.

Strengths:

“Kaila provides consistent top quality service and sound legal advice.”

Leaders’ Profiles in Banking & Finance

AMATO, David M A
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Featured in Banking & Finance (Nation-wide - Canada)

Practice Areas: David Amato focuses on corporate finance and is co-chair of our asset-based lending team. As counsel to various foreign and domestic financial institutions, insurance companies, private equity funds and other credit providers, he has significant experience in sophisticated debt financing transactions and has led numerous multijurisdictional, international and domestic debt financing mandates (including cash-flow, asset based, acquisition, leveraged buyout, debtor-in possession, mine and project financings). As a leading member of the asset based lending team (an area for which we are recognized as a leading firm), Mr. Amato is a trusted advisor to a number of Canadian and US banks who provide asset based financing. Mr. Amato also has extensive insolvency and restructuring experience acting on behalf of creditors.

BALASUBRAMANIAN, Amanda
Torys LLP, Toronto
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Featured in Banking & Finance (Nation-wide - Canada)

Practice Areas: Co-head of Torys’ Banking and Debt Finance Practice, Amanda represents lenders, sponsors and borrowers in domestic, international and global transactions, including acquisition finance, private equity and leveraged finance, liquidity financings, public and private offerings of debt securities, and streaming and royalty-based financings. Fund clients and lenders rely on her experience in designing fund finance products, including subscription facilities, NAV facilities and co-investment programs.

Amanda’s work for clients extends to restructuring transactions, where she represents clients in debtor-in-possession and exit financings, as well as stream financings and the resultant intercreditor relationships.

BORDEN, Richard P
Norton Rose Fulbright, Calgary
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Featured in Banking & Finance (Nation-wide - Canada)

Practice Areas: Practising extensively in the area of complex commercial transactions, Rick Borden focuses on large-scale projects and financings in the energy sector, including oil sands projects, pipeline projects and LNG projects. His clients include major Canadian banks and project sponsors and he has strong relationships with the key project lending specialists at the major Canadian banks. He also has significant experience in joint venture arrangements in the energy sector and often advises on matters such as default and remedy provisions in joint venture agreements. Mr. Borden generally acts as the lead counsel on all transactions in which he is involved and is directly involved in structuring matters, due diligence investigations, negotiating key business terms and drafting from the term sheet stage through to final documentation. In addition, he has been extensively involved in negotiating intercreditor agreements and third-party consents and acknowledgements with third-party project participants in various project financings. Whether acting for borrowers or lenders, Mr. Borden has a unique ability to combine a high degree of technical expertise with a commercial approach that facilitates the successful completion of complex financings and projects.

COHEN, Arnold
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Featured in Banking & Finance (Nation-wide - Canada)

Practice Areas: Arnold Cohen’s practice includes financing and insolvency and restructuring. His financing practice focuses on asset-based lending (both Canadian and cross-border transactions), in which he represents leading US and Canadian asset-based lenders and factors. Mr. Cohen also regularly represents lenders and corporate borrowers in the financing of real estate, receivables and equipment, as well as acquisition, project, structured and traditional bank financings, all on both a syndicated and a non-syndicated basis. His restructuring practice involves representing secured lenders, trustees, receivers and corporate clients in all aspects of the insolvency and restructuring process, including reorganizations, acquisitions, turnarounds and enforcement of security and other creditors’ rights. He has appeared before various courts in these matters. Mr. Cohen is co-chair of our asset-based lending team.

DELEAN, Adam E
Torys LLP, Toronto
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Featured in Banking & Finance (Nation-wide - Canada)

Practice Areas: Adam works closely with lenders and borrowers on transactions such as bank credit facilities, Canadian and U.S. bond financings, structured finance transactions, mezzanine financings and derivatives. He has particular experience in cross-border and international financings and is the chair of the firm’s India practice group. Clients also look to Adam’s robust knowledge for guidance on compli-

ance matters related to their financing arrangements.

FOUGERE, Kevin A
Torys LLP, Calgary
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Featured in Banking & Finance (Nation-wide - Canada)

Practice Areas: Kevin has extensive experience advising corporate clients and financial institutions on a wide range of financing transactions, including project financing, syndicated bank transactions, bond financings, cross-border financings, acquisition financings and asset and reserve based lending, as well as advising on general corporate and commercial matters. Kevin works with clients in a wide range of industries, including on financings in the oil and gas, energy services and renewable power sectors.

HYMAN, Scott R
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Featured in Banking & Finance (Nation-wide - Canada)

Practice Areas: Scott’s practice is focused on Canadian and cross-border acquisition finance and structured finance, derivatives, secured lending, merchant banking and project finance, as well as corporate and asset-based lending — principally as these areas relate to transactions. He is relied upon for his expertise and skill in developing and structuring integrated financing, debt and treasury platforms; his ability to deconstruct, analyze and negotiate the terms of complex financing transactions and derivative investments; and his expertise in dealing with the regulations of Canadian financial institutions. Scott is frequently consulted for guidance on the financial regulatory aspects of acquisitions, investments

and lending and on providing financial services in Canada. He is a former director of two Canadian Schedule II banks. Select Recognition: Chambers Global; Chambers Canada; IFLR1000; Lexpert Special Edition: Finance and M&A; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada; Who's Who Legal: Canada; Expert Guides.

KEEFE, Blair W

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Featured in Banking & Finance (Nationwide - Canada), Insurance (Nationwide - Canada)

See under Insurance for profile.

LEMIEUX, David

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Featured in Banking & Finance (Nationwide - Canada)

Practice Areas: David Lemieux practises corporate financing and restructuring. He regularly represents lending syndicates, borrowers and investors in the areas of project financing, public and private takeover bids, asset acquisitions, monetization, securitization, structured finance and debt restructuring, whether the financing is Canadian, cross-border or foreign. In this capacity, he organizes and leads teams of lawyers to close these transactions. He is involved in negotiating, preparing and finalizing all aspects of these transactions, including corporate structuring, credit documentation, agreements between creditors, security documents and the restructuring of debt.

LUTZ, J. Steven

McMillan LLP, Toronto
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Featured in Banking & Finance (Nationwide - Canada)

Practice Areas: Steve routinely acts as lead counsel for financial institutions, private lenders and advisory and US/UK law firms on complex domestic and cross-border acquisition, asset-based, equipment, project, syndicated and subordinated debt financings and debt restructuring transactions. Steve is currently ranked in Band 4 in Chambers: "He's a relationship-oriented lawyer who's very available and always helps wherever he can." "Steve Lutz is one of the best to deal with." Steve is also recognized by the Canadian Legal

Lexpert Directory as a Consistently Recommended Lawyer in the area of Banking & Financial Institutions, and a Repeatedly Recommended Lawyer in the areas of Asset-Based Lending and Asset Equipment Finance/Leasing, by Best Lawyers in Canada as a leading lawyer in the areas of Asset-Based Lending and Banking & Finance, and by Legal500 Canada as a Recommended Lawyer - Banking and Finance

MANSOORI, Nina

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Featured in Banking & Finance (Nationwide - Canada)

Practice Areas: Nina's lender and borrower clients benefit from the broad range of her work advising on a variety of Canadian and cross-border debt financings across many sectors and industries.

MONAS, Eli

Torys LLP, Toronto
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Featured in Banking & Finance (Nationwide - Canada)

Practice Areas: Eli's practice focuses on corporate law and regulatory issues relating to financial institutions, advising both Canadian and international financial institution clients. With industry experience including a six-month secondment to the Legislation and Approvals Division at the Office of the Superintendent of Financial Institutions in 2017-18, Eli brings particular knowledge of bank and insurance regulation, consumer protection and payments to his counsel.

PENNYCOOK, Carol D

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Featured in Banking & Finance (Nationwide - Canada), Projects (Nationwide - Canada)

See under Projects & Construction for profile.

ROGERS, Jeffrey

McMillan LLP, Toronto
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Featured in Banking & Finance (Nationwide - Canada)

Practice Areas: Jeff Rogers is a partner in the firm's Financial Services Group. He has broad experience in all

aspects of debt financing. Jeff acts for major Canadian and foreign financial institutions, pension funds, lending funds and borrowers on a broad cross-section of domestic and cross-border transactions and restructurings. His practice includes syndicated lending, leveraged acquisitions, asset based lending, second lien debt, tender offer financing, high yield, dip lending and subordinated debt. He is a regular speaker at conferences and client in-house training programs on financial transactions and secured lending, and has written on lending matters for major industry publications, including most recently, the International Comparative Legal Guide to Lending and Secured Finance.

SCOLER, Joel M

Davies Ward Phillips & Vineberg LLP, Toronto
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Featured in Banking & Finance (Nationwide - Canada)

Practice Areas: Joel's practice focuses on national and international banking and finance, representing financial institutions and private equity firms. He has extensive expertise in a broad range of finance-related matters with an emphasis on syndicated and cross-border loan transactions, leveraged buyouts and takeover bid financings, mezzanine and subordinate debt and asset-based lending. He is widely viewed as one of Canada's leading lawyers in finance and is regularly and consistently retained by CIBC, BMO, BNS, Royal, TD and National in connection with their sophisticated and complex financings. Select Recognition: Chambers Global (Band 1) and Chambers Canada (Band 1); The Legal 500 Canada (Leading Individual); IFLR1000; The Lexpert/American Lawyer Guide to the Leading 500 Lawyers in Canada; Lexpert Special Edition: Finance and M&A; The Best Lawyers in Canada; Who's Who Legal: Canada; Who's Who Legal: Banking.

SINGH, Dev

Fasken, Toronto
dsingh@fasken.com

Featured in Banking & Finance (Nationwide - Canada)

Practice Areas: Dev Singh is Co-Leader of Fasken's Banking and Finance group, and a member of the Firm's ESG Steering Committee and Student Committee. Dev's practice concentrates on domestic and cross-border

leveraged finance transactions and other debt financings in a variety of industries including mining, health care, food & beverage, telecommunications, media and retail.

VESEY, Derek

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Featured in Banking & Finance (Nationwide - Canada)

Practice Areas: Derek advises clients on a broad range of corporate matters, including banking, private equity, corporate finance, public-private partnership transactions, corporate reorganizations and general corporate matters. He works in close partnership with his clients, advising banks, private equity firms, manufacturing and service businesses of all sizes — in Canada, the United States, Europe and Asia. He has significant expertise advising on major syndicated credit facilities, acting for both borrowers and lenders. Derek regularly consults on public-private infrastructure projects and acts in diverse sectors, including real estate, manufacturing, consumer goods, mining, and renewable energy. Derek teaches the Advanced Business Law course at Osgoode Hall Law School and has also lectured at Western University and University of Toronto Faculty of Law. Select Recognition: Chambers Global; Chambers Canada; IFLR1000; Who's Who Legal: Banking; Lexpert Special Edition: Energy, Finance and M&A and Infrastructure; The Best Lawyers in Canada.

ZVERINA, Tom

Torys LLP, Toronto
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Featured in Banking & Finance (Nationwide - Canada)

Practice Areas: Tom's diverse practice covers a wide range of debt financing work, including the financing of M&A transactions; wind, solar and hydro project financing; asset-backed loans; public and private debt securities; railcar financing; equipment leasing; reinsurance security arrangements and derivatives products. Tom is also regularly involved in creating and implementing innovative and unique tax-driven structured debt transactions, bringing deep market understanding and insight to his work.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Business & Human Rights Law

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Band 2
Feldkamp Claudia Fasken*
O'Callaghan Kevin Fasken
Pike Stephen Gowling WLG (Canada) LLP (ORL) ◇
VanDerMeulen Jackie Fasken
Yap James Sole Practitioner (ORL) ◇
Associates to watch
Wray Benedict Borden Ladner Gervais LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Fasken

What the team is known for Fasken is a national law firm that is acknowledged for its representation of the resource and extractive sector in human rights issues in global supply chains. The Canada-based business and human rights team advises clients on the implementation of the UN Guiding Principles and also benefits from Fasken's international presences in the UK and South Africa, with offices in London and Johannesburg. Its work further includes advising on frameworks and policies for responsible business, and assisting with dispute resolution.

Strengths

"The firm provides excellent and thoughtful analysis."

"The lawyers are experts in this space. They are very responsive, client-focused and results-oriented."

Work highlights Fasken advised a coalition of businesses, industry associations and NGOs on engaging with the Canadian government in connection with the development of laws promoting responsible business conduct for Canadian companies operating abroad.

Notable practitioners

Toronto-based **Brian Burkett** is a respected lawyer whose practice encompasses litigation pertaining to labour rights, as well as providing clients with valued regulatory advice in this space. **Strengths:** "He is one of the leaders in the business and human rights field in Canada. His intellectual rigour is very thorough and he has a very good understanding. He is so collaborative." "He is a very considered thinker. He gets in front of the issues. He is one of the largest legal voices in Canada on these issues." "He listens and understands and can conceptualise issues very well. He's collaborative and knowledgeable." **Claudia Feldkamp** (see p.40) is a counsel in the firm's Toronto office. She is respected for her expertise in corporate responsibility and frequently advises businesses on international compliance. **Kevin O'Callaghan** is based in the firm's Vancouver office and serves as leader of the firm's Indigenous Law group and regional lead for its corporate social responsibility practice. He advises clients on ESG policy and compliance. **Strengths:** "He's an amazing lawyer." **Jackie VanDerMeulen** is a highly experienced labour, employment and human rights lawyer who excels in pay equity issues. **Strengths:** "She is excellent."

Band 2

Baker McKenzie

What the team is known for Baker McKenzie has a comprehensive business and human rights practice, frequently counselling corporate clients on policy issues, due diligence and litigation. The firm is an established presence in Toronto and also able to draw upon an expansive international offering, which makes it well placed to advise on global ESG considerations. The group is frequently sought out to advise on forced labour issues and also has extensive experience representing clients before the Canadian Ombudsman for Responsible Enterprise.

Strengths

"Just by the sheer size, footprint and quality of lawyers at the firm, it is certainly superior in output. The results they achieve are outstanding."

"The team is very well informed locally and internationally, and therefore is able to manage complex matters."

"Baker McKenzie is a highly performing global law firm."

Notable practitioners

Based in Toronto, partner **Kevin Coon** has a presence in human rights law that is international in scope. He provides clients with compliance advice relating to business and human rights as well as ESG, and has expertise in many areas including supply chains and forced labour. **Strengths:** "He has tremendous experience in the field, is very diligent and is very knowledgeable about the human rights area. He's outstanding." "He is a good adviser."

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais is a national law firm with a well-integrated international business and human rights team advising corporate clients on global supply chain management in accordance with various laws and standards, and the design and implementation of human rights policies and grievance mechanisms. The firm also provides risk advisory and dispute resolution services, and stands out for its thought leadership in Canada. The team works with state-owned entities, NGOs and domestic companies from sectors such as mining and food and beverages.

Notable practitioners

Benedict Wray is a senior associate in the firm's Ottawa office. His broad litigation practice involves a particular emphasis on business and human rights issues. He is particularly active advising on modern slavery issues as well as representing businesses before the Canadian Ombudsman for Responsible Enterprise.

Other Ranked Lawyers

Stephen Pike of Gowling WLG co-leads the firm's Canadian ESG advisory services practice. He regularly acts for domestic and international clients on risk and governance matters, with notable expertise on corporate risk concerning child labour and modern slavery.

Strengths:

"He's a fine lawyer."

"He is a very capable lawyer in the ESG space."

Toronto-based **James Yap** specialises in representing plaintiffs in corporate accountability and human rights disputes.

Strengths:

"James Yap does incredible work and is a brilliant lawyer."

Leaders' Profiles in Business & Human Rights Law

FELDKAMP, Claudia

Fasken, Toronto

*Featured in Civil Liberties & Human Rights
(Nationwide - Canada)*

Practice Areas: Claudia Feldkamp advises clients on corporate law matters, specializing in governance, anti-bribery and corruption, and evolving domestic and international compliance and reporting standards in the areas of Corporate Social Responsibility, international trade and investment law.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Cannabis Law

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Band 1

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell garners widespread market recognition as a pre-eminent firm operating in the cannabis industry in Canada. It offers a broad range of commercial advice to clients in the sector, with the group often identified for its skilful handling of financings and capital markets matters for licensed producers. The firm is also active advising investors and investment firms on financings, as well as acting for underwriters.

Strengths

"The team is pragmatic, builds long-term relationships, and has experience in the practical realities of getting things done."

"They are innovative, nimble, and great problem solvers who maintain a strong pace and momentum. The way they think about issues and their ability to solve matters make them industry leaders in this field."

"Cassels effectively overlays macro, sector and company-specific factors to deliver thoughtful advice and outcomes."

"The team provides excellent communication and demeanour combined with unparalleled speed as well as thoughtfulness and accuracy in execution."

"They have the ability to manage simple as well as very complex issues while maintaining timeliness and great access at all levels."

Work highlights Cassels Brock & Blackwell advised Leef Brands on its reverse acquisition of LEEF Holdings, with an initial payment to former shareholders of USD120 million.

Notable practitioners

Jonathan Sherman attracts praise for his extensive experience on M&A and securities mandates. Based in Toronto, he is co-chair of the firm's cannabis group. **Strengths:** *"Jonathan stands out from other practitioners for being innovative, strategic and excellent in terms of technical expertise. He also leads a team that shares his approach, eagerness, and flexibility."* *"Jonathan is extremely responsive as well as being a great out-of-the-box thinker who provides creative solutions."* Toronto-based **Jamie Litchen** has a growing presence in the cannabis space. She regularly advises companies on cross-border M&A transactions, as well as a variety of securities-related matters including public offerings and private placements. **Strengths:** *"She is always available to offer sophisticated advice with amazing attention to detail."* *"Jamie is sharp, hard-working and a pleasure to deal with."*

Dentons Canada LLP

What the team is known for Dentons offers clients engaged in the cannabis sector all manner of commercial advice, including in relation to M&A mandates, securities matters and licensing issues. The team is particularly well regarded for its role in corporate financings. It frequently assists emerging companies with financings and IPOs, in addition to advising established companies on commercial and regulatory issues. Its lawyers in Canada benefit from the firm's international network to advise clients on cross-border matters.

Strengths

"Dentons possesses extensive sector knowledge, global reach, and offers cross-border expertise with their presence in the USA. We can rely on their seamless cross-border advice encompassing transactional and regulatory aspects."

"They are very responsive, practical and flexible."

"While the calibre of their work is that of a top-tier firm, they are effective in managing costs and have reasonable rates for the level of service they provide."

Work highlights Dentons advised GAGE Growth on its sale to TerrAscend for circa USD545 million.

Notable practitioners

Andreas Kloppenborg is a highly active junior partner who is particularly noted for his transactional work, including debt and equity financings as well as M&A. He assists companies active in the cannabis sector as well as lenders and agents.

Strengths: *"Andreas is experienced, commercially astute and pragmatic."* *"His approach helped us navigate some challenging issues."* *"He is diligent and a hard worker."*

Band 2

Aird & Berlis LLP

What the team is known for Aird & Berlis houses a highly-esteemed Toronto-based team that frequently advises companies seeking to expand their footprint in the cannabis sector. The firm is adept at handling an array of commercial issues from tax to corporate governance, as well as capital markets mandates. Its clients include producers and distributors, among other stakeholders. The team has a notable industry expertise advising on a range of medicinal and recreational products, including edibles and beverages.

Strengths

"Aird & Berlis can assemble a team with the necessary expertise across a wide range of matters com-

mensurate with the experience required.”

“They provide excellent value for money and address our needs with responsiveness and a strategic approach.”

“Aird & Berlis have their finger on the pulse of all things cannabis. I frequently look to them for updates, insights, and thoughts on commercial and regulatory trends in the cannabis industry.”

“The service that we have received from Aird & Berlis has always been at the highest level, both in terms of substance and customer service.”

Work highlights Aird & Berlis acted as Canadian Counsel to StateHouse in its acquisition of Loud-pack.

Notable practitioners

Toronto-based **Sherri Altshuler** offers expertise to cannabis sector clients across a wide array of transactional mandates, including cross-border deals. She is co-chair of Aird & Berlis’ cannabis group. **Strengths:** “*Sherri is a leading expert in the cannabis industry, offering valuable guidance and expertise thanks to her extensive knowledge and experience in the field.*” Toronto-based **Jeremy Burke** advises clients on corporate governance and structuring of deals, including licensing rights and implementation of regulatory regimes. **Strengths:** “*Jeremy has successfully navigated us through challenging agreements and I admire his engaged, calm, and supportive nature.*” “*Jeremy is an extremely intelligent, professional and responsive lawyer. I very much enjoy working with him.*”

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a full-service law firm with a good reputation in the cannabis space in Canada. It regularly acts for emerging companies and larger organisations on both corporate transactions and regulatory work, including advertising and marketing matters. The team also advises established businesses on their involvement in the sector and the implications of legalisation.

Strengths

“*They consistently tapped into their team of subject matter experts to provide specific and valuable insights on negotiation issues. They boast a fantastic multi-disciplinary team across Canada, capable of handling intricate legal issues across various provinces.*”

“*They are very business-oriented and commercially equipped to keep the business purpose in the front and centre of the transaction.*”

“*Blakes’ cannabis law expertise was invaluable to me. The team’s strengths are competence, expertise, effectiveness, availability, and efficiency.*”

“*The practitioners with whom we deal at Blakes are perceived as thought leaders in their fields of expertise. Not only are they representing clients effectively through their knowledge of the law as well as the overall conditions affecting particular markets, but they are also sharing their knowledge at various events.*”

Work highlights Blake, Cassels & Graydon advised RIV Capital on its acquisition of Etain and Etain IP, for an aggregate value of USD247 million.

Notable practitioners

Montréal-based **Tricia Kuhl** co-chairs the the law firm’s cannabis group. She has a broad focus and advises clients on mergers and acquisitions, reor-

ganisations, licensing renewals and distribution.

Strengths: “*Tricia is highly attentive to clients’ needs, possesses a great understanding of the law in a heavily regulated industry, and has excellent knowledge of current issues as well as future opportunities and concerns.*” “*Tricia is sought after for her wise counsel, practical approach to different legal challenges and opportunities, knowledge of her subject matter and overall high professionalism.*”

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault regularly represents producers, distributors and lenders in a wide array of transactions in the cannabis sector, including M&A and corporate financing. The team is noted for its experienced handling of cross-border and international mandates, with its Canadian lawyers supported by the firm’s offices in the UK and USA. It also advises on regulatory matters such as licensing agreements and dispute resolution, along with defence against product liability claims.

Strengths

“*McCarthy Tétrault is an excellent firm of lawyers who deeply comprehend the cannabis industry. They have a thorough understanding of our problems, and often possess more knowledge about certain issues than we do ourselves.*”

“*What I value the most is their industry experience: they have numerous connections with other clients in the industry, making them a valuable resource for industry-related matters. As a client, we can rely on them to provide insights on what is customary and what is not.*”

“*They are able to draw on a multitude of resources that are familiar with the cannabis sector and deliver pragmatic and creative solutions.*”

“*The team is extremely service-oriented and we always feel we are treated as a priority.*”

Work highlights McCarthy Tétrault advised Aurora Cannabis on the debt restructuring of its distressed debtor Choom Holdings, which resulted in the client becoming Choom’s largest shareholder within the regulatory ownership limits, requiring careful consideration of enforcement matters due to restrictions on ownership of cannabis retailers by licensed producers.

Notable practitioners

Ranjeev Dhillon is a highly reputed practitioner, who is able to provide regulatory and transactional advice to an impressive array of established cannabis companies, as well as new entrants to the sector. He is based in Toronto. **Strengths:** “*Ranjeev provides strategic counsel and advice, demonstrating excellent commercial judgement, a knack for creative solutions, and a strong ability to successfully close deals.*” “*Ranjeev is very well connected in the industry, knowledgeable about cannabis regulations and able to provide guidance on challenging matters.*” Toronto-based **Rami Chababi** has a wealth of experience advising clients on M&A, joint ventures and securities matters within the cannabis sector. **Strengths:** “*Rami is a trusted adviser for me and whenever I have a matter that requires external advice, he is the first person I contact. Rami is a pragmatic and practical lawyer, and I am extremely satisfied with the work he has done for us.*” **Matthew Sanders** stands out for his work

across an impressive number of cannabis-related transactions. Based in Toronto, he provides assistance with M&A and joint venture agreements, as well as the licensing and marketing of new products. **Strengths:** “*I’m amazed by Matthew’s intelligence, diligence, and professionalism. He is genuine, trustworthy, and a pleasure to work with. Matthew is my most trusted commercial adviser, and I’m deeply grateful for his service.*”

Band 3

Bennett Jones LLP

What the team is known for Bennett Jones is a notable law firm with a long-standing reputation in the cannabis industry. The team possesses expertise in corporate and securities work, acting for companies and other stakeholders on mergers and acquisitions, financings and IPOs, with particular strength in its Toronto office. It also assists clients in the space with their intellectual property.

Strengths

“*The team is always well resourced to handle complex matters and willing to bring in the right people as necessary to support our needs.*”

“*They possess strong commercial awareness and have experience dealing with similar transactions in the industry. They are also well versed in the regulatory environment.*”

“*They know the industry really well and even invest their own resources to support the industry through events.*”

Work highlights Bennett Jones advised RedeCan Pharm on its sale to HEXO, valued at CAD925 million.

Notable practitioners

Standout practitioner **Aaron Sonshine** exhibits demonstrable strength in securities mandates across the cannabis sector. His Toronto-based practice also includes advising clients on M&A matters and corporate financing. **Strengths:** “*Aaron is an entrepreneurial and business-oriented lawyer who works hard and focuses on getting deals done instead of merely checking boxes.*” “*Aaron is a great person and lawyer. He takes a proactive approach in bringing parties together, is collaborative, and has extensive experience in the field.*”

McMillan LLP

What the team is known for McMillan advises on both commercial and regulatory matters in the cannabis space. The firm is highlighted for its involvement in M&A and corporate finance transactions within the industry in Canada. It also provides related licensing, branding and IP advice.

Strengths

“*McMillan is an excellent business partner, demonstrating a pragmatic approach towards fees and time, and a willingness to go above and beyond for the client.*”

“*The cannabis team has great experience in the sector, and brings a strong commercial awareness to its files.*”

Work highlights McMillan advised Icanic Brands on its USD120 million acquisition of LEEF Holdings.

Notable practitioners

Desmond Balakrishnan (see p.45) offers significant expertise in M&A, corporate financing and securities matters in the cannabis sector. He is based in Vancouver. **Strengths:** *"I really enjoy working with Desmond; he is very smart, knows the rules, and understands the industry players."*

James Munro (see p.45) advises clients in the cannabis sector on capital markets, bank finance and M&A transactions. He demonstrates strength on matters including recapitalisations and cross-border credit facilities and has additional experience in debt restructuring. **Strengths:** *"James is a fantastic legal adviser who is commercial, pragmatic, and genuinely committed to helping clients find solutions." "He is approachable, makes himself available for clients, and also has great knowledge of the cannabis sector."*

Torys LLP

What the team is known for Torys is highlighted for its strength in the life sciences sector and experience in medical marijuana, as well as offering notable expertise in food and drug regulatory matters. The firm assists companies of all sizes with commercial matters connected with their ventures in the cannabis sector, such as corporate transactions and intellectual property. The Toronto-based team also assists lenders with financings in the space.

Strengths

"The firm has a strong team with pleasant, respected professionals who provide valuable viewpoints and advice, consistently delivering work to a high standard."

"Torys' presence in the space has significantly grown in recent years. The team has been gaining recognition, particularly due to their robust life sciences practice."

Notable practitioners

Eileen McMahon (see p.236) draws upon her wealth of experience handling intellectual property and regulatory matters to provide support to cannabis sector clients. Based in Toronto, she is the chair of the law firm's IP and food and drug regulatory practices. **Strengths:** *"Eileen is a highly experienced and knowledgeable lawyer with a strong commercial sense. Additionally, she is a pleasure to work with."*

Band 4

DLA Piper (Canada) LLP

What the team is known for DLA Piper houses a notable practice that offers cannabis sector clients the benefits of an extensive reach through its network. The law firm shows capability in M&A as well as equity and debt capital markets and secured financing transactions. It is also well equipped to advise on intellectual property matters.

Strengths

"DLA Piper are impressive because in addition to being on top of the law, they have their finger on the pulse and a very high commercial awareness, providing practical and real-world legal advice."

Work highlights DLA Piper advised Trulieve Cannabis on a USD71.5 million financing secured by a

cultivation and manufacturing site in Florida.

Notable practitioners

Robert Fonn acts on a broad array of corporate mandates in the cannabis industry, including cross-border and international M&A transactions. Based in the firm's Toronto office, he also advises on capital raising and debt financings. **Strengths:** *"Robert has deep knowledge of the industry and areas of law he practices in. He is also very approachable and collaborative, giving us full confidence in his effective handling of all issues."*

Fasken

What the team is known for The team at Fasken is noted for its transactional expertise in the cannabis sector, regularly advising on M&A and a range of securities-related deals. Clients also benefit from the regulatory and IP expertise at the firm.

Notable practitioners

Toronto-based Barbara Miller is a key contact.

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG fields a team of lawyers that excel in a diverse range of work in the cannabis sector. The team is adept at handling mid-cap transactions including mergers and acquisitions and equity raises. It also advises on IP and trade mark matters and assists with compliance and regulatory approvals to produce and commercialise cannabis and hemp products.

Strengths

"Gowling has a very competent team with significant technical expertise that works well together to solve complex problems."

Work highlights Gowling WLG advised IM Cannabis on a non-brokered private placement of common shares, raising approximately USD3 million to support the group's operations in Canada, Germany and Israel.

Notable practitioners

Toronto-based **Peter Simeon** co-heads the firm's cannabis group. He assists clients from the industry with transactional mandates, including M&A, joint venture agreements and public offerings. **Strengths:** *"Peter is clued in to this sector and has done an excellent job at building awareness." "He is actively involved, strategic and responsive."*

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright has a notable team offering strength across both domestic and cross-border mandates arising within the cannabis sector in Canada. It is frequently retained to act on regulatory compliance and M&A mandates, as well as advertising and marketing issues.

Strengths

"Their advice is consistently sound and thorough. They are persistent and don't back down."

Notable practitioners

Toronto-based Andrea Brewer is a key contact.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott has a noteworthy team that specialises in both transactional and regulatory matters, offering comprehensive assistance to clients in the cannabis industry. It has an impressive track record

of handling significant bond financings and M&A transactions, while also providing guidance on issues such as product classification, licensing and compliance. The team additionally stands out for its litigation expertise, including representing cannabis producers as defendants in class action.

Strengths

"Stikeman Elliott is a go-to firm, known for their commercial savvy, intelligence, and creativity. The team offers the full resources of the firm, providing quick solutions and responsiveness."

"The team is responsive, rigorous and talented and houses some of the most brilliant minds in Canada."

Work highlights Stikeman Elliott advised Columbia Care on its USD2 billion sale to US-based cannabis provider Cresco Labs.

Notable practitioners

Donald Belovich co-heads the law firm's cannabis group and is a key contact.

Torkin Manes LLP

What the team is known for Torkin Manes has carved a niche for itself in the cannabis sector with its strong focus on dispute resolution. The team's expertise shines through in complex legal challenges, including representing claimants in commercial arbitration. The law firm also advises on transactional and advisory matters. Its client base includes retailers, lenders and business owners.

Strengths

"Even though we were not a large-scale corporate client, Torkin Manes treated our business with great respect and responsiveness."

"The depth of the team is impressive and they thoroughly understood the intricacies of the cannabis industry."

Work highlights Torkin Manes represented Salt Capital in an initiative to persuade provincial regulators to acknowledge the assignment of receivables and pay such proceeds directly to the party financing licensed producers.

Notable practitioners

Matt Maurer regularly acts for retailers in the cannabis sector on licensing and transactional matters as well as connected dispute resolution. He also provides regulatory advice and is chair of the firm's cannabis law and franchise law groups.

Strengths: *"Matt has a deep understanding of the Canadian market and excels in putting deals together. His regulatory expertise gives him a competitive edge over other lawyers." "He is a practical, solutions-oriented adviser."*

Wildeboer Dellelce LLP

What the team is known for Wildeboer Dellelce is a Toronto-based corporate finance and M&A boutique with a good reputation for its handling of commercial matters for clients in the cannabis industry. It is highlighted for its effectiveness in assisting smaller companies with their growth and initial listings. The team is also noted for its involvement in corporate financings in the space, where it often acts on behalf of independent banks and underwriters.

Strengths

"Wildeboer Dellelce is very active in the market, particularly in financing matters."

"They have long-standing experience and have

been active on numerous transactions in this space. They are well regarded and invested in the sector.”

Notable practitioners

Jeff Hergott is notable for his handling of acquisitions and capital markets mandates. His clientele includes investors and retailers involved in the sector, as well as start-ups, producers and cultivators. **Strengths:** “Jeff is a good commercial and practical lawyer.”

Other Ranked Lawyers

Toronto-based **Chad Finkelstein** is the founder and chair of the cannabis practice group at Dale & Lessmann LLP. He is an accomplished franchising lawyer, who regularly acts for retailers active in the cannabis industry.

Strengths:

“Chad is a leading franchise lawyer in the country and knows the sector well.”

Eric Foster of Mintz frequently represents established cannabis companies in corporate financing and transactional matters. Based in Toronto, he also assists clients with regulatory and licensing matters.

Strengths:

“Eric is widely recognised as a sector leader with long-standing experience. He consistently meets our needs, providing responsive and reliable assistance whenever issues arise.”

“He is easy to work with and knowledgeable and insightful on the industry due to his breadth of exposure to global transactions.”

Trina Fraser of Brazeau Seller LLP enjoys a strong reputation for her market-leading understanding of cannabis regulatory law. She is based in Ottawa.

Strengths:

“Trina has earned respect and recognition for her unique approach and coming into the space with a regulatory lens. This has made her a go-to adviser for clients seeking regulatory advice.”

“Trina is wonderful, excellent from a regulatory point of view and reasonable in her rates.”

Victor Liu of Goodmans LLP specialises in M&A, partnership and financing transactions. He also provides counsel to early-stage enterprises on growth financings, governance, and strategic initiatives.

Strengths:

“Victor is an all-around star. His familiarity with a variety of deal structures, incredible responsiveness and ability to tailor his advice to the circum-

stances make him a must-have on our deals.”

Chris Nyberg of MLT Aikins LLP is lauded for his deep knowledge of cannabis regulations and their impact on transactions. He is able to provide comprehensive legal counsel on IPO proceedings, regulatory compliance, and supply chain distribution in the cannabis industry. His clients include applicants, licensees, retailers and First Nations businesses.

Strengths:

“He is a subject matter expert across the sector, staying updated about the latest changes and combining legal expertise with strong commercial acumen.”

Alice Tseng of Smart & Biggar frequently provides regulatory counsel to clients in the cannabis sector. She draws praise for her intellectual property expertise.

Strengths:

“Alice is a sharp and experienced lawyer specialising in IP, which is particularly relevant in this sector.”

Leaders’ Profiles in Cannabis Law

BALAKRISHNAN, Desmond

McMillan LLP, Vancouver
607 691-7462
desmond.balakrishnan@mcmillan.com

Featured in Cannabis Law (Nationwide – Canada)

Practice Areas: Des Balakrishnan is a partner in McMillan’s Corporate Finance/Securities practice and co-leader of McMillan’s Cannabis Practice Group. In addition to cannabis law, his areas of practice include investments, public offerings, new listings, mergers, acquisitions, listed company maintenance, gaming, entertainment and hospitality law. Des has acted as counsel on new issues and listings on all Canadian stock exchanges and inter-listings with several international exchanges – for domestic and foreign entities alike. Des’ cannabis clients include public and private Canadian and foreign companies as well as financial services providers, such as asset management and investment funds. Des is highly sought after for his cannabis law expertise and has been advising on some of Canada’s largest and precedent-setting transactions to date.

MCMAHON, Eileen M

Torys LLP, Toronto
+1 (416) 624-2410
emcmahon@torys.com

Featured in Cannabis Law (Nationwide – Canada), Intellectual Property (Nationwide – Canada), Life Sciences (Nationwide – Canada)

See under Life Sciences for profile.

MUNRO, James

McMillan LLP, Vancouver
604-691-7491
james.munro@mcmillan.ca

Featured in Cannabis Law (Nationwide – Canada)

Practice Areas: James Munro is a partner in McMillan LLP’s Capital Markets group in Vancouver and is the co-leader of McMillan’s Cannabis Practice Group. His practice focuses on securities, corporate finance and cannabis law. As part of his cannabis practice, James advises both private and public clients with respect to a broad range of licensing, transaction, and corporate compliance matters. James co-founded the practice group in 2016. As part of his securities and corporate finance practice, James advises private and public clients in a range of industries in connection with venture capital financings, initial public offerings, private placements, public equity and debt financings, mergers and acquisitions, stock exchange listings, corporate governance, securities regulatory matters, contested shareholder meetings and proxy contests, and general corporate and securities law matters. James is highly sought after for his cannabis law expertise and has advised on some of Canada’s largest and precedent-setting transactions to date.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Capital Markets

How lawyers are ranked

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rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Band 1	Band 1	Band 1
McCarthy Tétrault LLP	Innes Michael <i>Osler, Hoskin & Harcourt LLP</i>	Fullerton Richard J <i>Osler, Hoskin & Harcourt LLP</i>
Osler, Hoskin & Harcourt LLP	Lee Desmond <i>Osler, Hoskin & Harcourt LLP</i>	MacMullin Marc J <i>McCarthy Tétrault LLP</i>
Stikeman Elliott LLP	Nordick D'Arcy <i>Stikeman Elliott LLP</i>	Band 2
Band 2	Parker Andrew <i>McCarthy Tétrault LLP</i>	Masse Dean C <i>McCarthy Tétrault LLP</i>
Blake, Cassels & Graydon LLP	Band 2	Band 3
Davies Ward Phillips & Vineberg LLP	Anderson Tim <i>Blake, Cassels & Graydon LLP</i>	Brimmer Jo-Anna <i>McCarthy Tétrault LLP</i>
Torys LLP	Carelli Robert <i>Stikeman Elliott LLP</i>	Burke Michael E <i>Blake, Cassels & Graydon LLP</i>
Band 3	Johnson Glen R <i>Torys LLP*</i>	Fitzpatrick Simon R <i>McCarthy Tétrault LLP</i>
Fasken	Murphy Robert <i>Davies Ward Phillips & Vineberg LLP*</i>	Hong Jim S <i>Torys LLP*</i>
Goodmans LLP	Wilson David <i>Davies Ward Phillips & Vineberg LLP*</i>	McElheran Mark E <i>Stikeman Elliott LLP</i>
Norton Rose Fulbright	Band 3	Rumball James G <i>Bennett Jones LLP</i>
Band 4	Boucher Patrick <i>McCarthy Tétrault LLP</i>	Up-and-coming individuals
Bennett Jones LLP	Cochlan Scott <i>Torys LLP*</i>	Jackson Adam <i>Blake, Cassels & Graydon LLP</i>
Dentons Canada LLP	Gingrich Sarah <i>Fasken</i>	Mack Arlene <i>Osler, Hoskin & Harcourt LLP</i>
* Indicates individual with profile.	Gorman Bill <i>Goodmans LLP</i>	
Alphabetical order within each band. Band 1 is highest.	Grewal Ramandeep <i>Stikeman Elliott LLP</i>	
	Hunter Rosalind <i>Osler, Hoskin & Harcourt LLP</i>	
	Pincus Stephen <i>Goodmans LLP</i>	
	Ramchandani Rima <i>Torys LLP*</i>	
	Seville David <i>Torys LLP*</i>	
	Shea Dan <i>Dentons Canada LLP</i>	
	Youdan Catherine <i>Blake, Cassels & Graydon LLP</i>	
	Up-and-coming individuals	
	Hickey Michael <i>Blake, Cassels & Graydon LLP</i>	
	Miao Amelia <i>Osler, Hoskin & Harcourt LLP</i>	
	Miks Kristopher <i>Norton Rose Fulbright*</i>	

Band 1

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault has an outstanding national capital markets group, representing issuers, underwriters and dealers in a range of ECM and DCM mandates, including major big-ticket deals and syndicated transactions. The firm is highlighted for its securitisation and structured finance expertise, as well as its focus on covered bonds. The team offers additional expertise in secondary offerings and sophisticated private placements. The firm benefits from impressive industry experience in the energy and natural resources, real estate and financial services sectors. Its lawyers have notable experience handling cross-border transactions and offerings, particularly in relation to the USA.

Strengths

"The McCarthy lawyers are top notch and have many years of experience. They provide high-quality work."

"Their level of expertise and creativity in problem solving is outstanding."

"The lawyers consistently provide thoughtful, high-quality advice."

"McCarthy Tétrault approaches work with a strong understanding of the business perspectives of the parties involved."

"Based on the expansive volume of transactions they are on, they are very aware of developments in the industry and what is commercially reasonable."

Work highlights McCarthy Tétrault advised Cameco Corporation in its bought deal offering of 34,057,350 common shares of Cameco. The transaction was valued at USD746.7 million.

Notable practitioners

Marc MacMullin maintains his standing as one of the most prominent securities lawyers in Toronto, serving as the head of the firm's national financial services group. Alongside his knowledge of securitisation, he has significant experience in broader debt and equity matters such as high-value bond issuances. **Strengths:** "Marc is one of the foremost securitisation experts in Canada." "He is a brilliant legal mind." "He is organised, thorough and provides excellent advice." "Marc is an absolute expert – he gets to the core of the issues on deals and has deep knowledge of the market." **Andrew Parker** is an esteemed Toronto-based capital markets practitioner. He is particularly valued by underwriter clients for his strong track record acting on high-value debt offerings. **Strengths:** "Andrew is a guru of this space." **Dean Masse's** experience extends to a range of securitisation concerns such as

CMBS offerings. Based in Toronto, he co-leads the firm's structured finance group. **Strengths:** "Dean is an exceptional lawyer. His knowledge and experience of the industry is outstanding and his work is very high quality." "He is very thorough and practical in the advice he provides." **Patrick Boucher** maintains a strong practice out of Montréal which sees him representing investment banks and underwriter syndicates in private offerings and placements. He co-leads the firm's national capital markets practice. **Strengths:** "He anticipates needs well and really knows the market." Based in Toronto, **Jo-Anna Brimmer** focuses her practice on securitisation, with additional experience in covered bond transactions. Her securitisation work includes trade receivables, residential mortgages and auto and equipment loans and leases. **Strengths:** "Jo-Anna is a fantastic partner to work with. She is highly knowledgeable and responsive." **Simon Fitzpatrick** is co-head of the firm's structured finance group. He is particularly prominent in residential mortgage securitisations. **Strengths:** "Simon is on top of current issues and very solution-oriented."

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is a high-end corporate law firm with capital markets specialists in offices across Canada. Its team advises on a wide variety of transactions, including IPOs, bought deals and cross-border public offerings, with further recognition for its expertise in asset-backed debt, hybrid securities and covered bond programmes. The group represents a significant issuer client base and a range

of domestic and international investment banks as well as corporations from sectors such as energy, gaming and utilities. The team offers capital markets expertise to clients ranging from start-ups and emerging businesses to long-established market stalwarts. The firm benefits from considerable geographical reach, with offices in Toronto, Montréal, Calgary, Ottawa and Vancouver, in addition to a New York office which helps facilitate cross-border work.

Strengths

"The Osler team has great breadth of experience and offers excellent legal advice."

"Osler is tremendous at simplifying, explaining and documenting complex ideas. They are engaged on almost every significant securitisation transaction and are amazingly responsive."

"The team offers sharp legal analysis with practical application. They possess valuable market intelligence."

"Their advice is always infused with practicality and not just substantive law. Osler's ability to handle complex and sophisticated matters is top-notch."

Work highlights Olser Hoskin & Harcourt LLP counselled Bausch + Lomb in their USD630 million IPO.

Notable practitioners

Toronto-based lawyer **Richard Fullerton's** practice sees him engaged in a range of high-value transactions involving asset-backed securities. He regularly acts for single and multi-seller securitisation conduits. **Strengths:** *"Rick is our go-to person for advice because of his tremendous knowledge, experience and ability to simplify complex problems."* *"He is always available and identifies considerations that need resolutions ahead of time."* **Michael Innes** is the chair of the firm's corporate group and routinely acts for leading Canadian underwriters and companies on high-value debt offerings from the Toronto office. **Strengths:** *"Michael is responsive and a pleasure to work with. He takes the time to advise on complex issues having thought through them from multiple angles."* *"An excellent lawyer."* **Desmond Lee** is recognised for his market-leading practice representing issuers in significant offerings. Operating from Toronto, he has additional capabilities in REIT work. **Strengths:** *"He understands every aspect of securities offerings, inside and out."* *"Desmond is one of the strongest M&A and securities law experts in the country."* *"He is a forward-looking problem solver and a thought leader in this legal space in Canada."* **Rosalind Hunter** acts for REITs as well as a range of large corporates on public offerings and private placements. She continues to enhance her market standing, working from the firm's Toronto office. **Strengths:** *"Ros provides practical advice on complex issues in a timely manner."* *"She is super smart, quick to offer solutions and a pleasure to work with."*

Arlene Mack is developing a very strong securitisation practice from the firm's Toronto office. She has notable experience advising investment banks. **Strengths:** *"Arlene provides excellent support."* **Amelia Miao** is an up-and-coming lawyer noted for her representation of major issuers in debt offerings. **Strengths:** *"Amelia is very responsive and completely on the ball."*

Stikeman Elliott LLP

What the team is known for Stikeman Elliott has an esteemed team of securities practitioners who are routinely involved in some of Canada's largest debt and equity capital markets offerings. The group also provides complementary expertise in derivatives and securitisation matters, as well as significant experience of issuer-side IPO representation and debt issuances. The practice offers additional experience in sophisticated, complex REITs transactions, as well as cross-border offerings, routinely acting for leading Canadian underwriters, banks and corporations. The firm has broad national coverage, with a particularly substantial presence in Toronto and Montréal.

Strengths

"Stikeman is an excellent business-minded legal team with knowledge across structures and industries."

"They are exceptional for complex securities law matters. They have some of the leading lawyers in Canada in this area."

"Stikeman has a very strong team with international knowledge and capabilities."

Work highlights Stikeman Elliott LLP acted for Aritzia in a secondary offering of an aggregate of 1,500,000 subordinate voting shares for total gross proceeds of CAD77.4 million.

Notable practitioners

D'Arcy Nordick is a Toronto-based lawyer who comes highly recommended for his expertise across a range of debt-related issues, particularly in regard to complex and novel bond offerings. **Strengths:** *"D'Arcy provides creative bespoke solutions and has a tremendous amount of experience to draw from."*

Robert Carelli wins recognition for his strong capital markets practice across Canada, operating from his base in Montréal. He is particularly well versed in transactions involving initial public offerings. Toronto-based **Ramandeep Grewal** provides counsel to a client base which includes leading investment banks and dealers in Canada. She has experience acting on both domestic and international securities offerings. **Mark McElheran** has a wide-ranging corporate practice which sees him engaged on issues of structured finance as well as public and private securitisation transactions. He is based in Stikeman Elliott's Toronto office. **Strengths:** *"He is very knowledgeable and well liked by clients."*

Band 2

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a respected law firm in the capital markets space in Canada, highly regarded for its representation of issuer and underwriter clients in big-ticket IPOs and secondary offerings. The firm also possesses deep expertise in DCM mandates. Its team has notable proficiency in assisting with securitisation transactions, as well as matters involving novel security instruments. It demonstrates significant capabilities in corporate financings and securities compliance matters. The firm's broad-ranging client base means its deal sheet includes offerings in the transporta-

tion, energy and hi-tech sectors, among others.

Strengths

"The Blakes team has been able to support in complicated transactions with efficiency and an ability to explain complicated subjects in an understandable way."

"It is a strong team with diverse skills that is always on top of current issues."

"They provide thoughtful responses that take a holistic approach to issues."

Work highlights Blake, Cassels & Graydon LLP represented TransCanada PipeLines in its public offering of CAD1.5 billion aggregate principal amount senior unsecured medium-term notes.

Notable practitioners

Tim Anderson is a seasoned capital markets lawyer based in Blake, Cassels & Graydon's Toronto office. He has expertise in numerous debt and equity concerns, including IPOs, follow-on equity offerings and transactions involving high-yield bonds. **Strengths:** *"Tim is very technical and collaborative, he is an excellent lawyer."* *"He gives succinct legal advice and is highly regarded."* *"Tim is an exceptional lawyer with a wealth of knowledge."*

Toronto-based lawyer **Michael Burke** is well regarded for his work on asset-backed lending and leasing, which forms part of his broader securitisation practice. His clientele includes sellers, purchasers, credit enhancers and liquidity lenders. **Catherine Youdan** has a thriving capital markets practice in high-value offerings. She leads the firm's capital markets group in Toronto. **Strengths:** *"She is a superb lawyer and researches every technical detail."* **Michael Hickey** is an up-and-coming lawyer based in Toronto. His capital markets practice includes an impressive level of transactional matters, advising clients on M&A mandates as well as financings. **Strengths:** *"He is very practical and gives business-oriented advice."*

Adam Jackson is based in Toronto and has developed a strong practice advising on public and private securitisation transactions. He assists clients with both national and cross-border mandates. **Strengths:** *"Adam is a very good commercial lawyer."* *"Adam is an absolute pleasure to work with. He provides excellent service and is an effective negotiator."*

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg provides sophisticated guidance to underwriters, issuers and private equity investors involved in complex capital markets transactions and financings across various sectors including mining, telecommunications and retail. The team demonstrates notable aptitude for cross-border and multi-jurisdictional mandates, with areas of focus including cross-border IPOs, private offerings and issuances of public debt. The firm regularly acts for large institutional clients in Québec, and clients further benefit from its well-reputed tax practice.

Strengths

"The team exhibits an exceptionally high level of specialised legal acumen."

"Davies is a very technically strong team."

"They have their ear to the ground when it comes to what is going on in the market."

"Davies always provide very practical and relevant

advice. They are solutions-oriented."

"They are good at anticipating certain issues before they arise."

Work highlights Davies Ward Phillips & Vineberg LLP counselled Rogers Communications in its private placement of senior notes valued at CAD4.25 billion.

Notable practitioners

Robert Murphy (see p.50) is a highly regarded Toronto-based capital markets practitioner whose experience extends to a variety of domestic and cross-border capital markets transactions, including those involving MJDS concerns. He acts for a number of major Canadian financial institutions in their role as underwriters. **Strengths:** "Rob is a knowledgeable and astute lawyer with tremendous commercial sense." "He is cerebral and thinks through issues well." **David Wilson** (see p.51) is particularly well known for his work on fixed-income offerings as part of a broader practice involving debt and equity issues. He operates out of Toronto. **Strengths:** "David has exceptional insight."

Torys LLP

What the team is known for Torys is home to a leading capital markets team and is recognised as one of the pre-eminent advisers on Canadian securities offerings, with a client list that includes public and private companies, as well as investment banks. The team assists both issuers and underwriters across a range of sectors, including financial services, energy and technology, and is highly active on the equity side. The practice also possesses considerable debt capital markets expertise, covering debentures, note programmes and high-yield debt. Other areas of success include private placements and PIPEs. The firm's clients benefit from the support of its New York office to advise on cross-border transactions.

Strengths

"Torys has multiple team members available with the expertise to handle any question."

"They provide very thoughtful and pragmatic advice on a timely basis."

"Torys has skilfully handled each matter we've brought to them, regardless of complexity or urgency."

Work highlights Torys LLP acted for Scotia Capital and the syndicate of agents in the CAD1.75 billion public offering of Scotiabank's 3.934% fixed/floating rate subordinate debentures.

Notable practitioners

Glen Johnson (see p.50) has an exceptionally strong debt and equity practice acting on major cross-border securities offerings. He operates from Toronto. **Strengths:** "Glen is practical, considered and has great judgement." **Scott Cochlan** (see p.50) is a notable lawyer in the capital markets space, based out of the firm's Calgary office. He is well regarded for his work representing issuers and underwriters in a range of debt financing transactions. **Strengths:** "A top lawyer who is great with clients." **Jim Hong** (see p.50) is a well-established lawyer in the securitisation space, working out of Torys' Toronto office. He has extensive experience in capital markets transactions, with a particular emphasis on securities, derivatives and asset-backed financing. **Strengths:** "An excellent

lawyer." **Rima Ramchandani** (see p.50) has established an impressive debt and equity practice, acting in a variety of public offerings from Toronto. **Strengths:** "She is fantastic; a great lawyer." "Rima is a very strong commercial lawyer." **David Seville** (see p.50) is based in Toronto and is the co-head of Torys capital markets group. He assists underwriters with high-value bond offerings with a focus on debt issued by financial institutions. **Strengths:** "David has very strong M&A and capital markets expertise. He is very engaging and takes a thoughtful approach." "He has an outstanding level of knowledge, expertise and experience."

Band 3

Fasken

What the team is known for Fasken is a highly respected law firm that is recognised as a strong player in the field of securities offerings in Canada. Its capital markets clients include underwriter syndicates, investment banks and agents. Its lawyers have significant experience in a range of capital markets concerns, including structured note programmes, as well as IPOs and secondary offerings.

Strengths

"They propose creative solutions to complex issues."

"Fasken has a diverse and large team of legal counsel with extensive knowledge."

"The team demonstrates exceptional pragmatism and commerciality."

"Fasken is very knowledgeable on all things related to the Canadian securities industry, and keeps up with legal and regulatory changes."

Work highlights Fasken acted as British Columbia counsel for Rogers Communications in its private placement of senior notes issued across four tranches, valued at CAD4.25 billion. Concurrently, Fasken acted as Canadian counsel in its US private placement of senior notes issued across five tranches, valued at USD7.05 billion.

Notable practitioners

Sarah Gingrich is a capital markets lawyer who assists clients with a variety of securities matters. She is based in Calgary.

Goodmans LLP

What the team is known for Goodmans is a Toronto law firm operating a distinguished practice valued for advising major REITs and financial institutions on innovative capital markets transactions. The group offers notable expertise in SPACs and IPOs, with additional recognition acting on DCM mandates, such as debenture issuances. The team demonstrates considerable experience in a range of sectors including media and telecommunications and healthcare.

Strengths

"Goodmans gives pragmatic and thoughtful advice."

"The team is very strong intellectually with good problem solvers."

"Their bench is very broad with deep relationships across industries and government."

"They have an exceptional ability to understand the root of the issue and figure out realistic, step-by-step approaches to solve problems."

Work highlights Goodmans advised RioCan REIT in closing its CAD200 million offering of Series AG senior unsecured debentures.

Notable practitioners

Well-established Toronto-based lawyer **Bill Gorman** represents companies from a variety of industry sectors in public offerings and private placements. His clientele includes issuers and underwriters. **Strengths:** "Bill is very collaborative and a strong advocate for his clients." "He is knowledgeable and understands both the legal perspectives and the practical issues." **Stephen Pincus** is a respected lawyer and the head of Goodmans capital markets team. He frequently assists with equity transactions, including acting on deals involving SPACs and REITs. **Strengths:** "Stephen is a fantastic lawyer."

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright advises a diverse client base on a wide spectrum of capital markets transactions straddling a range of industry sectors, including energy, mining, technology and aviation. The firm's Canadian lawyers are well versed in debt and equity securities matters, with noteworthy experience assisting underwriters and issuers with complex financing mandates. The group is also noted for its strength in covered bonds, with supplementary proficiency in tax-related matters. The firm possesses a broad and deep pool of resources to call upon from its international network of offices.

Strengths

"Norton Rose has the international reach to deal with complex problems across numerous industries."

"The team has a breadth of experience and knowledge that ensures all bases are covered."

Work highlights Norton Rose Fulbright advised Bauch Health Companies in its IPO of its subsidiary, Bausch + Lomb, on the NYSE and TSX.

Notable practitioners

Kristopher Miks (see p.50) is developing a strong reputation for his capital markets practice where he advises on major public offerings and M&A mandates. He leads the Vancouver securities group. **Strengths:** "Kristopher is attentive to detail and has solid industry knowledge." "He is able to take complicated matters and break them down into easily understandable actions and advice."

Band 4

Bennett Jones LLP

What the team is known for Bennett Jones operates a notable practice representing company and underwriter-side clients in a variety of capital markets transactions, arising out of sectors including mining, energy and life sciences. The firm has a strong track record in public offerings and private placements, with additional experience in equity distribution agreements. The practice is able to assist clients with both domestic and cross-border financial mandates. Its lawyers are based in Toronto, Calgary and Vancouver.

Strengths

"Bennett Jones' knowledge of public market securities offerings in Canada provides us with the com-

fort to execute transactions in a timely and efficient manner.”

“They are very practical and commercial in how they approach issues.”

Work highlights Bennett Jones LLP acted for the principal shareholder, Riverstone VI LRC B.V., in Lithium Royalty’s IPO valued at CAD150 million.

Notable practitioners

Toronto-based lawyer **James Rumball** has notable experience in transactions involving asset-based and secured lending. His practice extends to derivatives, with a client roster featuring a number of financial institutions and borrowers. **Strengths:** “A very knowledgeable lawyer.”

Dentons Canada LLP

What the team is known for Dentons Canada is well regarded for its work on behalf of dealers and underwriters across the spectrum of capital markets transactions, including IPOs, high-yield bond offerings and private placements. It enjoys a particularly strong reputation for assisting clients from the cannabis and energy industries. Its team can draw upon the firm’s considerable international capabilities on a range of cross-border capital market deals.

Strengths

“Dentons provides extremely timely responses, thoughtful counsel and has the ability and willing-

ness to go the extra mile for their client.”

Work highlights Dentons Canada LLP advised the underwriters in the CAD444 million aggregate debt and equity offerings of Tamarack Valley Energy.

Notable practitioners

Dan Shea has a strong presence in the capital markets space, acting for underwriters on debt and equity offerings. He is based in Calgary and is the national leader of Dentons’ corporate group.

Strengths: “Dan is focused on efficiency and problem solving. He is very customer-focused.”

Leaders’ Profiles in Capital Markets

COCHLAN, Scott

Torys LLP, Calgary
+1 (403) 776.3784
scochlan@torys.com

Featured in Capital Markets (Nationwide - Canada)

Practice Areas: Scott is co-head of Torys’ Capital Markets Practice. His practice includes securities and corporate law, with an emphasis on corporate finance and M&A. Scott’s pragmatic approach and extensive experience help issuers and underwriters in various complex matters, including domestic and cross-border public/private equity and debt financings, M&A, and other business reorganizations and restructurings. Scott also represents senior and junior public issuers in numerous aspects of general corporate law and securities regulatory matters, including corporate governance, continuous disclosure, regulatory compliance and transaction implementation.

HONG, Jim S

Torys LLP, Toronto
+1 416 865 7369
jhong@torys.com

Featured in Capital Markets (Nationwide - Canada)

Practice Areas: Jim has broad market knowledge and experience advising on securitizations, public and private managed products, structured asset-backed financings and derivatives. He supports clients in developing securitization structures and products on Canadian and cross-border transactions. Jim is recognized as a leading lawyer in securitization matters; he is a co-author of the Canada Chapter of The International Comparative Legal Guide to Securitisation, published by Global Legal Group, London.

JOHNSON, Glen R

Torys LLP, Toronto
+1 416 865 8146
grjohnson@torys.com

Featured in Capital Markets (Nationwide - Canada)

Practice Areas: Glen regularly guides clients in their securities regulation and corporate finance matters, particularly in the area of domestic and cross-border securities offerings. He works with clients on a wide range of public equity and debt offerings, private placements, M&A transaction and issuer bids, with a particular emphasis on structured products and private funds. Glen also counsels Canadian and foreign issuers and securities industry participants on regulatory compliance matters, including governance, disclosure and reporting issues and regulation of registrants and other market participants in Canada.

MIKS, Kristopher

Norton Rose Fulbright, Toronto

Featured in Capital Markets (Nationwide - Canada)

Practice Areas: Kristopher Miks’ practice focuses on securities and corporate law in a wide range of industries, with an emphasis on public and private mergers and acquisitions, corporate finance, and providing corporate governance and securities regulatory advice. Kristopher has represented both purchasers and vendors involved in friendly and hostile mergers and acquisitions transactions, including takeover bids, plans of arrangement, reverse takeovers and other business combination transactions. He has also advised issuers, underwriters and institutional investors in a wide range of financing transactions, including initial public offerings, secondary offerings, private placements and alternative forms of equity and debt financing. In addition, Kristopher frequently provides advice to Canadian public companies on their disclosure, corporate governance, and other corporate and securities law obligations. Additionally, Kristopher frequently advises entrepreneurs, startups and emerging growth companies

on corporate structure, governance, financing and licensing matters.

MURPHY, Robert

Davies Ward Phillips & Vineberg LLP, Toronto
+416.863.5537
rmurphy@dwpv.com

Featured in Capital Markets (Nationwide - Canada)

Practice Areas: Rob is a partner advising clients on a broad range of transactions with an emphasis on public and private offerings of equity, debt securities and structured products in the cross-border context. Rob also advises clients on joint ventures, asset acquisitions and divestitures, equity monetizations, corporate governance and the operation of marketplaces. Known for his expertise in securities law, Rob is regularly consulted by public companies — including mining and oil & gas companies — on disclosure issues and general commercial matters. He frequently acts for issuers and underwriters in major cross-border transactions and advises major US investment banks and investors on securities law compliance issues surrounding Canadian transactions. Rob is an adjunct professor at Osgoode Hall Law School, where he teaches the securities law section of the Advanced Business Law Workshop. He is also a former member of the OSC’s Continuous Disclosure Advisory Committee and Small Business Advisory Committee. Select Recognition: Chambers Global; Chambers Canada; IFLR1000; Lexpert Special Edition: Mining; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada.

RAMCHANDANI, Rima

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+63 (2) 422 1930
rramchandani@torys.com

Featured in Capital Markets (Nationwide - Canada)

Practice Areas: Co-head of the Capital Markets Practice, Rima is a leading

securities lawyer with a broad practice advising clients on corporate finance, corporate governance and mergers and acquisitions. Rima frequently represents both issuers and underwriters on public offerings (IPOs and follow-on offerings) and private placements, with particular experience in cross-border transactions. Rima also regularly advises public company clients, including many cross-listed issuers, in a variety of industries on ongoing corporate governance and disclosure matters. In her M&A practice, Rima advises bidders and public company targets on related party transactions, public take-over bids, and other business combinations. Rima is a prolific writer, speaker and commentator on policy developments impacting the Canadian capital markets, and co-leads the firm’s ESG practice. She is also an ICD.D member of the Institute of Corporate Directors.

SEVILLE, David

Torys LLP, Toronto
+1 416 865 7821
dseville@torys.com

Featured in Capital Markets (Nationwide - Canada)

Practice Areas: David is co-head of the firm’s Capital Markets Practice and has extensive experience advising issuers and underwriters on domestic and cross-border equity and debt public offerings and private placements. He regularly advises clients on continuous disclosure, corporate governance and financial institution regulatory matters. David has deep experience with financial institution regulatory capital notes, the bank recapitalization (bail-in) regime by the Government of Canada, and non-viability contingent capital (NVCC) instruments. David also has substantial experience advising public companies, family offices, private equity and pension funds on acquisitions, dispositions, shareholder arrangements and reorganizations.

WILSON, David

Davies Ward Phillips & Vineberg LLP,
Toronto
(416) 863-5517
dwilson@dwpv.com

*Featured in Capital Markets (Nationwide
– Canada)*

Practice Areas: David advises on Canadian and cross-border securities transactions with a focus on capital markets and is known for his practical and innovative solutions. He has extensive experience representing public and private companies, investment banks and institutional investors on a broad range of transactions both in and outside Canada. These transactions include debt and equity offerings (public and private), liability-management transactions, PIPEs and other private investments, negotiated merger transactions and hostile and supported takeover bids. David is also a key contributor in shaping Canadian capital markets regulation, through his frequent commentary to Canadian securities regulators and as counsel to the investment banking committee of the Investment Industry Association of Canada. David's vast experience advising on offerings from both Canadian and US perspectives allows him to effectively bridge differences in securities law and practice between Canada and the United States. He is admitted to both the Ontario and New York Bars. Select Recognition: Chambers Global; The Legal 500 Canada; IFLR1000; The Best Lawyers in Canada – Mergers and Acquisitions Law.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Charities

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Charities/Non-profits

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Miller Thomson LLP	
Band 2	
Gowling WLG (Canada) LLP	
Norton Rose Fulbright	
Band 3	
Blumbergs Professional Corporation	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Goldfarb Clifford <i>Gardiner Roberts LLP (ORL) ◇</i>	
Hoffstein Elena <i>Miller Thomson LLP</i>	
Hunter W. Laird <i>McGee Richard Toogood LLP (ORL) ◇</i>	
Parks James M. <i>Gardiner Roberts LLP (ORL) ◇</i>	
Leading Individuals	
Band 1	
Carter Terrance <i>Carters Professional Corporation</i>	
Hayhoe Robert <i>Miller Thomson LLP</i>	
Manwaring Susan <i>Miller Thomson LLP</i>	
Prince Victoria <i>Borden Ladner Gervais LLP</i>	
Band 2	
Blatchford Michael <i>Norton Rose Fulbright*</i>	
Godel Linda <i>Torkin Manes LLP (ORL) ◇</i>	
Man Theresa <i>Carters Professional Corporation</i>	
Valentine Andrew <i>Miller Thomson LLP</i>	
Band 3	
Aptowitz Adam <i>KPMG Law LLP (ORL) ◇</i>	
Carey Florence <i>F I Carey Law Corporation (ORL) ◇</i>	
Chouinard Carole <i>Gowling WLG (Canada) LLP</i>	
Cooper Karen <i>KPMG Law LLP (ORL) ◇</i>	
Keachie Heather <i>Gardiner Roberts LLP (ORL) ◇</i>	
McEachren Troy <i>Miller Thomson LLP</i>	
Pasquino Nick <i>Borden Ladner Gervais LLP</i>	
Stacey Amanda <i>Miller Thomson LLP</i>	
Stevens David <i>Gowling WLG (Canada) LLP</i>	
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D'Aoust Nicole <i>Miller Thomson LLP</i>	
Demczur Jackie <i>Carters Professional Corporation</i>	
Nasrallah Ryma <i>Borden Ladner Gervais LLP</i>	
Smith Natasha <i>Miller Thomson LLP</i>	
Associates to watch	
Shainblum Esther <i>Carters Professional Corporation</i>	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Band 1

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais is a well-known full-service law firm with an esteemed and multidisciplinary charities and not-for-profit law group. With substantial experience advising national and international charities and non-profits, the team handles a variety of matters, including integration transactions and governance issues. The law firm is also highly regarded for its strength in charity tax and employment matters, and often acts for prominent clients in the healthcare, arts and culture, and education sectors. Its key lawyers in this area are based in Toronto and Ottawa.

Strengths

"The lawyers have the ability to navigate complex issues and make things easy to understand for the client."

"One of the things that always impresses me about BLG is its ability to distinguish between legal advice and policy. The team understands that the human component is critical in this area and subsequently delivers a service that fulfils the legal needs whilst accounting for the human element."

"They are experts and are easy to deal with. They specialise in this area so they know what they're doing."

"The department is timely in its responses and certainly understands when a quick turnaround is needed."

Work highlights BLG advised the Canadian Mental Health Association (CMHA) on the transfer of all assets and certain liabilities from Minto Counselling Centre and South Cochrane Addiction Services to CMHA.

Notable practitioners

Victoria Prince is a recognised leader in the charities market, rated highly for her support on corporate governance matters. Based in Toronto, she heads BLG's national charities and not-for-profit practice group. **Strengths:** "She has the skill to explain difficult legal concepts in a language that is easy to understand. She is an expert in the governance field." "Victoria is extremely client-oriented and practical. She is a highly regarded expert and its shows in her work and common-sense approach."

"Victoria Prince is exceptional—one of the best I have ever worked with. She provides tremendous support and advice." **Nick Pasquino** adeptly advises charities and non-profit organisations on corporate commercial matters, with particular expertise

in governance issues. Based in Toronto, he dedicates a significant portion of his practice to servicing clients in the healthcare sector. **Strengths:** "He is very clear with us when we have a question, and also ensures that he knows the facts and gets to the core of the issue. He is very good at providing us with succinct advice." "He is a great adviser and partner. Nick is well experienced, responsive and efficient. He is very effective at explaining complicated issues while providing a clear path forward to a solution." **Katherine Carre** proficiently advises charities and not-for-profit organisations on governance, compliance and legislative matters. She operates from BLG's Toronto office. **Strengths:** "She is amazingly responsive and always brings in the right specialists when different issues come up." "Katherine provides considered and practical corporate advice that fully meets clients' needs." Up-and-coming lawyer **Ryma Nasrallah** advises a range of charities and non-profit organisations, including education institutions and healthcare support groups. Based in Ottawa, she provides support on tax and corporate matters. **Strengths:** "Ryma is a wonderful lawyer and a true enabler for doing more, better. Her nuanced advice and direction, her willingness to hop on a call at short notice and her unwavering support and flexibility make her an outstanding partner for the client."

Carters Professional Corporation

What the team is known for Carters Professional Corporation is a top-tier boutique law firm dedicated to the charities and not-for-profit sector. It is well versed in handling a wide range of matters including regulation, compliance, corporate governance, tax, privacy and risk management, as well as contentious mandates. Trusted advisers to non-profit clients throughout Central Ontario via its offices in Toronto, Ottawa and Orangeville, the law firm also provides national and international services through its relationship with Fasken.

Strengths

"The lawyers are extremely knowledgeable and thorough. All complicated questions or matters are handled in a proactive and timely manner. They always deliver a 5-star service within the time frame required."

"There are a handful of law firms that specialise in charities law and Carters is one of them. We appreciate that specialisation."

"Carters' strength is in its deep understanding of charity law."

"Carters consistently provides timely and high-

quality advice regarding very complex issues.”

Notable practitioners

Managing partner **Terrance Carter** is one of Canada’s foremost experts in charity and not-for-profit law. He maintains an impressively diverse client portfolio, ranging from healthcare foundations to support for indigenous communities and humanitarian causes. **Strengths:** “He has so much experience in the area. He is also very thoughtful and careful.” “He obviously knows the sector very well and is technically proficient.” “Terry is exceptional. He is very approachable, knowledgeable and respectful.” “He has a multitude of knowledge in the sector and he is really assuring.” **Theresa Man** is a respected lawyer who is noted for her ability to assist clients with a wide array of matters concerning the charity and non-profit sector. She is frequently engaged for advice on governance, structuring and tax, as well as IP licensing and real estate matters. **Strengths:** “Theresa is very technically proficient.” “She is very knowledgeable in the area.” **Jackie Demczur** has experience advising on a range of issues in the sector including policy development, compliance and corporate restructurings. **Strengths:** “Jackie is great to work with. We enjoy her precision.” Associate-to-watch **Esther Shainblum** assists clients with matters relating to privacy and governance. With both in-house and private practice experience, she regularly advises charities and non-profits in the healthcare sector. **Strengths:** “Esther Shainblum is a detail-oriented lawyer.” “She is an excellent speaker and is well prepared.”

Miller Thomson LLP

What the team is known for Miller Thomson maintains a pre-eminent, nationwide charities/non-profits practice. With recognised lawyers in Toronto, Vancouver and Montréal, the law firm provides advice to clients on establishing charitable status, governance issues, capital campaigns and integrations, and is also experienced in complex tax structuring and audits carried out by the Canada Revenue Agency. The team also offers considerable depth of experience in handling government consultations on policy issues concerning the charitable and non-profit sector, as well as advising on social impact bonds. Its diverse array of clients includes healthcare institutions and religious organisations, as well as social and economic empowerment and support groups.

Strengths

“Not only their expertise but their approach to complex matters sets them apart from other firms. It is without a doubt the most comprehensive and experienced team in Canada. The service level provided by Miller Thomson is beyond comparison. They care for their clients and meet their demanding needs, often in flexible and creative ways.”

“The team is very responsive and provides a high level of service. The lawyers are very up to date on commercial issues and government policies.”

“Miller Thomson provides thorough advice on complex organisational structures.”

Notable practitioners

Elena Hoffstein is a Toronto-based charities lawyer who is particularly well regarded for her expertise in tax and regulatory matters. She is

also highly adept at handling both contentious and non-contentious estate litigation matters.

Strengths: “She is a leader in this space with unmatched expertise. Her skills are very strong and she is super smart. She manages clients and their needs well too.” **Robert Hayhoe** is particularly well regarded for his understanding of governance, structuring and tax arrangements in the charities sector. He also advises clients on issues relating to property, covering purchases, leasing and developments. He is based in Toronto. **Strengths:** “Robert is a client-focused lawyer with a unique ability to find creative solutions to complex matters. He is candid and honest in his perspectives, which is something incredibly valuable when paired with his commercial awareness.” **Susan Manwaring** acts for a broad array of charities and non-profit organisations, including prestigious domestic and international foundations dedicated to public health and educational programmes. Based in Toronto, she is the national head of the law firm’s social impact group. **Strengths:** “Susan brings incredible vision to her work, which provides immense value to her clients. Her depth of experience helps give confidence to her clients navigating grey and complex matters.” “She is an excellent lawyer who provides sound advice.” **Andrew Valentine** is a respected lawyer with significant experience in not-for-profit and charity law. Based in Toronto, he assists clients with gift planning, registration and compliance matters. **Strengths:** “Andrew Valentine is very bright and capable.” Montréal-based **Troy McEachren** assists clients with a range of issues, including incorporation matters and tax structuring, as well as litigation and administrative challenges. His clients range from charities to private foundations and trusts. **Strengths:** “Troy gives a clear picture and sets the record straight, which is useful for making the best decisions.” **Amanda Stacey** assists clients with an array of issues in the non-profit sector, covering regulation, governance, tax structuring and compliance, and dispute resolution. She divides her time between Vancouver and Toronto. **Strengths:** “Amanda Stacey is highly experienced.” **David Tang** frequently acts for non-profit organisations in the real estate sector, advising on corporate governance and tax compliance. **Strengths:** “David provides a high level of customer service and responsiveness. He helps to navigate through complex issues and often comes up with innovative options for consideration. He also has the big picture in mind, while mastering the breadth and depth required.” “He is timely and intuitive of our needs. He also provides strong input.” **Nicole D’Aoust** assists clients with transactions and commercial agreements as well as governance and operational matters. She also has experience advising on charitable registration applications. **Strengths:** “Nicole is a very attentive and client-focused lawyer. She brings a solid understanding of the sector and effectively applies that to the client’s needs.” “Nicole understands the non-profit and charitable landscape, both in terms of legal regulation and current trends.” Up-and-comer **Natasha Smith** has noteworthy expertise advising on corporate restructurings, compliance, governance policies and funding agreements. **Strengths:** “She is knowledgeable and engaged.” “Natasha Smith is easy to talk to.”

Band 2

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG maintains a solid charities and non-profits practice, with particular strength in its Ottawa and Toronto offices. The law firm provides assistance with issues of governance, tax and structuring, among others. It represents a significant number of clients in the healthcare sector, covering research organisations and professional bodies, as well as education and religious foundations.

Strengths

“The team at Gowling is helpful and provides explanations and guidance in simple language.”

“Gowling provides solid and timely support on often complex issues. The team is very responsive and helpful when advice and counsel is needed.”

Work highlights Gowling advised TRIUMF on the transfer and renewal of a nuclear operating licence, an amalgamation with TRIUMF Accelerators and the update of various agreements, which required approval from the Charities Directorate of the Canada Revenue Agency.

Notable practitioners

Ottawa-based **Carole Chouinard** co-heads Gowling’s charities and not-for-profit organisations group. She is particularly noted for her expertise in tax-related topics. **Strengths:** “Carole Chouinard is very capable.” “Carole is very well known.”

David Stevens assists both charities and private foundations, from indigenous organisations to healthcare charities, with issues of trust/charity law, income tax and corporate organisation. He is based in Toronto. **Strengths:** “David is so unbelievably knowledgeable, very deep and thoughtful.” “His manner with clients is amazing. He is great to work with and very technical and smart.” “David is a well-respected lawyer.” “He is extraordinarily experienced.”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright possesses a solid team with strong capabilities advising a wide range of charities and non-profits from various industry sectors, including real estate, healthcare, education and professional associations. Its charities and tax-exempt organisations department is well known for assisting clients with registration, planning, donations, compliance, Canada Revenue Agency audits and general corporate and commercial issues. The law firm also offers related IP, real estate and land use advice and has been involved with respect to the development of various affordable housing projects. The team is particularly strong in Western Canada but is supported by offices across the country.

Strengths

“The department’s deep expertise and up-to-date knowledge instils confidence when turning to them with an array of important questions. The lawyers’ responsiveness is exceptional and the service is prompt and supportive.”

“The team has exceptional expertise in the area, which allows for a very efficient service.”

“The lawyers can think multiple steps ahead and provide scenario planning to hone strategies for success. They demonstrate good analysis and are

able to synthesise knowledge and information to fit our questions and business context.”

“The team’s depth of experience and knowledge is excellent.”

Notable practitioners

Michael Blatchford (see p.55) dedicates his practice to not-for-profit organisations, assisting clients with a broad range of matters covering structuring and regulation, as well as negotiating financing, property lease and commercial agreements. He is based in Vancouver. **Strengths:** “Michael is meticulous, has great market knowledge and breaks down legal concepts into easy-to-understand ways.” “He is one of the people noted in the community as being particularly involved in charities and governance work. In discussions, his expertise is clear to see. It is very helpful to have a legal counsel that familiarises themselves with the organisation.” “Michael is able to provide excellent advice, responsiveness and guidance through some unusual issues. He inspires confidence.”

Band 3

Blumbergs Professional Corporation

What the team is known for Blumbergs Professional Corporation is a Toronto-based boutique law firm specialising in non-profit and charity law. Its expertise covers the full gamut of the field, from initial establishment and registration to governance, commercial agreements, tax and managing donations.

Notable practitioners

Founding partners Mark Blumberg and Ronald Segal are key contacts.

Other Ranked Lawyers

Adam Aptowitz of KPMG Law LLP regularly assists charities and not-for-profit organisations with governance and tax law matters. He also represents clients in litigation proceedings.

Kate Bake-Paterson of DLA Piper (Canada) LLP advises charities and not-for-profit organisations on a wide variety of topics, including charitable registration applications, governance, compliance and structural issues.

Florence Carey of F I Carey Law Corporation is a Winnipeg-based lawyer who advises charities and not-for-profit organisations on a range of issues, including corporate governance, tax law and regulatory law matters.

Strengths:

“Florence Carey is fantastic.”

Karen Cooper of KPMG Law LLP is experienced in handling a range of corporate and tax issues for charities and not-for-profit organisations. She displays additional strength in litigation and general business law.

Strengths:

“Karen Cooper is a seasoned charities lawyer.”

Linda Godel of Torkin Manes LLP is a respected lawyer who is noted for her ability to assist charities and not-for-profit organisations with governance, compliance and restructuring issues. She is based in Toronto.

Strengths:

“Linda is very collaborative, helpful and a pleasure to work with.”

Clifford Goldfarb of Gardiner Roberts LLP is an experienced Toronto-based lawyer who is known for his vast experience acting for not-for-profit

organisations and charities. He regularly assists his clients with a broad range of matters, such as corporate governance and employment law, among others.

Laird Hunter KC of McGee Richard Toogood LLP is a seasoned lawyer who offers clients the benefit of his longstanding experience advising on the corporate and tax aspects of charitable matters. He is based in Edmonton.

Heather Keachie of Gardiner Roberts LLP regularly assists clients with corporate structuring and governance matters. Based in Toronto, she also assists with issues relating to regulatory compliance and property.

James Parks of Gardiner Roberts LLP remains a renowned figure due to his experience acting for charities and non-profit organisations on tax and estate planning matters. He is of counsel in the firm’s Toronto office.

Based in Toronto, **Corina Weigl** (see p.55) of Fasken provides advice on charities and not-for-profit mandates connected to regulatory, legislative and tax matters.

Strengths:

“Corina Weigl is very focused.”

Leaders’ Profiles in Charities

BLATCHFORD, Michael

Norton Rose Fulbright, Vancouver
+1 604 641 4854
michael.blatchford@nortonrosefulbright.com

Featured in Charities (Nationwide – Canada)

Practice Areas: Michael Blatchford works with charities, not-for-profit organizations, associations, clubs, social enterprises and other entities in the voluntary sector and advises on all aspects of their operations and governance, helping them to effectively carry out their programs while complying with regulatory obligations. Mr. Blatchford’s clients include registered charities and non-profit organizations in every area, from healthcare, education and social services to arts and culture, environmental and recreation and athletics. He also assists professional

bodies, associations, clubs and religious and faith-based organizations. Mr. Blatchford advises these clients on governance, meetings, fundraising and tax matters, as well as legal compliance. He represents organizations in their dealings with regulators, including the Canada Revenue Agency. He advises on fundraising and receipting issues for charities and has helped numerous charities carry out their work abroad. He also provides advice to charities and not-for-profit organizations that carry on a social enterprise or other revenue-generating activities.

WEIGL, Corina

Fasken, Toronto
416-865-4549
cweigl@fasken.com

Featured in Charities (Nationwide – Canada)

Practice Areas: Corina Weigl is Co-Leader of the Private Client Service group. Her practice is focused on estate and family business succession planning. She develops customized strategies for wills, trusts, and tools designed to protect a client’s property, such as domestic contracts, Corina leverages legal and tax regimes to protect multi-jurisdictional property and family interests. She is also active in the Firm, currently holding the position of Chair of the Firm’s Professional Development Committee, having been Vice-Chair of the Business Law Section for many years.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Class Actions

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Toronto-based **Gordon McKee** maintains a stellar reputation for his handling of class actions nationally, with notable experience acting for clients in the pharmaceutical and manufacturing industries. He is particularly well regarded for his role in high-stakes product liability class proceedings. **Strengths:** "Gordon is incredibly knowledgeable

and a great partner to work with." Montréal-based **Robert Torralbo** is noted for his wide-ranging expertise in the class action space. He handles competition, securities and product liability cases, with a particularly strong reputation among pharmaceutical clients. **Catherine Beagan Flood** is well regarded for her representation in product liability and privacy-related class actions. She also has experience in high-stakes antitrust class proceedings. **Strengths:** "She understands not just the law but also the strategic vision that clients need across Canada." "Catherine is incredibly knowledgeable and analytical." **Andrea Laing** is a Toronto-based lawyer with a strong track record of advising accounting firms and investment managers. Her class action practice is complemented by wider experience in securities litigation and investigations. **Strengths:** "Andrea is always prepared to explain relevant case law and discuss case strategy." **Robin Reinertson** continues to build her reputation in Canada's class action market from her Vancouver base. She is particularly active in competition and product liability cases. **Strengths:** "Robin is strong on her feet in court." Based out of the firm's Vancouver office, **James Sullivan KC** offers his clients wide-ranging class action expertise, including before the Supreme Court of Canada. **Strengths:** "James provides practical advice based on his years of experience." **Robert Kwinter** is based in Toronto and sought out for his representation in competition-related disputes. **Strengths:** "Robert is a superb lawyer who is very good on his feet in court." **Jill Lawrie** is co-head of the firm's consumer protection group, practising out of the Toronto office. She offers substantial experience advising on product liability class action litigation, with notable expertise in the automotive and healthcare product manufacturing sectors. **Ariane Bisailon** capably advises clients on major class actions in the pharmaceutical and insurance industries. She is based in the firm's Montréal office.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault operates an impressive litigation practice with consummate national class action strength, particularly from key hubs in Toronto and Vancouver. The firm maintains a strong bench of litigation professionals with experience acting at all trial levels. The practice oversees leading cases in the antitrust, securities and product liability sectors, with added strength in healthcare and pharmaceutical actions. The group is regularly cited as a first port of call for defence work with privacy and data breach aspects, as well as cases relating to employment, financial services, insurance and franchising.

Strengths

"McCarthys take the time to understand client questions and provide detailed answers."

"The firm has capabilities across Canada to deal with complicated class actions."

Work highlights McCarthy Tétrault LLP represented Sanofi in class proceedings across Canada related to its over-the-counter drug Zantac.

Notable practitioners

Paul Steep is one of Canada's most accomplished litigators, with an exceptional reputation

for handling major class actions. Practising out of Toronto, he has particularly strong expertise in securities-related cases. Toronto-based **Dana Peebles** has experience acting on data breach, privacy and breach of contract class actions. His clients include prestigious names in the pharmaceutical and technology sectors. **Strengths:** "Dana is extremely competent as class action defence counsel." "He is a true thought leader in this field and understands it very deeply. Dana is a strong writer and oral advocate too." **Wendy Berman** is one of Canada's premier securities litigators. Based in Toronto, she represents her clients in both single-plaintiff and class action suits. Vancouver-based **Michael Feder KC** attracts plaudits for his class action work, representing distinguished names in the pharmaceutical and technology sectors in claims concerning product liability and privacy. **Strengths:** "He is a great appellate advocate and he writes well." "Michael is very well respected and capable counsel." National class action chair **Jill Yates** is based in the firm's Vancouver office. She assists multinationals, financial institutions and manufacturers with a range of class proceedings, with particular strength in competition, privacy and product liability cases. **Strengths:** "Jill is a phenomenal, very effective lawyer." "She is incredibly intelligent and thoughtful." **Caroline Zayid** is well regarded for her experience defending companies facing class action lawsuits, particularly in the life sciences sector. She operates out of the firm's Toronto office.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott has a stellar reputation for its accomplished handling of class action files for prominent national and international clients. The team is especially well known for its competition class action expertise and is further commended for its broad capabilities in securities, consumer protection and privacy litigation. The firm enjoys a particularly prominent reputation in Québec and Ontario, and frequently takes a leading role among the defence counsel in high-stakes multiparty actions.

Strengths

"Stikeman Elliott are particularly knowledgeable and adept at analysing and litigating securities cases under Canadian law."

"The team provides timely and practical advice."

Work highlights Stikeman Elliott LLP represented Éoliennes de l'Érable in a class action on behalf of all persons who have owned property or resided within a 1.8 km radius of the wind turbine project in connection with local disturbances caused by work on the project.

Notable practitioners

Toronto-based **Katherine Kay** is held in high regard for her experience in the class action space, with particular expertise in conspiracy cases and competition law generally. **Strengths:** "Katherine Kay is a renowned expert in the field." "She has been at the top of the game for a long time and she is very knowledgeable." Head of the litigation group **Eliot Kolers** has wide-ranging litigation experience, particularly in high-stakes price-fixing class actions. He also has experience in complex securities cases. He is based in

Toronto. **Strengths:** "Eliot is a thought leader. He is very knowledgeable and a great lawyer." **Yves Martineau** is a distinguished Montréal-based lawyer with considerable experience representing clients from sectors including financial services and telecoms in class action disputes. He is particularly skilled in complex product liability and consumer protection class proceedings. **Strengths:** "Yves gets great results for his clients." **Alan D'Silva** operates a diverse litigation practice out of Toronto, handling both single-plaintiff and class action defence mandates. He has notable experience of securities and insurance-related claims. Toronto-based **Danielle Royal** continues to be recognised for her solid class actions practice, with notable cases involving competition and product liability claims. She has a particularly strong reputation among clients in the pharmaceutical sector. **Sinziana Hennig** operates out of the Toronto office and has a wide array of class action experience. She has acted on notable price-fixing and securities class actions as part of her broader litigation practice.

Torys LLP

What the team is known for Torys operates a top-drawer litigation practice, providing integrated nationwide class action representation out of its Toronto and Montréal offices. The firm handles prominent cases in various areas including securities, competition, employment and environmental law as well as advising on consumer class actions and privacy matters. The team provides wide-ranging industry expertise to prominent clients in the pharmaceutical, technology and financial sectors, among others. Its lawyers possess deep trial experience in both Canadian and US class actions, frequently working on cross-border matters with the support of the firm's office in New York.

Strengths

"Torys are very helpful in navigating the intricacies of class action work in Canada. They also provide very practical advice."

Work highlights Torys LLP represented the Bank of America and Merrill Lynch Commodities in class actions alleging conspiracy and market manipulation in the global silver markets.

Notable practitioners

Toronto-based chair of the disputes practice **Linda Plumpton** (see p.73) commands significant respect in the market for her extensive experience handling all manner of securities, employment and antitrust class actions. **Strengths:** "Linda is outstanding and a real thought leader." Managing partner of the firm's Montréal office, **Sylvie Rodrigue** (see p.287) has an impressive command of the law surrounding class actions. She regularly handles employment, consumer protection and product liability cases. **Strengths:** "Sylvie is practical and realistic with her advice. She really knows the players in Canada and has deep experience." **William McNamara** (see p.287) is a seasoned advocate in the class action space. Based in Toronto, he is particularly well versed in product liability and consumer protection mandates. **Matthew Angelus** (see p.64) operates out of Torys' Montréal office. He frequently assists clients with class action litigation across Canada concerning commercial and consumer issues. **Sarah Whit-**

more (see p.65) is based out of Torys' Toronto office and is well regarded for her growing expertise in class action litigation. She handles disputes in an array of provinces, primarily in relation to employment matters.

Band 2

Bennett Jones LLP

What the team is known for Bennett Jones is a regular feature of class action litigation in Canada, possessing longstanding experience acting for players in the pharmaceutical, medical device and automotive sectors, with added capabilities in competition, product liability and securities matters. The firm also ably handles insurance, consumer, employment and professional liability disputes. The litigation group is often called upon to handle multi-jurisdictional and cross-border cases, as well as proceedings involving national classes.

Strengths

"The group are outstanding and their manner with clients is fantastic."

Work highlights Bennett Jones LLP continued to defend Canadian Pacific Railway in a class action where it was alleged that rail-related activity and negligent oversight by Transport Canada led to a wildfire that destroyed the village of Lytton in British Columbia.

Notable practitioners

Jeffrey Leon is highlighted for his longstanding experience, which covers both class action and single-plaintiff disputes. A seasoned litigator, he has experience handling a range of commercial, securities and product liability cases. **Strengths:** *"He is a great lawyer with a lot of experience."* Toronto-based **Michael Eizenga** co-chairs the firm's class action practice and is regarded as a top choice of counsel in the space. His practice encompasses competition, product liability and privacy-related actions, including a number of the jurisdiction's most high-profile cases. **Strengths:** *"Michael is outstanding in strategy and communication."* *"He has the perfect combination of strategy, client service and intelligence."*

Cheryl Woodin co-chairs the department from the firm's Toronto office. Her core practice is focused on national class actions, most notably in the automotive sector, with significant expertise in product liability and competition-related cases. Toronto-based **Emrys Davis** continues to build an impressive reputation for his work in the class action space. Sources highlight his involvement in competition disputes, acting for major names in the banking, pharmaceutical and aviation sectors. **Ilan Ishai** excels at representing automotive clients in major class action mandates. Operating out of Toronto, he has demonstrated capabilities in claims involving product liability and anti-competitive conduct.

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais has a solid class action defence practice with national and multinational capabilities across a variety of sectors, principally operating out of its offices in Toronto, Montréal and Vancouver.

The team regularly acts on behalf of prominent institutional clients and insurers on product liability litigation in the automotive, medical and pharmaceutical sectors. The firm also draws on specialised expertise across various practices in constructing defences, including banking, securities and competition, as well as consumer protection, health and employment law.

Strengths

"The team's advice is succinct, well thought out and strategic."

"BLG has the bench strength to handle the most legally complex matters."

"The team is attentive and very capable."

Work highlights Borden Ladner Gervais defended Husky Energy, now Cenovus Energy, against claims of price fixing and unconscionable pricing practices.

Notable practitioners

Jean Saint-Onge is an esteemed litigator with a particularly prominent presence in Québec. He possesses wide-ranging class action experience covering price fixing, extra-contractual liability, manufacturer's liability and consumer protection.

Strengths: *"He provides sage and wise advice across files."* Vancouver-based national co-chair

Brad Dixon has a wealth of class action expertise covering product liability and competition cases. He has additional experience featuring in novel environmental class actions. He has acted for a number of high-profile corporates, including banks and pharmaceutical companies. **Strengths:** *"Brad has a very strategic approach to complex litigation."* *"He is a subject matter expert and a very strong performer."* **Glenn Zakaib** has considerable product liability experience and represents both the public and private sectors. He acts as national co-chair of the group from the Toronto office. **Strengths:** *"Glenn is practical, sharp and keeps the big picture in mind."* *"He has an instinctive awareness of what is important to the client and the vision to strategically plan ahead."* **Michelle Maniago** operates out of Vancouver and has notable expertise acting on major class actions in the retail and pharmaceutical sectors. She supplements this with strong capabilities in banking-related claims.

Strengths: *"Michelle's knowledge of the industry and ability to sift through complicated legal issues is amazing."* **Anne Merminod** is a Montréal-based lawyer with a burgeoning reputation for representing clients in class action disputes before an array of courts. She regularly provides assistance with consumer, privacy and product liability disputes. **Strengths:** *"She has a very strategic mind for litigation and is an excellent oral advocate."*

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg features skilled litigation practitioners in Toronto and Montréal, offering class action expertise for both common and civil law jurisdictions. The group is particularly renowned for its specialists in securities, privacy and competition litigation and its representation of clients in the mining, telecoms, medical, financial services and automotive industries. The firm can frequently be seen advising on matters involving national classes and those with parallel proceedings in the USA.

Strengths

"Davies has a deep bench of attorneys who are able to understand and handle complex and sophisticated matters."

Work highlights Davies Ward Phillips & Vineberg acted for Rogers Communications in defence of a class action alleging damages from service interruption.

Notable practitioners

Toronto-based **Sandra Forbes** (see p.72) is highly respected in the Canadian market for her skilful handling of class actions. She has particular expertise in the field of competition, standing out for her major role in price-fixing claims in the automotive and food industries. **Strengths:** *"She is a very bright lawyer and a good advocate."* *"She is superbly accomplished and has a fantastic set of experiences. She is a top-drawer lawyer."* Head of the firm's Toronto litigation department, **Kent Thomson** (see p.270) operates a broad disputes practice, including securities class actions. He represents an impressive number of blue-chip companies in mining and financial services.

Strengths: *"Kent is an outstanding litigator with a great reputation in this space."* *"His command of evidence is outstanding."* Montréal-based **Nick Rodrigo** (see p.65) attracts plaudits for his active class action practice. He is particularly regarded for his consumer protection work, handling cases in industries such as gaming and medical products. **Strengths:** *"He works seamlessly on matters that cross the provinces."* **Matthew Milne-Smith** (see p.268) is a recognised Toronto-based litigator with wide-ranging disputes experience, most notably in competition class actions, acting for major names in the aviation sector. **Strengths:** *"Matthew is a brilliant and very strategic lawyer."* *"He is an outstanding commercial lawyer."* **Chantelle Cseh** (see p.265) is particularly recommended for her strong capabilities in competition disputes as part of her wider class action practice. She has experience acting for clients in the airline, mining and insurance sectors.

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt maintains a skilled dispute resolution group, commended for the breadth and depth of its class action practice, including support on high-value cases involving product liability, securities, consumer protection and competition disputes. The team handles complex litigation for a range of high-profile clients in the financial services, pharmaceutical and tobacco industries. The firm derives significant strength from its Ontario operations, coupled with notable class actions experience from its respected offices in Québec and Alberta.

Strengths

"The team come up with creative solutions to unusual issues."

Work highlights Osler Hoskin & Harcourt LLP represented TransUnion of Canada in defence of a proposed privacy class action relating to a data breach.

Notable practitioners

Laura Fric is regularly instructed to defend companies in consumer and securities class actions, with particular experience acting on behalf of

pharmaceutical companies and distributors. She is based in Toronto. **Strengths:** “*Laura is very intelligent and strategic; she is the real deal.*” **Deborah Glendinning** is an accomplished Toronto-based litigator with experience appearing in high-profile class actions including those in the tobacco and pharmaceutical sectors. **Strengths:** “*Deborah is a superb lawyer, especially in court.*” **Sonia Bjorkquist** has notable experience representing clients from an array of major industries, including manufacturing, oil and gas, and tobacco, in high-profile product liability class actions, with further experience advising on price-fixing disputes. She chairs the firm’s national litigation group from her Toronto base. **Christopher Naudie** is frequently instructed on complex competition class actions. He operates out of Toronto, and his client list includes major financial institutions and shipping companies. Montréal-based **Éric Préfontaine** is highlighted for his expertise in defending product liability and securities class actions. **Strengths:** “*He is a strong lawyer.*” **Robert Carson** is based in Toronto and is noted for his proficiency in handling class action disputes. He is adept at advising on privacy, securities and life sciences cases.

Band 3

Fasken

What the team is known for Fasken fields an experienced defence team with multi-jurisdictional capabilities in competition and securities class actions. The firm’s clients hail from a range of sectors including technology, mining, pharmaceutical and financial services. The team offers further strength in construction, IP, insurance and environmental law. It is also notable for its expertise in cybersecurity actions and its privacy law specialists. With experience across its national office network, the group is particularly highly regarded for its key strength in Vancouver.

Work highlights Fasken continued to defend Equifax in a series of privacy class actions relating to a major cybersecurity incident.

Notable practitioners

Andrew Borrell is a widely respected Vancouver-based commercial litigator with wide-ranging class action experience covering consumer protection, privacy and product liability. **Strengths:** “*Andrew is a strong oral advocate and thinks strategically about files.*” **Geoffrey Cowper KC** is widely recognised for his broad disputes practice, which encompasses class actions and notable work in cases concerning competition law. He is based in Vancouver. **Sarah Armstrong** attracts plaudits for her growing presence in Canada’s disputes market, acting on both single-plaintiff and class actions. With a strong track record in cybersecurity and securities class actions, she also has notable experience in insurance-related cases. She is based in Toronto. **Strengths:** “*Sarah is incredibly thoughtful and astute.*” **Laura Cooper** represents entities in financial services, technology and e-commerce in consumer protection, price-fixing and privacy-related class action suits. She is chair of Fasken’s litigation group as well as the firm’s class action group. **Strengths:** “*Laura*

is very knowledgeable.” **Peter Pliszka** regularly handles single-plaintiff and class action cases out of the firm’s Toronto office. A highly regarded expert in product liability litigation, he routinely represents major automotive and pharmaceutical companies in class proceedings. **Strengths:** “*His legal skills are truly exceptional. He is always focused on practical results and achieving business objectives.*” “*Peter has a depth of experience and is good on strategy.*”

Lenczner Slaght

What the team is known for Lenczner Slaght is a prominent Toronto litigation boutique commended for its performance in multi-defendant class actions. The firm frequently handles cases at the pre-certification, trial and appellate levels and represents clients from the financial services, insurance, manufacturing, mining and pharmaceutical sectors. The team is particularly well known for its expertise in securities, consumer protection, product liability and employment matters and is often selected for cases concerning professional negligence involving lawyers, accountants and physicians.

Strengths

“*The firm has a strategic team.*”

“*Lenczner are thoughtful and thorough in advising on complex issues and synthesise their advice well.*”

Work highlights Lenczner Slaght continued to act for Braxia Scientific, along with a number of directors and officers, in a securities class action regarding alleged misrepresentations in financial documents and corporate filings.

Notable practitioners

Peter Griffin KC (see p.266) is a hugely well-regarded litigator with a stellar reputation in Canada. Based in Toronto, he handles class actions as part of his wider disputes practice, and has notable experience in product liability and professional negligence claims. **Strengths:** “*He is very practical and understands the issues right away.*” Toronto-based **Tom** (see p.185) **Curry** (see p.185) is one of Canada’s pre-eminent litigators. In addition to his single-plaintiff work, he attracts plaudits for his class action representation where he represents multiple prestigious clients from the technology, banking and automotive sectors. **Strengths:** “*Tom genuinely cares about his clients and their outcomes.*” **Paul-Erik Veel** (see p.185) is highlighted for his representation of clients in complex First Nations, product liability and securities class actions. **Strengths:** “*He has excellent advocacy skills, both written and oral.*” “*Paul-Erik conveys his advice clearly and is excellent at distilling legal issues for business partners.*” “*He is particularly attuned to client requirements and is a strategic thinker.*”

McMillan LLP

What the team is known for McMillan is a high-profile law firm with a class action practice of particular renown for its product liability work. The group is additionally instructed for its counsel on competition and securities law cases, as well as consumer protection disputes. The firm represents a broad range of clients, including electronic manufacturers, pharmaceutical and transport companies, and financial service providers.

Work highlights McMillan LLP continued to represent Sjóir as defendant against claims alleging price fixing in relation to farmed Atlantic salmon.

Notable practitioners

David (see p.64) **Kent** (see p.64) is an acclaimed Toronto-based litigator with a top-tier contentious practice. He is sought out for his representation in a number of high-profile class actions, particularly in the competition space on issues such as price fixing and false advertising. He acts for a number of notable national and international tech and financial services companies. **Strengths:** “*David is exceptionally bright and writes beautifully.*” **Scott Maidment** (see p.287) is a well-regarded litigation lawyer with considerable consumer protection class action experience. He provides counsel on issues such as negligent misrepresentation and false advertising, as well as being actively involved in opioid-related disputes. He co-chairs the firm’s class action practice from his office in Toronto. **Samantha Gordo** (see p.64) **n** (see p.64) is particularly highlighted for capability in acting on major price-fixing and securities matters from the firm’s Toronto office. **Strengths:** “*Samantha is proactive and pragmatic.*”

Band 4

BCF LLP

What the team is known for BCF LLP operates a sophisticated class action defence practice from its offices in Montréal and Québec City. The team is particularly adept at assisting with actions brought against car manufacturers, but has further expertise in medical product, consumer protection, construction and securities disputes. The lawyers frequently represent significant public and private organisations.

Strengths

“*The firm provides quality opinions on multifaceted issues because of the varied fields of expertise and experience of the lawyers.*”

“*The team are competent and determined lawyers who can successfully complete complex and sophisticated cases without hesitation.*”

Work highlights BCF LLP defended an automobile leasing company, Location Gabriel, in a class action relating to alleged failure to accurately indicate the price of the vehicles leased to consumers.

Notable practitioners

André Ryan co-leads the class action defence team at BCF. He is based in Montréal but advises on product liability and employment-related disputes across Canada. **Strengths:** “*He is very talented.*”

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell has a solid litigation practice group with significant class action expertise emanating from its Toronto office. The team is renowned for its deep securities expertise, servicing major institutional clients in mining, financial services and the cannabis sector. The firm is also noted for its role in competition, consumer protection and insurance class proceedings.

Strengths

"Cassels are good with strategy and with clients. They work well together as a team."

Work highlights Cassels Brock & Blackwell LLP represented Auxly Cannabis Group in a secondary market securities class action involving allegations of misrepresentation by omission.

Notable practitioners

Toronto-based **Lara Jackson** is well versed in handling commercial and securities class actions for her roster of banking, financial services and mining clients. **Strengths:** *"Lara is precise, smart and good with clients."* **Tim Pinos** is known for his experience representing clients in commercial disputes, including class actions. He handles a range of mandates from his Toronto base, including those related to issues of privacy and consumer protection. **Strengths:** *"Tim has a great ability to summarise complex information and he is always looking for solutions."*

Dentons Canada LLP

What the team is known for Dentons Canada has an expert team focused on representing clients in complex class actions. The firm advises an array of automotive, technology and financial clients on matters related to allegations of negligence, product liability issues and Competition Act breaches. Clients benefit from its strong capabilities across its Toronto, Vancouver and Montréal offices.

Strengths

"The team always offer strategic support on all matters and they are very skilled."

Work highlights Dentons Canada LLP represented three Amazon companies in a putative class action concerning an alleged conspiracy with Apple to allocate the market for digital audiobooks on a worldwide basis.

Notable practitioners

Neil Rabinovitch in Toronto is a key contact.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is acknowledged for its longstanding experience of defending life sciences clients in product liability class actions. The team also demonstrates skill in competition, securities and consumer protection matters for a broad array of clients in the telecoms, education and retail sectors, among others. The firm is notable for its cross-border coordination of its offices in Calgary, Toronto, Ottawa, Montréal, Québec City and Vancouver. Its lawyers are well suited to advise on complex domestic actions, drawing on knowledge bases across its global offices.

Strengths

"Norton Rose are extremely well organised and always ready to react in a thoughtful way."

"The team are able to handle difficult situations and questions while keeping in mind business goals, and they have the ability to think outside the box."

"The firm are accustomed to handling complex matters and clearly set out the game plan."

Work highlights Norton Rose Fulbright represented HEXO and its former CEO in a securities class proceeding relating to alleged misrepresentations made in the company's public disclosures.

Notable practitioners

Linda Fuerst (see p.266) is the chair of Norton Rose Fulbright's Toronto litigation and disputes group. She is noted for her proficiency in class actions involving insurance and consumer protection issues. **Strengths:** *"Linda is a very well-respected practitioner."*

Other Ranked Lawyers

Montréal-based **Vincent de l'Étoile** of Langlois Lawyers is one of the Québec market's most notable litigators. Impressing for his breadth of expertise, he handles a broad array of product

liability, competition, securities and consumer protection disputes.

Marianne Ignacz of INF LLP has substantial experience in class action litigation. She is particularly noted for work in the pharmaceutical and product liability spaces.

Strengths:

"Marianne is phenomenal."

Scott Kugler of Gowling WLG (Canada) leads the firm's class action defence group out of Toronto, and possesses notable experience representing both private and public sector clients in class actions. With experience covering competition, securities and environment disputes, he represents a broad range of clients, including major technology and aviation companies, as well as municipal governments.

Strengths:

"Scott is very skilled in litigation, especially in class actions."

Paul Morrison is a veteran litigator based in Miller Thomson's Toronto office with a deep well of class action experience, as well as a broad range of commercial litigation expertise. His wide-ranging practice spans competition, product liability and securities.

David Neave is co-chair of DLA Piper's class action defence group and splits his time between Vancouver and Toronto. He has a breadth of experience advising on price-fixing, product liability and privacy matters for an enviable list of clients.

Steve Tenai of Aird & Berlis is an accomplished Toronto-based litigator with experience appearing before the Supreme Court of Canada.

Strengths:

"Steve is excellent litigation counsel. He is extremely smart, pragmatic and strategic."

"He is immensely talented and dedicated to his clients. He is an effective advocate."

"Steve is a very measured guy who gives good advice."

Dispute Resolution Class Action (Plaintiff)

Band 1

Koskie Minsky LLP

What the team is known for Koskie Minsky operates a leading Toronto-based class action group, representing plaintiffs from both the public and private sectors throughout every stage of class proceedings and at all levels of court. The firm commands considerable respect for its representation of plaintiffs in residential schools and Crown liability and government negligence cases. Its other areas of expertise include securities, consumer protection, product liability and environmental actions.

Notable practitioners

Toronto-based **Kirk Baert** possesses a wealth of class action experience and heads the firm's class action group. He is regularly instructed to handle high-profile cases on a broad range of issues, including those relating to securities and public law. **Strengths:** *"Kirk is very effective in a courtroom."* **Celeste Poltak** stands out for her work on high-profile class actions and her experience in appellate proceedings. She is based in Toronto. **Jonathan Ptak** is highlighted in the market for his experience in the class actions space, with a particular focus on insurance and professional negligence. He has appeared before all levels of court in Ontario. **James Sayce** is based in Toronto and has a strong record for pursuing class action

lawsuits on behalf of plaintiffs. He is particularly adept at assisting with cases involving securities, competition and consumer protection issues.

Strengths: *"James is smart and a capable lawyer."*

Siskinds LLP

What the team is known for Siskinds is a well-known law firm with a superb plaintiff class action practice, handling a wide breadth of work in the field. The firm is commended for the breadth of its representations, overseeing competition, securities, product liability and consumer protection actions, with added skill in environmental and human rights cases. Its lawyers receive praise for their significant track record in the certification

Dispute Resolution: Class Action (Plaintiff)	
Leading Firms	
Band 1	
Koskie Minsky LLP	
Siskinds LLP	
Band 2	
Camp Fiorante Matthews Mogerman	
Sotos LLP	
Band 3	
Belleau Lapointe	
Branch MacMaster	
JSS Barristers	
Paliare Roland Rosenberg Rothstein LLP	
Rochon Genova	
Strosberg Sasso Sutts LLP	
Trudel Johnston & Lespérance	
Band 4	
Foreman & Company Professional Corporation	
Kalloghlian Myers LLP	
Kugler Kandestin	
Orr Taylor	
Waddell Phillips	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Strosberg Harvey T Strosberg Sasso Sutts LLP	
Leading Individuals	
Band 1	
Baert Kirk M. Koskie Minsky LLP	
Mogerman Reidar Camp Fiorante Matthews Mogerman	
Sterns David Sotos LLP	
Wright Charles Siskinds LLP	
Band 2	
Bach Daniel Siskinds LLP	
Brasil Luciana Branch MacMaster	
Lespérance André Trudel Johnston & Lespérance	
O'Connor David Roy O'Connor LLP (ORL) ◇	
Poltak Celeste Koskie Minsky LLP	
Robb Michael Siskinds LLP	
Sokolov Louis Sotos LLP	
Waddell Margaret L. Waddell Phillips	
Band 3	
Foreman Jonathan Foreman & Company Professional	
Leclerc Jean-Marc Sotos LLP	
Nasr Maxime Belleau Lapointe	
Peerless Mike McKenzie Lake Lawyers (ORL) ◇	
Ptak Jonathan Koskie Minsky LLP	
Rochon Joel Rochon Genova	
Visser Linda Siskinds LLP	
Band 4	
Bespflug Angela Murphy Battista LLP (ORL) ◇	
Jensen Carsten JSS Barristers	
Jervis Peter Rochon Genova	
Jones David Camp Fiorante Matthews Mogerman	
Kugler Rob Kugler Kandestin	
Orr James Orr Taylor	
Rothstein Linda R. Paliare Roland Rosenberg Rothstein	
Sayce James Koskie Minsky LLP	
Soriano Odette Paliare Roland Rosenberg Rothstein LLP	
Strosberg Jay Strosberg Sasso Sutts LLP	
Trudel Philippe Trudel Johnston & Lespérance	
Up-and-coming individuals	
Davis Paul Paliare Roland Rosenberg Rothstein LLP	
Ervin Kaja JSS Barristers	
Nayerahmadi Golnaz Rochon Genova	
Segal Michelle Camp Fiorante Matthews Mogerman	
Taylor Kyle Orr Taylor	
Winstanley Jen Camp Fiorante Matthews Mogerman	
◇ (ORL) = Other Ranked Lawyer.	

of class proceedings. The team frequently acts for investors, pension funds and asset managers, among others. The firm is based in London and Toronto, with an affiliated office in Québec City and an additional office in Sarnia.

Strengths

"They are a tremendous class action firm."

Notable practitioners

London-based **Charles Wright** is a pre-eminent lawyer who is recognised for handling some of the market's largest and most high-profile class actions, with competition and securities law being areas of particular proficiency. He is the leader of the firm's class action group. Toronto-based **Daniel Bach** is adept at handling securities and consumer class actions, as well as those relating to medical devices. **Strengths:** "Daniel is a versatile class actions lawyer with a lot of experience."

Michael Robb is well versed in representing plaintiffs in product liability and securities class action litigation. He is based in the firm's London office.

Strengths: "Michael is effective for his clients." **Linda Visser** focuses her class actions practice on product liability matters as well as price-fixing cases. She is based in London. **Strengths:** "Linda is thorough and she is effective."

Band 2

Camp Fiorante Matthews Mogerman

What the team is known for Camp Fiorante Matthews Mogerman is a Vancouver-based litigation boutique with significant national and international reach. The class actions group is particularly well regarded for its plaintiff work in competition and price-fixing cases. Its other areas of expertise include product liability in the pharmaceutical, automotive and technology sectors, consumer protection cases and aviation accident disputes. The lawyers are also acknowledged for their work on human rights-related litigation.

Strengths

"Their lawyers are effective and brilliant."

Notable practitioners

Reidar Mogerman enjoys a formidable reputation for his class action work in the competition space. He has appeared before all levels of the court in BC as well as the Supreme Court of Canada. **Strengths:** "He is smart and strong on strategy too." "Reidar is a highly intelligent and capable individual." "He is a very gifted litigator; he is outstanding." **David Jones** possesses notable experience advocating in class action suits, including those relating to price fixing and product liability. He has also handled cases relating to health products and the automotive industry. **Michelle Segal** has a strong portfolio of class action work. She demonstrates particularly strong expertise on competition and price-fixing class actions. **Jen Winstanley** offers clients strong guidance on price-fixing class actions. She has experience at the Supreme Court of British Columbia.

Sotos LLP

What the team is known for Sotos LLP is a highly regarded Toronto-based boutique law firm that is active in the plaintiff class action space. The team is particularly strong in franchising, employment,

privacy and consumer protection litigation, and is singled out for its competition and antitrust work. Its lawyers also win praise for their capabilities in the emerging area of data breach class actions. The firm frequently represents consumers, investors and employees.

Strengths

"Sotos is a good firm with capable lawyers who are knowledgeable."

"They bring innovative cases and prosecute in a systematic way for clients."

"Sotos demonstrate a mastery of class action procedures."

Work highlights Sotos continued to act for Pass Hearld in a class action against Google and Facebook, alleging anti-competitive behaviour in the digital display advertising market.

Notable practitioners

David Sterns' class action cases have been at the forefront of the law relating to privacy, anti-trust, consumer protection and human rights.

Strengths: "He is a forceful advocate but not overbearing. David knows this field very well, he is bright and well spoken." "He is very intelligent and focused on problem solving." **Louis Sokolov** handles a broad range of class actions relating to employment law, market manipulation and price fixing, as well as consumer protection. **Strengths:**

"Louis is a very fine lawyer who relentlessly pursues cases." "He is very strategic for clients, he is super bright and a good advocate." **Jean-Marc Leclerc** has notable experience handling high-profile automotive sector antitrust class actions, as well as privacy class actions in the financial services industry. **Strengths:** "Jean-Marc is very supportive and helpful, he thinks outside the box and is thorough."

Band 3

Belleau Lapointe

What the team is known for Belleau Lapointe is a prominent Montréal-based law firm highlighted for its accomplished class actions practice. The team offers expertise in unfair competition, securities, product liability and environmental files. It is also known for handling consumer disputes.

Notable practitioners

Maxime Nasr is a seasoned litigator with strong class actions capabilities in matters involving competition, securities and consumer rights. **Strengths:** "Maxime is engaged and practical."

Branch MacMaster

What the team is known for Branch MacMaster is a well-regarded Vancouver-based class action law firm that regularly handles claims related to price fixing, product liability and privacy. The law firm represents a variety of clients in the medical, automotive, financial and technology sectors. It also operates active insurance and health law practices. The team has experience litigating both on the plaintiff side and on behalf of defendants.

Strengths

"Branch MacMaster is a tremendous class action firm."

Notable practitioners

Luciana Brasil heads the firm's class actions

practice. She is notably experienced representing plaintiffs in disputes involving employment and price fixing issues. **Strengths:** *“Luciana is a real leader in class actions, she takes interesting cases and gets great results.”*

JSS Barristers

What the team is known for JSS Barristers is a respected boutique law firm in Alberta, which offers a well-rounded plaintiff practice for their clients. The team's class action experience covers a variety of industries, including hospitality, energy and transport. The team is additionally capable on First Nation mandates.

Strengths

“JSS has a strong team that does stellar work.”

“JSS is fantastic, they have logical-driven lawyers who are practical.”

Work highlights JSS Barristers represented the plaintiff in a class action against Canadian National Railway alleging that the use of audible train whistles at public crossings has interfered with Parkland County residents' enjoyment and use of their properties.

Notable practitioners

Calgary-based firm founding partner **Carsten Jensen KC** is held in high esteem for his handling of class action disputes in the oil and gas industry. He has additional experience in representing plaintiffs in proceedings concerning allegations of sexual exploitation and assault. **Kajal Ervin** enjoys a burgeoning profile for her class action practice, advising groups of litigants on a broad range of commercial and securities disputes. **Strengths:** *“Kajal is very dedicated to her clients and she has excellent written advocacy skills.”* *“She is a very strong analytical drafter.”*

Paliare Roland Rosenberg Rothstein LLP

What the team is known for Paliare Roland Rosenberg Rothstein is a highly regarded litigation boutique with a strong bench and a broad spectrum of expertise. The firm is recognised for its specialised class action group, offering assistance to both plaintiffs and defendants.

Strengths

“They are able to clearly distil very complicated claims and their advocacy is excellent.”

“Paliare Roland has very capable bench strength across the board and they are highly intelligent.”

Work highlights Paliare Roland Rosenberg Rothstein served as co-counsel to a class of individuals who alleged that their Aboriginal rights to harvest natural resources were violated by the Province of Nova Scotia decision to revoke its recognition of Aboriginal and Treaty Rights Access Passports.

Notable practitioners

Linda Rothstein maintains an impressive reputation for her public and administrative law work, as well as professional regulation. Her expansive practice includes extensive class action experience. **Strengths:** *“Linda knows this area intuitively, she can give instructions on complicated matters easily and gives excellent submissions.”* *“She is a creative problem solver.”* **Odette Soriano** is fast establishing a strong presence in the class action space in Canada. She regularly advises plaintiffs on consumer protection disputes, as well as

cases concerning broader commercial and regulatory issues. **Paul Davis** showcases a diverse class action practice, with experience advising on matters involving franchises, investor claims, and international mandates.

Rochon Genova

What the team is known for Rochon Genova is an accomplished Ontario law firm that handles securities, competition, consumer and product liability class action suits. The class actions group stands out for its work relating to defective medical device and pharmaceutical, as well as viral outbreaks in hospitals and nursing homes. It also represents the victims of large-scale accidents and institutional abuse. The law firm offers further experience in privacy and telecommunications matters, as well as aviation law.

Strengths

“Rochon Genova is a tenacious, sophisticated and well-rounded firm who can overcome the complexities involved in a complicated case.”

“The team offers excellent research and analysis.”

“Rochon Genova lawyers have strong skills, creativity and commitment. They are open-minded and take on a wide variety of cases.”

“Their level of expertise is outstanding.”

Work highlights Rochon Genova represented the plaintiff, Howard Green, in a securities class action that alleged misrepresentation in CIBC's public disclosures related to its exposure to sub-prime securities.

Notable practitioners

Joel Rochon is one of the founding partners of Rochon Genova. Based in Toronto, his class actions practice includes experience across a wide range of areas, from securities and product liability to institutional abuse. **Strengths:** *“Joel is very attentive and pays a lot of attention to detail.”* *“Joel Rochon is a creative thinker and a careful strategist. He balances his own excellent command of complex issues with the capacity to synthesise these issues into digestible concepts.”* **Peter Jervis** demonstrates a deep understanding of securities class actions, which forms part of his broader commercial litigation practice. **Strengths:** *“Peter brings his experience and insights to bear and provides sage wisdom.”* *“It is amazing what he can grasp on complex cases.”* **Golnaz Nayerahmadi** enjoys a burgeoning profile for her plaintiff-side litigation practice, with clients turning to her to advise on a broad range of class action work. **Strengths:** *“She is a skilled and gifted attorney who consistently exhibits deep thinking and intellectual curiosity.”*

Strosberg Sasso Sutts LLP

What the team is known for Strosberg Sasso Sutts is a well-known boutique litigation firm operating out of Windsor and Toronto. The firm demonstrates strong capabilities in securities, product liability, competition and consumer protection actions. It offers proven expertise in the technology, health and cannabis sectors.

Notable practitioners

Harvey Strosberg is a standout advocate in the Canadian market who is widely recognised for his deep experience in the class actions space. He is based in the firm's Windsor office. Windsor-based

Jay Strosberg focuses his practice on commercial litigation, with a particular emphasis on class proceedings. He is notably experienced handling securities and consumer class actions.

Trudel Johnston & Lespérance

What the team is known for Trudel Johnston & Lespérance wins praise for its victories in Québec and across Canada and for its presence and capabilities in plaintiff-side class actions. The law firm brings significant class actions related to consumer protection, securities and product liability, as well as environmental and human rights issues.

Notable practitioners

Montréal-based **André Lespérance** boasts a wealth of experience handling class actions, most notably on public law issues and those related to the tobacco industry in particular. **Strengths:** *“He is a very talented lawyer who works hard as well.”* Montréal-based firm founding partner **Philippe Trudel** is an accomplished commercial litigator with considerable plaintiff-side class action experience. He is well versed in handling cases in the tobacco industry.

Band 4

Foreman & Company Professional Corporation

What the team is known for Foreman & Company is a renowned boutique class action firm. The team skilfully guides individuals and businesses through securities, product liability and price-fixing matters from its London office.

Notable practitioners

Jonathan Foreman is a well-respected litigator with considerable class action experience. His practice spans consumer, shareholder and competition class actions. Based in London, Ontario, he founded Foreman & Company in 2020. **Strengths:** *“Jonathan is motivated to find resolutions to all issues.”* *“He is an effective trial lawyer.”*

Kalloghian Myers LLP

What the team is known for Kalloghian Myers offers particular expertise in securities, pharmaceutical and institutional abuse matters. The firm is located in Toronto and is noted for their strong capabilities acting against provinces and the Government of Canada.

Notable practitioners

Serge Kalloghian in Toronto is a key contact.

Kugler Kandestin

What the team is known for Kugler Kandestin is a Montréal-based law firm with a prominent reputation for its contentious work. The firm possesses broad-ranging class action experience covering product liability, sexual abuse and harassment, market manipulation and consumer protection. Its lawyers additionally handle constitutional mandates.

Notable practitioners

Rob Kugler is based in Montréal and offers strong expertise in class actions, as a part of his broader litigation practice. He has acted in significant class actions mandates involving major financial institutions and pharmaceutical companies.

Orr Taylor

What the team is known for Orr Taylor boasts an impressive track record of acting on major national antitrust class action mandates. The team offers additional capabilities on novel mandates such as cryptocurrency. The firm is based in Toronto.

Strengths

"They are a very sophisticated class action law firm."

"Orr Taylor are smart and strategic."

Work highlights Orr Taylor acted as co-lead class counsel to bring claims against bread producers and grocery stores following an alleged conspiracy to increase the price of bread.

Notable practitioners

James Orr is commended for his breadth of experience on major class actions for an impressive portfolio of plaintiff clients. Operating out of Toronto, he is particularly adept at antitrust and securities class actions. **Kyle Taylor** is based in Toronto and is one of the founding partners of Orr Taylor. He is held in high regard for his experience representing plaintiffs in competition class actions concerning price fixing allegations.

Strengths: *"Kyle is very thorough and he does real quality work."*

Waddell Phillips

What the team is known for Waddell Phillips is a Toronto-based law firm advising on a wide range of class actions, civil litigation and family law matters. Of late, the team has been particularly busy in areas such as privacy, consumer protection and public health.

Strengths

"They prosecute cases from start to finish in an organised way."

Notable practitioners

Margaret Waddell commands an impressive reputation for her plaintiff class action practice. She is instructed by clients on financial crime, product liability and employment-related mandates. She is called to the Bar in both Ontario and Alberta.

Strengths: *"Margaret possess a very impressive breadth of knowledge."*

Other Ranked Lawyers

Angela Bessflug of Murphy Battista is a class action plaintiff litigator based in Vancouver with a strong track record of advising on disputes involving sexual harassment and discrimination, privacy and consumer protection issues. She is

also adept at providing representation in cases concerning the rights of veterans and indigenous peoples.

Strengths:

"Angela's strategic vision demonstrates an impressive embrace of the fundamental issues at play."

"Angela is excellent and a brilliant communicator."

David O'Connor of Roy O'Connor LLP has notable class action experience encompassing product liability, employment and securities cases, as well as those in the automotive industry. He is based in Toronto.

Strengths:

"David has a brilliant legal mind and incredible attention to detail."

"He argues cases well and rapidly understands what is at stake for clients."

"He has a very good command of the law and he is a skilled advocate."

London-based **Mike Peerless** is a highly regarded class actions lawyer who frequently represents plaintiff-side clients.

Strengths:

"Mike knows how to focus on the real issues and is very practical."

Leaders' Profiles in Class Actions

ANGELUS, Matthew

Torlys LLP, Montréal
514.868.5623
mangelus@torlys.com

Featured in Dispute Resolution (Nationwide - Canada)

Practice Areas: Matthew's practice focuses on civil and commercial litigation. His experience includes civil, commercial and class action litigation, including in matters relating to insurance, consumer, real estate, insolvency and transportation law. Matthew has acted in proceedings before various courts of first instance, the Québec Court of Appeal and the Federal Court of Canada. Matthew has extensive experience dealing with the Québec Consumer Protection Act, particularly in the context of class actions. He regularly provides advice to clients in matters relating to compliance with consumer protection legislation, including regarding the impact of the modifications to Québec's consumer protection regime arising from Bill 134, An Act mainly to modernize rules relating to consumer credit and to regulate debt settlement service contracts, high-cost credit contracts and loyalty programs. Matthew also provides advice to Canadian and multinational corporations on language requirements and other legal requirements for doing business in Québec. Matthew is responsible for the recruitment, onboarding

and integration of the Montréal office's summer students. Matthew is fluent in French and English.

CSEH, Chantelle

Davies Ward Phillips & Vineberg LLP,
Toronto
416-367-7552
cseh@dwpv.com

Featured in Dispute Resolution (Nationwide - Canada), Competition/Antitrust (Nationwide - Canada), Litigation (Ontario)

See under Litigation & Dispute Resolution for profile.

CURRY, Tom

Lenczner Slaght, Toronto
416.865.3096
tcurry@litigate.com

Featured in Dispute Resolution (Nationwide - Canada), Healthcare (Nationwide - Canada), Litigation (Ontario)

See under Health Law for profile.

FORBES, Sandra A

Davies Ward Phillips & Vineberg LLP,
Toronto
1 416 863 5574
sforbes@dwpv.com

Featured in Dispute Resolution (Nationwide - Canada), Competition/Antitrust (Nationwide - Canada), Litigation (Ontario)

See under Competition/Antitrust for profile.

FUERST, Linda

Norton Rose Fulbright, Toronto
(416) 216-2951

Linda.Fuerst@nortonrosefulbright.com

Featured in Dispute Resolution (Nationwide - Canada), Litigation (Ontario)

See under Litigation & Dispute Resolution for profile.

GORDON, Samantha

McMillan LLP, Toronto

Featured in Dispute Resolution (Nationwide - Canada)

Practice Areas: Samantha is a Partner in McMillan's Litigation & Dispute Resolution Group with a focus on complex class actions and corporate/commercial disputes. She has appeared at all levels of Canadian courts including the Supreme Court of Canada. She acts on domestic and international class action defence matters, involving a wide range of issues including cartel and antitrust, securities, consumer protection, misleading advertising and product liability. She has particular expertise in competition class actions, and has acted on cases involving finance (foreign exchange, SSA bonds), electronic components (DRAM, ODD), digital display advertising, generic drugs, various auto parts, caustic soda, salmon, fragrances and brokerage commissions. Samantha has acted for companies in the technology, chemicals, cannabis, retail, food/beverage and

mining industries, on matters including contested M&A litigation, hostile proxy and control contests, enforcement, derivative actions, oppression claims, cross-border shareholder disputes and securities class actions. Samantha was appointed to the Ontario Securities Commission - Securities Proceedings Advisory Committee in 2023. She also teaches Securities Litigation at Queen's University. In 2019, Samantha completed a secondment with the Office of Mergers and Acquisitions at the Ontario Securities Commission.

GRIFFIN, Peter

Lenczner Slaght, Toronto
416-865-2921

pgriffin@litigate.com

Featured in Dispute Resolution (Nationwide - Canada), Litigation (Ontario)

See under Litigation & Dispute Resolution for profile.

KENT, David W

McMillan LLP, Toronto
416.865.7143

david.kent@mcmillan.ca

Featured in Dispute Resolution (Nationwide - Canada), Competition/Antitrust (Nationwide - Canada)

Practice Areas: David Kent, senior litigator in McMillan's Advocacy and Class Action practices and in its Competition/Antitrust group. Practice involves complex litigation in competition, IP, commercial and regulatory disputes. Lead

defence counsel in over 70 competition, consumer, securities, privacy and product liability class actions, including over 50 competition cases involving matters such as sub-sovereign agency bonds, online advertising, credit cards, Gmail, auto parts, e-books, tech components, DRAM, chemicals and vitamins. Matters at the Competition Tribunal include cartels, unilateral conduct, mergers and misleading advertising. Advised Competition Bureau on proposed Google/Yahoo! tie-up and BHP Billiton/Potash transaction. Represents broadcasters, cable networks, online music and movie/TV streaming services and social media sites in copyright rate litigation, with 30+ fully litigated rate hearings. Appears at all levels of Canadian courts including Supreme Court of Canada. Fellow, American College of Trial Lawyers.

MAIDMENT, J Scott

McMillan LLP, Toronto
1 416 865 7911

scott.maidment@mcmillan.ca

Featured in Dispute Resolution (Nationwide - Canada), Litigation (Nationwide - Canada)

See under Product Liability for profile.

MCNAMARA, William

Torys LLP, Toronto
416.865.7988

wmcnamara@torys.com

Featured in Dispute Resolution (Nationwide - Canada), Litigation (Nationwide - Canada)

See under Product Liability for profile.

MILNE-SMITH, Matthew

Davies Ward Phillips & Vineberg LLP,
Toronto

(416) 863-5595

mmilne-smith@dwpv.com

Featured in Dispute Resolution (Nationwide - Canada), Litigation (Ontario)

See under Litigation & Dispute Resolution for profile.

PLUMPTON, Linda M

Torys LLP, Toronto

416.865.8193

lplumpton@torys.com

Featured in Dispute Resolution (Nationwide - Canada), Competition/Antitrust (Nationwide - Canada), Litigation (Ontario)

See under Competition/Antitrust for profile.

RODRIGO, Nick

Davies Ward Phillips & Vineberg LLP,
Montréal

+1 514 841 6548

nrodrigo@dwpv.com

Featured in Dispute Resolution (Nationwide - Canada), Litigation (Québec)

Practice Areas: Nick is a partner in the Dispute Resolution practice and advises clients on their most complex litigation matters. His well-rounded practice focuses on class action defence, particularly in relation to securities and competition law, as well as consumer law and advertising practices. He also advises on various types of contractual and shareholder disputes such as oppression cases and brokers' liability cases. Nick has gained broad trial and appellate experience, including at the Supreme Court of Canada. He regularly advises clients across a wide range of industries, including telecommunications, retail, mining, technology, automotive and aerospace. His current caseload includes several large secu-

rities class actions, as well as matters regarding allegations of international price-fixing conspiracies and several consumer law class actions involving some of Canada's largest retailers. Nick is a Fellow of the American College of Trial Lawyers, and is recognized as a leading practitioner in: Chambers Canada; Legal 500; Benchmark Canada; Lexpert Special Edition: Litigation; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada. Nick is a frequent speaker at industry conferences across Canada, particularly on the topic of class action defence. He is a member of the Young Canadian Arbitration Practitioners and also a member of Davies's Management Committee.

RODRIGUE, Sylvie

Torys LLP, Montréal

+1 416 865 8105

srodrigue@torys.com

Featured in Dispute Resolution (Nationwide - Canada), Litigation (Nationwide - Canada)

See under Product Liability for profile.

THOMSON, Kent E

Davies Ward Phillips & Vineberg LLP,
Toronto

(416) 863-5566

kentthomson@dwpv.com

Featured in Dispute Resolution (Nationwide - Canada), Litigation (Ontario)

See under Litigation & Dispute Resolution for profile.

VEEL, Paul-Erik

Lenczner Slaght, Toronto

416.865.2842

pveel@litigate.com

Featured in Dispute Resolution (Nationwide - Canada), Healthcare (Nationwide - Canada)

See under Health Law for profile.

WHITMORE, Sarah

Torys LLP, Toronto

swhitmore@torys.com

Featured in Dispute Resolution (Nationwide - Canada)

Practice Areas: As a Partner in our Dispute and Litigation group, Sarah maintains an active disputes practice with an emphasis on class actions, employment law, commercial litigation and defamation. She has appeared as counsel at all levels of court in Ontario, in various administrative tribunals in Ontario (including the Human Rights Tribunal), the British Columbia Supreme Court, the Alberta Court of Appeal, the Québec Superior Court, the Federal Court of Canada and the Supreme Court of Canada. Sarah is counsel to the defendants in a number of leading and precedent-setting national class actions, including the Canadian Hockey League, Canada Cartage and Deloitte, as well as a Canadian Schedule I bank in its defence to the first common issues trial to proceed on the merits in an employment class action in Canada. Sarah also acts in complex commercial disputes, representing clients at all stages of the dispute, including providing proactive, advice to mitigate disputes in commercial transactions, joint venture relationships, shareholder arrangements and significant projects. Finally, Sarah has a robust defamation practice and is an advocate for expansive protection for free expression, regularly representing media companies, authors, and individuals in a variety of defamation matters. In particular, Sarah acts on a number of cases engaging the right of complainants to report allegations of misconduct.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Competition/Antitrust

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

Contents:

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 Leading Individuals p.72

Competition/Antitrust

Competition/Antitrust
Leading Firms
Band 1
Blake, Cassels & Graydon LLP
Davies Ward Phillips & Vineberg LLP
McCarthy Tétrault LLP
Stikeman Elliott LLP
Band 2
Bennett Jones LLP
McMillan LLP
Osler, Hoskin & Harcourt LLP
Band 3
Torys LLP
Band 4
Borden Ladner Gervais LLP
Fasken
Band 5
Cassels Brock & Blackwell LLP
Dentons Canada LLP
Norton Rose Fulbright
<small>* Indicates individual with profile.</small>
<small>◇ (ORL) = Other Ranked Lawyer.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

Band 1

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon remains one of the leading competition law practices in Canada with a strong offering across both contentious and non-contentious competition law matters. Respected for its presence on leading M&A transactions, the competition, antitrust and foreign investment team has a strong track record in high-value, multi-jurisdictional merger clearance filings, and also advises on FDI filings. Its lawyers also offer expertise in antitrust inquiries in relation to price-fixing cartels and abuse of dominance cases at the Competition Bureau, with notable experience defending clients in high-profile class actions. The firm has established broad industry expertise, with impressive credentials in a range of sectors including energy and technology.

Strengths

"It is a very knowledgeable and experienced team."
"It is our go-to competition firm."
"We feel we are represented by a very strong team."
"The advice was clear and spot-on and has been consistent since the team came on board."

Work highlights Blake, Cassels & Graydon acted as Canadian counsel to VMware on the competition law aspects of its USD61 billion acquisition by

Competition/Antitrust	
Senior Statespeople	
Senior Statespeople: distinguished older partners	Goldman Calvin <i>The Law Office of Calvin (ORL) ◇</i>
Borgers Oliver J <i>McCarthy Tétrault LLP</i>	Hunter Lawson <i>Stikeman Elliott LLP</i>
Collins Paul <i>Stikeman Elliott LLP</i>	
Leading Individuals	
Band 1	Assaf Dany H <i>Torys LLP*</i>
Bodrug John <i>Davies Ward Phillips & Vineberg LLP*</i>	Brown Cassandra <i>Blake, Cassels & Graydon LLP</i>
Campbell Neil <i>McMillan LLP*</i>	Goodman Adam <i>Dentons Canada LLP</i>
Facey Brian A <i>Blake, Cassels & Graydon LLP</i>	Kuzma Kaeleigh <i>Osler, Hoskin & Harcourt LLP</i>
Gudofsky Jason <i>McCarthy Tétrault LLP</i>	Kwinter Robert E <i>Blake, Cassels & Graydon LLP</i>
Wakil Omar K <i>Torys LLP*</i>	Salzberger Deborah <i>McCarthy Tétrault LLP</i>
Band 2	Thérien Dominic <i>McCarthy Tétrault LLP</i>
Banicevic Anita <i>Davies Ward Phillips & Vineberg LLP*</i>	Wood Micah <i>Blake, Cassels & Graydon LLP</i>
Bhattacharjee Subrata <i>Borden Ladner Gervais LLP</i>	Band 5
Hughes Randal T <i>Bennett Jones LLP</i>	Derwa Zirfan <i>Bennett Jones LLP</i>
Joneja Navin <i>Blake, Cassels & Graydon LLP</i>	Gates Arlan <i>Baker McKenzie (ORL) ◇</i>
Lally Michelle <i>Osler, Hoskin & Harcourt LLP</i>	Krane Joshua <i>McMillan LLP*</i>
Musgrove James <i>McMillan LLP*</i>	MacDonald Kevin <i>Blake, Cassels & Graydon LLP</i>
Rodal Shuli <i>Osler, Hoskin & Harcourt LLP</i>	Margison Chris <i>Fasken*</i>
Soloway Julie <i>Blake, Cassels & Graydon LLP</i>	Opashinov Mark <i>McMillan LLP*</i>
Band 3	Riley Y. Beth <i>McMillan LLP*</i>
Do Huy A <i>Fasken</i>	Rosner David <i>Goodmans LLP (ORL) ◇</i>
Halladay Casey W <i>McCarthy Tétrault LLP</i>	Rothschild Denes <i>Borden Ladner Gervais LLP</i>
Hersh Christopher <i>Norton Rose Fulbright*</i>	Tingley Charles <i>Davies Ward Phillips & Vineberg LLP*</i>
Hutton Susan <i>Stikeman Elliott LLP</i>	Zalmanowitz Barry <i>Dentons Canada LLP</i>
Kalbfleisch Adam <i>Bennett Jones LLP</i>	Up-and-coming individuals
Katz Mark C <i>Davies Ward Phillips & Vineberg LLP*</i>	Caldecott Michael <i>McCarthy Tétrault LLP</i>
Kearney Elisa K <i>Davies Ward Phillips & Vineberg LLP*</i>	Dinning Jim <i>Davies Ward Phillips & Vineberg LLP*</i>
Kilby Michael <i>Stikeman Elliott LLP</i>	Patel Rujuta <i>Norton Rose Fulbright*</i>
Laskey Michael <i>Stikeman Elliott LLP</i>	Associates to watch
Walker Sandra <i>Dentons Canada LLP</i>	Feldman David <i>Stikeman Elliott LLP</i>
Band 4	Li Ian <i>Torys LLP*</i>
Ackhurst Kevin <i>Stikeman Elliott LLP</i>	

Broadcom.

Notable practitioners

Brian Facey remains a leading figure in the Canadian competition law market, often advising clients from the telecommunications and energy and natural resources sectors on merger clearance filings for high-value mergers and acquisitions. **Strengths:** "He is absolutely first-class." "He is always responsive and helpful no matter what our needs." "He has an astute ability to understand how businesspeople think and what their objectives are, so is as good as anybody I have ever met in that business." **Navin Joneja** has considerable experience assisting clients with merger control mandates. He is a popular choice with clients from the technology sector. **Strengths:** "Navin is a trusted adviser with a pragmatic approach." "He is knowledgeable, practical and responsive. He is

always very calm and gives useful advice." Based in Toronto, **Julie Soloway** has a strong reputation for assisting clients from the TMT sector with obtaining competition law approval for high-value and often multi-jurisdictional mergers. **Strengths:** "I really trust her advice and opinion." "Julie is clearly very technical and knowledgeable." **Randall Hofley** represents clients in a number of competition law litigation matters, with a particular focus on class actions concerning allegations of price fixing. He frequently acts for defendants. **Strengths:** "Randall is very knowledgeable and diligent in working with us through some complex and sometimes highly charged competition and class action matters." **Cassandra Brown** acts for sellers on the merger control aspects of divestments, as well as assisting with competition clearance filings for joint ventures. **Strengths:** "She is a great

Competition/Antitrust: Litigators	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Rook John	Bennett Jones LLP
Leading Individuals	
Band 1	
Forbes Sandra A	Davies Ward Phillips & Vineberg LLP *
Hughes Randal T	Bennett Jones LLP
Kay Katherine L	Stikeman Elliott LLP
Kwinter Robert E	Blake, Cassels & Graydon LLP
Plumpton Linda M	Torys LLP *
Band 2	
Iatrou Nikiforos	McCarthy Tétrault LLP
Kent David W	McMillan LLP *
Kolers Eliot N	Stikeman Elliott LLP
Band 3	
Akman Davit D.	Cassels Brock & Blackwell LLP
Davis Emrys	Bennett Jones LLP
Di Domenico Antonio	Fasken
Hofley Randall J	Blake, Cassels & Graydon LLP
Naudie Christopher	Osler, Hoskin & Harcourt LLP
Band 4	
Osborne W Michael G	Cozen O'Connor (ORL) ◇
Royal Danielle	Stikeman Elliott LLP
Russell Robert S	Borden Ladner Gervais LLP
Wright Kevin	DLA Piper (Canada) LLP (ORL) ◇
Up-and-coming individuals	
Cseh Chantelle	Davies Ward Phillips & Vineberg LLP *
Lefebvre Eric C	Norton Rose Fulbright *
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

adviser who is very clear about what can be done and what cannot, and she stays firm throughout the matter." "I think she is really great. She is incredibly hard-working, knowledgeable, strategic and thoughtful." **Robert Kwinter** is highly esteemed for his experience in contentious competition law matters, often defending clients in class actions alleging anti-competitive behaviour including possible abuses of dominance and misleading advertising. He is also active in non-contentious matters, assisting clients with obtaining competition law clearance for large corporate transactions. **Strengths:** "He is very intelligent, quick to adapt and presented very solid arguments." "He is our go-to for any competition law questions." "He is very smart and effective." **Micah Wood** regularly assists clients with obtaining clearance for corporate transactions under the Canadian Competition Act and the Investment Canada Act. He is based in Toronto. **Kevin MacDonald** enjoys a robust reputation for his strong activity in the field of merger clearance, often acting on behalf of clients in the energy and technology sectors. **Strengths:** "I would say he is very thoughtful, thorough and practical."

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg is a leading Toronto-based law firm with a premier competition department, identified for its skilful handling of the antitrust elements of multi-jurisdictional transactions. The team is a popular choice with clients from the pharmaceutical, energy and technology sectors, as well as with private equity houses. The firm fields a sizeable team that adeptly handles both class actions

concerning allegations of involvement in cartels and anti-competitive behaviour in advertising, as well as defending clients in behavioural investigations before the Competition Tribunal.

Strengths

"In terms of Canadian competition law talent, I consider the Davies competition law team to be at the pinnacle."

"Davies Ward Phillips & Vineberg has an extremely strong understanding of the competition laws and is able to work through complex issues in a timely manner because of the team's understanding, passion and dedication."

"The team provided high-quality services efficiently."

"The lawyers are able to quickly grasp the complex business and operational issues, provide insight, counsel and potential implications on various alternatives for consideration."

"No matter the issue, Davies provides timely responses and practical feedback."

Work highlights Davies Ward Phillips & Vineberg defended Giant Tiger Stores in the class action proceedings concerning an alleged cartel to fix the price of bread.

Notable practitioners

John Bodrug (see p.72) is much admired for the depth of his expertise in merger clearance and foreign direct investment matters, with notable recent experience in contested merger filings in the technology sector. **Strengths:** "I think of John as one of the most brilliant minds in Canadian competition law." "His ability to analyse and see through complicated issues as if they were transparent is uncanny." "He is one of the smartest competition lawyers around." **Sandra Forbes** (see p.72) is highly esteemed for her ability to represent defendants in competition class actions, with a particular focus on disputes concerning allegations of price fixing and misleading advertising. She also has an active commercial litigation practice. **Strengths:** "Her clear and concise advice, paired with her formidable presentation skills, are appreciated by all audiences." "She is a top competition litigator, who is very smart, highly experienced and excellent in oral submissions." **Anita Banicevic** (see p.72) advises clients on significant merger review files. **Strengths:** "She delivers thoughtful, practical advice and she has an understanding of the efficiencies defence that makes her an essential adviser to any firm considering a merger." "She is a sophisticated and thoughtful competition lawyer." "Her strengths are that she is a great lawyer but also very practical so gives good legal and strategic advice." **Mark Katz** (see p.72) assists clients with merger control filings. He has experience acting for both private equity houses and pharmaceutical companies. **Strengths:** "He's very friendly and trustworthy; people like his demeanour." "Even under stressful circumstances, he's very calm and reassuring." **Elisa Kearney** (see p.73) has a broad practice advising clients on contested merger clearance filings and on Competition Bureau investigations into allegations of anti-competitive behaviour. **Strengths:** "Elisa is great to work with - she's communicative, diligent and understands nuances and subtleties of the influence of stakeholders on ultimate outcomes." **Charles Tingley** (see p.74) represents cli-

ents in Competition Bureau reviews of proposed mergers, including in the energy and natural resources and retail sectors. **Strengths:** "Charles has a real talent to find the heart of every issue, no matter how complicated, and gives understandable, practical advice to our organisation." "His abilities extend beyond legal advice as he always considers the many moving parts in our complicated industry when providing his opinions." **Chantelle Cseh** (see p.265) has experience acting for defendants on class actions alleging involvement in price-fixing cartels. **Strengths:** "She is energetic, takes charge and gets things done." Toronto-based **Jim Dinning** (see p.72) enjoys a rising profile for his activity assisting companies and investors with obtaining competition law clearance for high-value transactions. **Strengths:** "Jim is very supportive and is effective at representing our interests." "He is a very practical lawyer who gives advice in a very business-friendly manner." "He is extremely friendly, knowledgeable and provides excellent advice."

McCarthy Tétrault LLP

What the team is known for With a notable presence in both Toronto and Montréal, McCarthy Tétrault operates a dynamic and well-established competition law practice group, featuring considerable experience of investigations, transactions and disputes, as well as foreign investment. The team acts for technology sector clients and private equity houses on Competition Act and Investment Canada Act aspects of transactions. The group has an impressive track record handling prominent, blue-chip, cross-border merger clearance filings. On the contentious side, team members offer notable experience defending clients accused of being involved in cartels in class actions.

Strengths

"The firm's strength in depth is top-notch."

"The breadth of experience of the firm has been an asset."

"The team is the best in its field of expertise."

"The team is very responsive."

Work highlights McCarthy Tétrault acted as Canadian competition and foreign investment review counsel to Discovery in its USD87 billion acquisition of Warner Media.

Notable practitioners

Oliver Borgers has cultivated a solid reputation in the Canadian competition market, with significant experience assisting clients with obtaining competition law clearance for multibillion-dollar transactions. **Jason Gudofsky** is highly regarded for his impressive experience advising technology sector clients on the merger clearance aspects of high-value, multi-jurisdictional corporate transactions. He also offers expertise in matters concerning foreign direct investment. **Strengths:** "He is a really strategic lawyer who thinks outside the box." "He is the best competition lawyer in Canada." "I go to Jason Gudofsky because he is super-responsive, quick, efficient and really business-friendly." "He has a high degree of technical expertise in relation to the regulatory matters for which he was engaged." **Nikiforos Iatrou** frequently represents high-profile e-commerce clients in competition law class actions, with a notable focus on allegations of price fixing or price misrepresentation.

Strengths: “He certainly has done a lot of quality work in the last while.” **Casey Halladay** represents clients before the Competition Bureau in the review of high-value acquisitions, as well as in investigations into possible abuses of dominance. **Strengths:** “He is extremely responsive, has a very practical approach to dealing with matters and figuring out if things are important or not, and is really terrific with clients.” **Deborah Salzberger** advises private equity houses and other investors on the competition and foreign direct investment aspects of high-value corporate transactions. Montréal-based **Dominic Thérien** is a respected competition law expert with expertise in major merger review and foreign investment files. **Strengths:** “I think highly of him.” “Dominic is excellent.” **Michael Caldecott** assists clients with obtaining Competition Bureau approval for sale and purchase agreements. **Strengths:** “He is very capable and detail-oriented.”

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is a full-service law firm housing a superb competition practice group with notable expertise in contentious antitrust issues, such as cartel investigations and competition class actions. The team also wins praise for its representation of blue-chip clients in connection with the competition aspects of global merger transactions, assisting clients with reviews before the Competition Bureau and with Investment Canada Act matters. It is a popular choice with private equity houses, as well as clients from the transport, financial services and TMT sectors.

Strengths

“I am very impressed with the support we get from this firm, it is our top firm on competition law.”

“We get technical, excellent, sophisticated and practical advice focused on outcomes.”

“Stikeman’s knowledge in the field is unparalleled by any other firm.”

Work highlights Stikeman Elliott acted as Canadian counsel to HSBC on the merger clearance aspects of its sale of HSBC Canada to Royal Bank of Canada.

Notable practitioners

Toronto-based **Paul Collins** has a wealth of experience assisting clients with merger clearance investigations. **Lawson Hunter KC** is a pre-eminent figure in Canadian competition. He continues to be acknowledged for his leadership and guidance and is credited as one of the key individuals behind the creation of Canada’s Competition Act. **Katherine Kay** stands out for her experience defending clients in high-profile class actions involving allegations of price fixing and other forms of cartel conduct. **Eliot Kolers** represents clients in disputes around alleged price fixing, including defending interested parties in class actions. Based in Ottawa, **Susan Hutton** is highly regarded for her significant competition and foreign investment expertise. **Strengths:** “Her willingness to dig deep and understand the market, products and legal issues and then deliver appropriate advice so we can move forward or not is excellent.” **Michael Kilby** has a strong focus on merger clearance mandates, including advising a number of private equity houses and clients from the technology and telecommunications

industry. **Michael Laskey** is a highly rated lawyer in the Canadian competition Bar, with an impressive track record handling complex cross-border mergers and regulatory reviews. **Strengths:** “He is a very practical competition lawyer, who is helpful at assessing the cases and our options, and is very proactive.” “He is very responsive, very knowledgeable about our industry and very practical in his advice.” **Kevin Ackhurst** advises clients on Competition Bureau reviews of proposed mergers and acquisitions, including representing private equity houses and financial sector companies. **Danielle Royal** is a skilled litigator with noted experience covering cartel cases. **David Feldman** enters the rankings as an associate to watch on the back of notable recent activity in the field of merger clearance and Investment Canada Act mandates. **Strengths:** “He is very knowledgeable about the industry and highly responsive.” “He is super-knowledgeable and a fantastic writer who is really motivated.”

Band 2

Bennett Jones LLP

What the team is known for Bennett Jones is a well-known law firm with a strong reputation in the field of competition law, featuring well-established litigation expertise and an impressive global deal sheet. The team possesses notable experience handling cartel investigations, often defending clients in class actions alleging possible bid rigging or price fixing. The firm also represents clients in domestic and cross-border merger reviews and advises on foreign direct investment issues. It is a popular choice with clients from the FMCG, financial services and technology industries.

Strengths

“The firm is highly responsive and reliable in delivering against deadlines.”

“The team offers outstanding acumen and diligence.”

“The lawyers are very sophisticated and knowledgeable.”

“I have always been happy with the responsiveness and quality of the work.”

Work highlights Bennett Jones acted for Videotron as an intervenor on the contested merger between Rogers Communications and Shaw Communications.

Notable practitioners

John Rook KC is a veteran of numerous competition-related disputes, including around challenges to blocked mergers, and continues to feature on a range of class action suits concerning allegations of price fixing. **Randal Hughes** boasts a broad competition law practice, assisting clients with both contentious and non-contentious matters. He has notable strength in competition law litigation, representing clients in allegations of bid rigging and price fixing. On the non-contentious side, he is well known for advising on Canada Investment Act matters and merger control reviews. **Strengths:** “He is absolutely top-notch – the right person to handle the most complex antitrust challenges.” “Randal is incredibly knowledgeable, exceedingly practical and extremely

experienced in dealing with the Bureau.” **Emrys Davis** often defends clients in class actions concerning allegations of price fixing and other allegations of anti-competitive behaviour. **Strengths:** “He’s extremely bright, resourceful, responsive and helpful.” “I found Emrys responsive and experienced in the complex litigation in question.” **Adam Kalbfleisch** is a Toronto-based competition lawyer who continues to impress for his work on a high volume of cross-border merger mandates. He is active on transactions in a number of key sectors, including transport, mining and technology. **Strengths:** “He thinks strategically, not just tactically, and always works backward from our ultimate business objectives.” “Adam provides practical perspectives. He explains the different considerations plainly and delivers exactly what we ask for.” “Adam is very direct and is very good at cutting to the chase and helps make sure that we stay very focused.” **Zirjan Derwa** is held in high esteem for advising clients from the financial services and technology sectors on merger clearance and foreign direct investment mandates. **Strengths:** “He takes great care to understand how our business works and what our ultimate objectives are in any particular matter, and he then incorporates that understanding in practical, timely guidance.” “He is extremely knowledgeable and diligent. He can also explain complex matters in plain English.”

McMillan LLP

What the team is known for Clients benefit from the broad spread of McMillan’s experts across Canada, with lawyers based in Toronto, Ottawa, Vancouver and Montréal. The law firm operates a well-known competition and antitrust practice that is widely recognised for its significant experience of class actions, frequently defending clients in allegations of anti-competitive behaviour and cartel involvement. The firm has a solid track record advising on merger and foreign investment review files, often acting for multinational clients on mandates in the technology and transport sectors, as well as assisting private equity houses.

Strengths

“The antitrust bench is deep and strong and is able to handle large and sophisticated matters.”

“The team is responsive, well-organised and communicative.”

“The firm is very practical, it’s hard to find external counsel who know our business and can give that practical advice but McMillan really can.”

Work highlights McMillan defended Micron in a class certification motion concerning allegations of cartel involvement.

Notable practitioners

Co-chair of the firm’s antitrust group, **Neil Campbell** (see p.72) has notable experience assisting clients with merger clearance filings, including acting on contested reviews. **Strengths:** “Neil is a talented and experienced antitrust lawyer who is commercially aware and has deep knowledge of a range of industries.” **David Kent** (see p.64) frequently defends clients in class actions alleging bid rigging and price fixing. He is particularly popular with clients in the technology sector. **James Musgrove** (see p.73) advises private equity houses on obtaining competition law clearance for transactions. **Strengths:** “James is one of

the strongest competition lawyers in Canada. His knowledge of the law is encyclopaedic, and his judgement is infallible." **Joshua Krane** (see p.73) has a strong track record of securing Competition Bureau approval for mergers in an array of sectors, including technology and retail. **Strengths:** "Joshua Krane is an expert in the field of antitrust and provides clear and business-focused advice to clients." "Josh is easy to work with while conveying a deep understanding of the Bureau and its processes." **Mark Opashinov** (see p.73) assists clients with obtaining Competition Bureau clearance for corporate transactions. Based in Alberta, **Beth Riley** (see p.74) assists clients with merger clearance mandates, often acting for private equity houses. **Strengths:** "She provides good advice, and doesn't get too bogged down by legal theory."

Osler, Hoskin & Harcourt LLP

What the team is known for With teams based in Calgary and Toronto, Osler, Hoskin & Harcourt is a respected law firm that is highlighted for its standout capabilities on the M&A side of competition and antitrust, providing guidance to notable clients in the technology sector. The team is also active on the contentious side of competition law, representing clients in behavioural investigations and class actions concerning allegations of price manipulation and deceptive marketing.

Strengths

"I found the firm's understanding of the nuances related to this complex area of the law to be very strong."

"The lawyers are able to provide timely answers to complex questions, and help us navigate sensitive transactions with the Competition Bureau and achieve outstanding results."

Work highlights Osler, Hoskin & Harcourt advised LifeWorks on the Competition Bureau review of its proposed merger agreement with TELUS.

Notable practitioners

Michelle Lally acts for multinational technology companies on Canadian Competition Bureau reviews of high-value transactions. **Strengths:** "She is fantastic and provides very good advice."

Shuli Rodal assists clients with obtaining competition law clearance for high-value, multi-jurisdictional mergers and joint venture agreements.

Strengths: "She is confident, responsive, knowledgeable and a pleasure to work with." "Shuli is terrific in every response and provides excellent and practical advice on the most complex issues."

"She makes complex matters easily digestible for clients." "She is very responsive, very clear and on point and very effective in the way she handles matters and in her communication."

Christopher Naudie represents clients in Competition Bureau investigations and class action proceedings alleging anti-competitive behaviour.

Kaeleigh Kuzma assists clients with obtaining competition law clearance for joint venture agreements.

Strengths: "She is extremely intelligent, client-focused and timely with her responses. She always delivered exceptional results and we have been nothing but impressed with her." "She is extremely aware of current market forces, and the interplay between market forces and the application of the law to a particular situation." "She's been great, really knowledgeable."

Band 3

Torys LLP

What the team is known for Torys' competition department leverages the market-leading strength of the firm's Toronto and Calgary-based corporate group to advise on major merger clearance issues, particularly in the energy and financial services sectors. The firm also has experience in behavioural matters, defending clients in class action disputes around possible cartels, as well as representing them before the Competition Bureau in sector inquiries. The team also assists clients with competition compliance issues around pricing strategies.

Strengths

"The advice is commercially minded and risk-based."

"The lawyers are very client-focused."

"The Torys team excels at boiling down complex issues to their essence and coming up with pragmatic solutions."

"Torys has always been a pleasure to work with and provides sound advice in complex situations."

"Torys continues to be very responsive, going above and beyond to meet our needs."

Work highlights Torys advised Cenovus Energy on the Competition Act aspects of the divestment of its retail fuel network to Parkland Corp and Federated Co-operatives.

Notable practitioners

Linda Plumpton (see p.73) is an outstanding antitrust litigator who represents clients in class action proceedings arising from potential breaches of the Competition Act, with notable experience in price-fixing mandates. **Strengths:**

"Linda is the first person I contact when I have a complex antitrust matter."

Omar Wakil (see p.74) is highly regarded on the Canadian market for assisting clients with obtaining competition law clearance for a range of high-value corporate transactions. He is particularly popular with clients from the energy and financial services sectors. **Strengths:**

"He is sophisticated in his analysis and pragmatic in finding workable solutions."

"Omar works quickly and is highly efficient and constantly produces excellent work and advice."

"He was sophisticated and polished and provided sound advice. With his knowledge of going through processes before, he spent a lot of time understanding what our client needs were and making sure these were represented."

"Omar is an excellent adviser with a deep knowledge of the law, great experience and the ability to give clear and concise practical advice with a focus on reaching our commercial goals."

"I have found Omar to be very insightful of industry issues and topics related to his field."

Dany Assaf (see p.72) assists clients with merger clearance filings for proposed joint ventures and other transactions. In addition, he advises on the competition aspects of collaboration agreements and pricing strategies, as well as representing clients in market studies. **Strengths:** "He is very client-centric and commercially minded." "He has a good sense of business acumen, so understands our business and the application of the rules to our business, and he gives risk-adjusted advice." "Dany is an absolute pleasure to work with and his skill set combined with pragmatism is very much appre-

ciated by us." **Ian Li** (see p.73) offers experience assisting clients with obtaining competition law clearance for proposed corporate transactions.

Strengths: "Ian works fast and is highly efficient and constantly produces excellent work and advice." "Ian is great and very responsive."

Band 4

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais possesses a solid competition practice group that assists blue-chip clients with the Competition Act and Investment Canada Act aspects of proposed corporate transactions. The law firm is also active in contentious competition law matters, representing clients in class actions involving allegations of participation in cartels and abuses of dominant positions, as well as advising clients on contested merger processes. The team has a number of clients from the e-commerce and technology industries.

Strengths

"Every person I spoke to was clear, informed and knowledgeable."

"The team was extremely responsive, friendly and very willing to help."

"The lawyers are good in quality and responses are timely."

Work highlights Borden Ladner Gervais represented Amazon.com in a consumer class action concerning Amazon's most favoured nation clause in certain agreements.

Notable practitioners

Subrata Bhattacharjee assists high-profile international clients with Competition Bureau reviews and FDI aspects of multi-jurisdictional mergers. He also advises technology companies and e-commerce companies on competition law compliance. **Strengths:**

"He is wonderful lawyer to work with." "Subrata is very responsive, concise, understands the issues and knows the market in depth."

"Subrata was helpful, clear and very knowledgeable." "He is very clear, insightful and really brilliant - he understands what the client needs."

Robert Russell represents clients in competition law litigation around allegations of price fixing and in disputes concerning contested mergers.

Denes Rothschild provides support and guidance to clients seeking merger regulatory approval, including matters with national security implications. His recent mandates include files in the real estate, construction and energy sectors.

Strengths: "Denes was responsive, proactive and clear throughout the process. He was excellent with the clients and made everyone feel at ease."

Fasken

What the team is known for Fasken acts for a broad client base on competition law issues, assisting clients from the real estate, technology, pharmaceutical and mining industries with both contentious and non-contentious matters. The law firm offers expertise in class actions concerning allegations of involvement in cartels, as well as litigation around anti-competitive behaviour such as misleading representations to the public, including greenwashing. The team also

frequently advises on the Competition Act filings for corporate transactions. The firm is able to collaborate with its other offices, particularly on matters of South African competition law.

Strengths

"The firm has very strong antitrust transactional experience and knowledge."

"The Fasken team brings both law and economics to client matters at a quite high level."

"We received pragmatic and proactive representation."

"The team is very good at strategy and solving complex issues."

Work highlights Fasken advised Gold Fields on the antitrust and FDI filings for its multi-jurisdictional acquisition of Yamana Gold.

Notable practitioners

Antonio Di Domenico defends clients in class action proceedings concerning allegations of price fixing and anti-competitive behaviour in the real estate and technology sectors. **Strengths:** *"He is extremely capable and very easy to work with."* *"Tony is very pleasant to work with and always full of energy while delivering practical legal work product."* *"He is extremely responsive, proactive and pragmatic."* *"He provides us with both sophisticated and practical advice and keeps us up to speed on new developments."* **Huy Do** is a popular choice with clients from the mining and natural resources sector for advice on merger clearance filings. He also has a number of clients from the pharmaceutical and FMCG industries. **Strengths:** *"Huy is a very smart and high-quality lawyer who is always quite pleasant to work with. He's also practical in his thinking and makes every effort to fully analyse legal issues at all times."* *"He is technically strong and provides practical and strategic advice."*

Chris Margison (see p.73) assists clients with the Competition Act filings of proposed transactions and advises on possible legislative changes.

Band 5

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell offers a solid track record in competition litigation, particularly representing defendants in class actions around alleged price fixing. In addition to its activity in contentious matters, the law firm also assists clients with obtaining Competition Act and Investment Canada Act clearance for corporate transactions.

Strengths

"The team has been a real pleasure to deal with in each encounter."

"Cassels is very responsive and the service levels are high."

Work highlights Cassels Brock & Blackwell defended Glenmark Pharmaceuticals in a class action alleging price fixing and market allocation.

Notable practitioners

Davit Akman is most well known for defending clients in class actions concerning possible cartels, particularly in the pharmaceutical and electronics industries. **Strengths:** *"He absorbed the business of our company really well, clearly articulating the antitrust regime and how it applies to our business, and was successful in the matter."* *"He provides excellent service, a high level of sophistication and commercial awareness in his practice."* *"He is technically very knowledgeable on substance and the procedure and is very user-friendly."*

Dentons Canada LLP

What the team is known for Dentons benefits from close collaboration with the firm's corporate team and with its impressive global network of offices to advise clients on multi-jurisdiction merger clearance filings. Its lawyers offer particular prowess in securing competition and foreign investment clearance for cross-border transactions in the energy and natural resources sector. The law firm's competition team is spread across its offices in Toronto and Edmonton.

Strengths

"We are extremely pleased with their ability to handle such a complex matter."

Work highlights Dentons advised Millennial Lithium on the competition law review of its USD400 million acquisition by Lithium Americas.

Notable practitioners

Sandra Walker is particularly active in merger control mandates in the mining and natural resources sector. **Strengths:** *"She has a good way of simplifying the matters for us so we can understand. She is very practical in her approach and business-minded and is creative when coming up with different alternatives when faced with anti-trust risks."* **Adam Goodman** offers notable expertise in the field of merger clearance. **Strengths:** *"Adam is a great guy to work with. He is a thorough lawyer with a down-to-earth attitude."* *"He is always pleasant and has a great sense of humour. He is extremely knowledgeable in his area of work."*

Based in the firm's Edmonton office, **Barry Zelmanowitz KC** assists clients with investigations into possible anti-competitive conduct, both internally and before the Competition Bureau.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is an international firm with offices across Canada, offering a wide range of competition services relating to non-contentious matters, such as merger review and the development and implementation of competition compliance programmes. The competition/antitrust group has additional strength in litigation matters, including cartel investigations and class action proceedings. The team also advises on potential misleading advertising matters.

Strengths

"The firm has a high level of knowledge of issues affecting our business, as well as a high level of knowledge of proposed legislative changes and their effects."

"The lawyers have a very deep knowledge of the myriad of federal and provincial Competition Act laws, which enables them to provide practical and sophisticated advice."

Work highlights Norton Rose Fulbright defended Bausch Health in a Federal Court class action concerning allegations of price fixing and market allocation.

Notable practitioners

Christopher Hersh (see p.72) has experience in merger filings and competition compliance matters. **Strengths:** *"Chris is extremely knowledgeable and has a unique ability to translate his legal perspective into a business language."* *"He is very reliable, practical, knowledgeable and helpful."* The Quebec-based **Eric Lefebvre** (see p.267) enjoys a growing reputation for his role in high-profile price-fixing and market allocation class actions. He also represents clients in Competition Bureau investigations. **Rujuta Patel** (see p.73) frequently acts for clients on Competition Bureau reviews and Investment Canada Act approvals for transactions, particularly in the energy sector. **Strengths:** *"She is pragmatic and smart."*

Other Ranked Lawyers

Arlan Gates is based in the Toronto office of Baker McKenzie and has notable experience assisting clients with obtaining merger clearance. He also advises on foreign investment issues, allegations of anti-competitive behaviour and competition compliance matters.

Michael Osborne of Cozen O'Connor is a Toronto-based lawyer who has considerable experience representing clients implicated in price-fixing class action litigation.

Strengths:

"Michael Osborne is thoughtful and strategic."

Toronto-based **David Rosner** of Goodmans LLP operates a well-respected antitrust and foreign investment practice, with particular expertise in domestic and cross-border merger review files. He also leads the firm's competition, antitrust and foreign investment practice group.

Kevin Wright is based in the Vancouver office of DLA Piper (Canada) LLP. He has a strong focus on defending clients in class actions concerning allegations of price fixing and cartel involvement.

Strengths:

"He is an excellent attorney."

Leaders' Profiles in Competition/Antitrust

ASSAF, Dany H

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Featured in Competition/Antitrust (Nationwide – Canada)

Practice Areas: Dany is co-chair of the firm's Competition and Foreign Investment Review Practice and advises international and domestic clients on all aspects of competition law and foreign investment matters, including in the area of national security reviews. Canadian and multinational clients rely on Dany's advice on all aspects of competition law and foreign investment matters under the Investment Canada Act, including notably acting on the DuPont/Dow merger, the Supreme Court of Canada Tervita efficiencies case, the Interac case (Canadian bank payments system), GE/Honeywell and Rio Tinto/Alcan. Dany also advises clients in both the private and the public sectors on Middle East investment and capital market matters. He speaks both English and Arabic fluently.

BANICEVIC, Anita

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Featured in Competition/Antitrust (Nationwide – Canada)

Practice Areas: Anita is a partner in the Competition, Antitrust & Foreign Investment practice. She advises on all aspects of Canadian competition and foreign investment review law, with a particular emphasis on complex multinational mergers, criminal price-fixing investigations, as well as advertising-related investigations and general compliance issues. She has been involved in a number of the most closely watched and leading competition cases in Canada and assists clients with contested proceedings before the courts and the Competition Tribunal, as well as negotiated resolutions and consent agreements. Anita is a recognized leader in the competition bar in Canada and internationally, and has held leadership positions within the Canadian Bar Association and American Bar Association. She served as chair of the National Competition Law Section of the CBA in 2017–18 and is currently a member of the ABA Antitrust Section's Long Term Planning Committee. Select Recognition: Chambers Global; Chambers Canada; GCR's Women in Antitrust; GCR 100 Canada; GCR's 40 Under 40; The Legal 500 Canada; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada; Who's Who Legal: Competition; Lexpert Zenith Award.

BODRUG, John

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Featured in Competition/Antitrust (Nationwide – Canada)

Practice Areas: John's practice is focused on all aspects of competition law and foreign investment review, including mergers, price-fixing investigations and other pricing, distribution and advertising matters. He has acted for Canadian, US and international corporations across a wide range of industries, including energy & resources, transportation, agriculture, manufacturing, financial services and consumer products. John has obtained Competition Act and Investment Canada Act clearances for numerous transactions. He also has extensive expertise in advising companies on the criminal provisions of Canada's Competition Act and is regularly consulted on contested matters, immunity or leniency agreements, and resolutions prior to formal proceedings. He is a past chair of the CBA National Competition Law Section. John is currently a Co-Chair of the Editorial Board of The Antitrust Source (a publication of the ABA's Antitrust Law Section). Select Recognition: Chambers Global; GCR 100 Canada; The Legal 500 Canada; The Lexpert/American Lawyer Guide to the Leading 500 Lawyers in Canada; Who's Who Legal: Canada and Competition; The Best Lawyers in Canada's Toronto Competition/Antitrust Law Lawyer of the Year 2017.

CAMPBELL, Neil

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Featured in Competition/Antitrust (Nationwide – Canada)

Practice Areas: Neil is Co-Leader of McMillan's Competition, Antitrust & Foreign Investment and International Trade groups, and member of the firm's Board of Partners. His competition practice focuses on Competition Act and Investment Canada Act merger clearances, cartel investigations and class actions, abuse of dominance proceedings and compliance issues. He was counsel to a defendant in the Godfrey case in which the Supreme Court of Canada clarified the standard for certification of competition class actions and the availability of umbrella purchaser claims. He is the Global Contributing Editor for Lexology / GTDT's annual Cartel Regulation deskbook, and he won GCR's Dealmaker of the Year award in 2016. Neil also has extensive experience with net benefit and national security reviews under the Investment Canada Act. Neil's trade law practice includes anti-dumping and subsidy proceedings, export controls, sanctions, and foreign corrupt practices. He is particularly experienced in energy, financial services, pharmaceuticals/chemicals, agri-food, and media/technology sectors. ABA – member of the Antitrust Law Section's International Comments & Policy Committee. IBA – past chair, Antitrust Section; co-chair, Mergers Working Group. CBA – Vice Chair of the Competition Law & Foreign Investment Review Section. Doctorate

in competition law (University of Toronto – 1993).

CSEH, Chantelle

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Featured in Dispute Resolution (Nationwide – Canada), Competition/Antitrust (Nationwide – Canada), Litigation (Ontario)

See under Litigation & Dispute Resolution for profile.

DINNING, Jim

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Featured in Competition/Antitrust (Nationwide – Canada)

Practice Areas: A partner in the Competition, Antitrust and Foreign Investment Review practice, Jim acts for leading companies in Canada and abroad in regulatory and investigative matters. He advises on mergers, cartel and abuse of dominance investigations, foreign investment review, broadcasting and telecommunications law, and misleading advertising matters. Jim has deep knowledge of complex regulatory requirements. His clients span a wide range of industries, including pharmaceutical, telecommunications, natural resources, consumer products, financial services and retail. Jim writes widely on competition law matters and is a frequent contributor to industry publications. He is a past chair of the Foreign Investment Review committee of the Canadian Bar Association's Competition Law Section. Select recognition: Global Competition Review's FIC "40 Under 40" (2023); The Legal 500 Canada; The Canadian Legal Lexpert Directory; Who's Who Legal: Competition; The Best Lawyers in Canada.

FORBES, Sandra A

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Featured in Dispute Resolution (Nationwide – Canada), Competition/Antitrust (Nationwide – Canada), Litigation (Ontario)

Practice Areas: Sandra is a leading litigator who specializes in corporate, class action, securities and competition litigation. A significant portion of her practice involves defending clients in national and cross-border class actions. She acts for clients before all levels of court and various administrative tribunals in Canada, including the Competition Tribunal. Sandra has achieved successful results for clients on diverse issues, including class actions alleging anti-competitive conduct or collusion, and competition matters such as abuse of dominance. She is highly experienced in defending litigation for directors and audit committees. Sandra is the past president of The Advocates' Society, a Fellow and Secretary Designate of the American College of Trial Lawyers and a Fellow of the International Academy

of Trial Lawyers. Sandra completed her articles as a law clerk to the Honourable Justice Peter Cory of the Supreme Court of Canada. Select Recognition: Chambers Global; Chambers Canada; The Legal 500 Canada; GCR 100 Canada; Lexpert Special Edition: Litigation; Benchmark Canada; Who's Who Legal: Canada.

HERSH, Christopher

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Featured in Competition/Antitrust (Nationwide – Canada)

Practice Areas: Chris Hersh is a business law partner based in Toronto and the Canadian head of our antitrust and competition practice. Chris provides strategic counsel to clients on all aspects of competition law, including mergers and acquisitions, criminal matters, abuse of dominance, marketing and advertising, as well as pricing and distribution issues. He also regularly works with international clients to obtain approvals under the "net benefit," national security and cultural sector review provisions of the Investment Canada Act. In addition to his transactional and regulatory practice, Chris has an active competition litigation practice and acts for clients involved in matters before the Competition Tribunal, trans-border criminal investigations/prosecutions, as well as price-fixing class actions.

Professional Memberships:

Member of the Canadian and American Bar Associations. Chair of the CBA Competition Law Section's Policy and Legislation Committee and Co-Chair IBA Working Group on Private Antitrust Litigation.

KATZ, Mark C

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Featured in Competition/Antitrust (Nationwide – Canada)

Practice Areas: Mark advises on mergers & acquisitions, criminal cartel investigations, joint ventures, abuse of dominance, distribution and pricing practices, misleading advertising and compliance, in Canada and internationally. Mark also advises on the regulation of foreign investments and ownership in Canada, including under the Investment Canada Act. Clients appreciate his common-sense advice on competition and foreign investment matters. Mark has appeared at all levels of court and acted as counsel on leading cases before the Competition Tribunal. Mark publishes widely on issues relating to Canadian competition and foreign investment law and in 2020 was named a "Thought Leader-Competition" by Who's Who Legal. Mark also has authored policy briefs on domestic and international competition-related matters and is co-author of The Competition Law Guide for Trade Associations in Canada.

Mark is a past co-chair of the International Antitrust Law Committee of the ABA Section of International Law and a past chair of the Criminal Matters Committee of the CBA Section of National Competition Law. Select Recognition: Chambers Global; GCR 100 Canada; Who's Who Legal: Competition - Global Leader; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada.

KEARNEY, Elisa K

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Featured in Competition/Antitrust (Nationwide - Canada)

Practice Areas: Brooke is a partner in the Corporate, Capital Markets, Mergers & Acquisitions and Private Equity practices. She is highly regarded for her expertise, judgment and deep knowledge of the market in the fund formation area. Brooke works with a number of prominent fund sponsors and institutional investors within Canada and globally, including in the private equity, venture capital, infrastructure and debt fund contexts. She routinely advises established and startup funds on fundraising activities and secondary transactions including structured and GP-led secondary transactions; carried interest plans and other compensation arrangements; restructurings; and environmental, social and governance matters. Brooke also regularly counsels private equity and venture capital funds on their M&A transactions and investments. Select recognition: Chambers Canada; IFLR1000; The Canadian Legal Lexpert Directory; PLC Which Lawyer?.

KENT, David W

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Featured in Dispute Resolution (Nationwide - Canada), Competition/Antitrust (Nationwide - Canada)

See under Class Actions for profile.

KRANE, Joshua

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Featured in Competition/Antitrust (Nationwide - Canada)

Practice Areas: Joshua Krane is a leader of the Competition, Antitrust & Foreign Investment and the Advertising & Marketing groups at McMillan. He advises companies in the agricultural, aviation, consumer products, energy, fashion, technology and telecommunications industries, collaborating with clients' legal and executive teams to address complex business issues. Josh has been at the forefront of merger cases having been involved in many of the highest profile and most complex Canadian transactions over the last decade. Companies call on Josh for his practical guidance on pricing, contracting practices and joint ventures. Josh frequently represents clients in disputes before the courts, the Competition Bureau, Transport Canada, Ad Standards Canada and the Canadian

Radio-Television and Telecommunications Commission (CRTC).

LEFEBVRE, Eric C

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Featured in Competition/Antitrust (Nationwide - Canada), Litigation (Québec)

See under Litigation & Dispute Resolution for profile.

LI, Ian

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Featured in Competition/Antitrust (Nationwide - Canada)

Practice Areas: Ian's practice focuses on competition law and foreign investment review matters. He provides advice to clients on all aspects of Canadian competition law in connection with complex mergers, acquisitions, joint ventures and strategic alliances under the Competition Act. In his foreign investment review practice, Ian advises clients on net benefit, cultural sector investment and national security reviews under the Investment Canada Act. He has represented numerous foreign investors, including state-owned enterprises, as well as domestic targets in acquisition transactions.

MARGISON, Chris

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Featured in Competition/Antitrust (Nationwide - Canada)

Practice Areas: Chris Margison has over 20 years of private and public sector legal experience, including as Special Advisor to both the Commissioner of Competition and the Senior Deputy Commissioner. Cartels Directorate at the Competition Bureau. With his background, Chris brings a number of attributes, such as the ability to provide critical advice, guidance and recommendations in a timely fashion on all aspects of Canadian competition law. He has advised the Commissioner, Senior Deputy Commissioners and high-profile Canadian and international companies on mergers, strategic alliances, cartels, bid-rigging, abuse of dominance, distribution and pricing practices, and misleading advertising matters. He has been involved in several litigated matters before the Competition Tribunal, including as an integral part of the Competition Bureau's case team in Commissioner of Competition v. Visa Canada Corporation. Chris has developed expertise in a wide variety of industries, including the agricultural, consumer products, entertainment, financial services, information technology, manufacturing, mining, pharmaceutical, plastics and telecommunications sectors.

MUSGROVE, James

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Featured in Competition/Antitrust (Nationwide - Canada)

Practice Areas: James Musgrove is the Co-Leader of McMillan's, Com-

petition and Antitrust Practice, and member of Marketing and Advertising Law Group. He practices primarily in the areas of competition, antitrust, consumer protection and foreign investment law. James was named 2015 Best Lawyers' Toronto Advertising Lawyer of the Year, and is a two time winner of the GCR Award - for Behavioural Matter of the Year - Americas (2014); and for Cartel Matter of the Year (2022). He is a member of the ABA Section of Antitrust Law leadership AS Chair of the Pricing Practice Committee - past Member of Council. He is a Member of Canada's Competition Tribunal/Bar Liaison Committee. He has served as Chair of the Canadian Bar Association National Competition Law Section and as President of the Toronto Lawyers' Association. He is the general Editor of all the editions of the Canadian Bar Association's Treatise: Fundamentals of Canadian Competition Law. James is a non-governmental advisor to the International Competition Network and is regularly invited to represent Canada at ICN meetings.

OPASHINOV, Mark

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Featured in Competition/Antitrust (Nationwide - Canada)

Practice Areas: Mark has helped Canadian and foreign businesses solve their competition law problems for nearly 25 years. Mark has steered hundreds of mergers through Canada's merger regime to successful closings, including many of the most high-profile mergers in Canada including, most recently, Paper Excellence's US\$3 billion going-private take-over of Domtar and its prior acquisition of Catalyst Paper, Luxottica's US\$54 billion merger with Essilor, SABMiller's US\$107 billion acquisition by Anheuser Busch InBev and MeadWestvaco's US\$16 billion merger with Rock-Tenn Company. Mark's expertise in merger clearances extends to managing complex and time-sensitive phase 2 review processes. His merger clearance practice is informed by his extensive transactional experience as a corporate M&A lawyer. In addition to merger clearances, Mark advises clients on their most challenging competition law conduct issues, such as leading the team that represented Live Nation and its affiliate Ticketmaster in the defence of alleged deceptive marketing practices under the Competition Act.

PATEL, Rujuta

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Featured in Competition/Antitrust (Nationwide - Canada)

Practice Areas: Rujuta Patel practises business law and competition law, with a focus on the resources and transportation sectors. She advises on private mergers and acquisitions, corporate reorganizations and restructurings of multinational and Canadian organizations, private placements and a variety

of energy-related matters. She works regularly with energy services companies and is experienced in drafting, negotiating and advising on a broad range of services, drilling and engineering contracts. She also drafts, negotiates and advises on all types of commercial contracts, including purchase and sale agreements, project documentation, supply agreements, service agreements, procurement policy and contract documentation, shareholder agreements and partnership agreements. Ms. Patel also advises on competition matters and foreign investment review matters, and regularly deals with the Competition Bureau and the Investment Review Division of Industry Canada on such matters. She has extensive experience in representing clients from a wide range of industries on issues relating to the competitive impact of mergers, including those involved in all sectors of the oil and gas industry, as well as the energy services, construction, insurance and real estate industries. She also advises clients on structuring their business arrangements to ensure compliance with Canadian competition legislation. She has represented foreign investors from a number of different countries in obtaining approvals for their investments under the Investment Canada Act, and has prepared and filed applications for review and participated in negotiations regarding undertakings and approvals under the Investment Canada Act. Ms. Patel's practice includes advising on international commercial transactions, and she has participated in various transactions involving multiple jurisdictions. She is also a practising English solicitor and regularly advises on matters involving English law. Ms. Patel joined our Calgary office in 2003 after moving from Kenya, where she practised corporate/commercial law with one of the leading Kenyan law firms after being called to the English Bar.

PLUMPTON, Linda M

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Featured in Dispute Resolution (Nationwide - Canada), Competition/Antitrust (Nationwide - Canada), Litigation (Ontario)

Practice Areas: Chair of the firm's Litigation and Dispute Resolution Practice, Linda is a recognized leading practitioner for her vast experience across competition litigation, class action defence, corporate/commercial disputes and securities litigation. Linda has appeared as counsel in the Supreme Court of Canada, in all levels of court in Ontario and in the Federal Court, as well as before the Competition Tribunal and the Ontario Securities Commission. She also advises clients in the areas of public law, constitutional law and employment. Linda is a Fellow of the American College of Trial Lawyers (ACTL).

RILEY, Y. Beth

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Featured in Competition/Antitrust (Nation-wide – Canada)

Practice Areas: Beth is widely regarded as the leading competition lawyer in Alberta. Beth has been instrumental in securing merger clearances for hundreds of transactions – including the most significant M&A transactions in the energy sector – in addition to advising clients in respect of conduct under the Competition Act. With extensive capital markets experience and experience as a case officer at the Competition Bureau, Beth is able to offer unique insight into addressing complex business issues and the needs of clients. Beth recently joined McMillan to be part of a team with deep competition law expertise that values working in a collaborative environment across a truly national platform, at which time she commenced working with the Toronto and Vancouver offices on Domtar Corporation's divestitures under a Consent Agreement with the Competition Bureau and an acquisition of a target company in a sensitive foreign investment sector. Beth has been teaching the M&A corporate/securities law course at the University of Calgary, Faculty of Law, since 2017.

TINGLEY, Charles

Davies Ward Phillips & Vineberg LLP,
Toronto
416.367.6963
ctingley@dwvp.com

Featured in Competition/Antitrust (Nation-wide – Canada)

Practice Areas: Charles advises domestic and international clients on Canadian competition and foreign investment review law, including mergers, joint ventures, abuse of dominance, cartel investigations, misleading advertising and general compliance matters. He has significant expertise in securing competition and foreign investment approvals for complex M&A transactions. Charles also assists clients in major competition litigation and in negotiating resolutions with the Competition Bureau. Before rejoining Davies in 2012, he was Deputy General Counsel of the New Zealand Commerce Commission, managing the Commission's major litigation portfolio and acting as counsel in a variety of complex competition proceedings. An active member in the Canadian Bar Association, Charles currently serves as past chair of the Competition Law Section's Podcast Committee and was responsible for launching the Counterfactual Podcast in 2022, which he also hosts. Charles has previously served as chair of the Competition Law Section's Podcast Committee, Mergers Committee, Reviewable Matters/Unilateral Conduct Committee and Annual Competition Law Spring Conference. Charles is also involved in the Leadership of the American Bar Association's Section of Antitrust Law and currently serves as vice chair of the Unilateral Conduct Committee. Select Recognition: Chambers Global; GCR 100 Canada; The Canadian Legal Lexpert Directory; Best Lawyers in Canada; WWL: Competition

WAKIL, Omar K

Torys LLP, Toronto
+1 416 865 7635
owakil@torys.com

Featured in Competition/Antitrust (Nation-wide – Canada)

Practice Areas: Omar is co-chair of the firm's Competition and Foreign Investment Review Practice and advises international and domestic clients on all aspects of competition law and foreign investment matters. In his competition practice, Omar provides strategic advice to firms involved in mergers, cartel and abuse of dominance investigations under the Competition Act. In his foreign investment review practice, Omar advises clients on net benefit and national security reviews under the Investment Canada Act. He has represented numerous foreign investors, including state-owned enterprises, as well as domestic targets in acquisition transactions. Omar works with clients active in a wide range of business sectors, including automotive parts, agricultural products, chemicals, consumer products, energy, financial services, grocery retailing, manufacturing, media, metals and mining, pharmaceuticals, telecommunications and transportation.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Corporate/M&A

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Corporate/M&A

Corporate/M&A
Leading Firms
Band 1
Blake, Cassels & Graydon LLP
Davies Ward Phillips & Vineberg LLP
McCarthy Tétrault LLP
Osler, Hoskin & Harcourt LLP
Stikeman Elliott LLP
Torys LLP
Band 2
Bennett Jones LLP
Goodmans LLP
Band 3
Borden Ladner Gervais LLP
Fasken
Norton Rose Fulbright
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a premier national law firm with an excellent M&A platform and a strong track record of advising on major public and private transactions. The firm is a regular feature on international inbound and domestic merger deals, and is equally well placed to advise on public and private equity and debt offerings. The firm offers significant high-end as well as mid-market capabilities with expertise that cuts across sectors, including technology and financial services. The firm's recent deal sheet features a number of important transactions in the oil and gas, telecoms and media, agriculture and hospitality sectors. The team services clients from its offices across Canada's key financial centres, as well as providing additional support from New York and London, UK.

Strengths

"The team was consistently one step ahead, which greatly facilitated our negotiations and expedited the process. The Blake, Cassels & Graydon team's commercial awareness was a key success factor in our case."

"Blake, Cassels & Graydon's technical bench strength is excellent. We always feel we are in very capable hands in terms of technical excellence."

"The advice we receive from Blakes is very prac-

tical, taking into consideration the reality of our business needs rather than solely focusing on legal requirements and rules."

"Blake, Cassels & Graydon is one of my go-to firms in Canada. The lawyers always assemble a strong team and you have every confidence that you are getting top-notch legal and strategic advice."

Work highlights A Blakes team advised Royal Bank of Canada in connection with its CAD13.5 billion acquisition of HSBC Bank Canada.

Notable practitioners

Key contacts for the corporate group include David Kruse in Toronto, John-Paul Bogden in Vancouver, Jeff Bakker in Calgary and Philippe Bourassa in Montréal.

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg is a Toronto and Montréal-based law firm with significant international M&A capabilities. The team wins widespread recognition for its involvement in complex and high-value matters, with industry-specific expertise in the technology, telecommunications, mining, retail and real estate sectors. The team advises sophisticated clients on strategic transactions and often counsels investment banks on deals in the energy space, as well as representing various other multinational companies. The team stands out for its experience of hostile M&A and shareholder activism, and is well supported by the experience of complementary departments including tax and antitrust. The group is also involved in transactions related to the cannabis industry.

Strengths

"Davies are exceptionally dedicated. The team's effectiveness in complex and sophisticated matters is rooted in their willingness to listen to their client and understand the business objectives."

"The reason I like working with Davies is that the team is almost an extension of our company, the lawyers look at things from a business point of view."

Work highlights Davies continued to act for Shaw Communications on issues related to its CAD26 billion acquisition by Rogers Communications, most recently advising on an appeal before the Federal Court of Appeal brought by the Commissioner of Competition challenging the transaction.

Notable practitioners

Franziska Ruf in Montréal and Toronto-based Vincent Mercier are key contacts for the firm's M&A department.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault houses a highly regarded national corporate law practice offering a wide range of industry specialities. The firm is especially strong in real estate, private equity and energy and is also well equipped to cover major deals in the telecoms, financial services, tech and retail sectors. The team advises on large M&A transactions as well as debt and equity securities offerings, and can regularly be seen acting for private equity sponsors and portfolio companies, as well as major Canadian and international investment banks.

Strengths

"The team is very complete and competent. I feel confident and I know that my needs will be adequately and effectively taken care of."

"The lawyers at McCarthy Tétrault facilitate the transaction and work very well with the other side and their counsel. They are very responsive and meet difficult timelines. Finally, they are personable and genuinely a pleasure to deal with."

"McCarthy Tétrault are focused on the client's benefit and articulating the pros and cons of a structure or direction. They are able to articulate market standards and the risks of decisions very clearly."

"The team's depth is excellent. From paralegal to associate to partner, they are incredibly strong. The level of responsiveness and accessibility is excellent."

Work highlights McCarthy Tétrault represented Rio Tinto in its USD3.3 billion acquisition of the remaining 49% holding in Turquoise Hill Resources, securing a 66% direct interest in the Oyu Tolgoi underground mine in Mongolia.

Notable practitioners

Cameron Belsher, Jonathan See and Shea Small are key contacts for clients.

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt has an integrated practice with a strong pedigree in major M&A deals. The firm has offices in key financial centres across Canada and is well placed to feature strongly on market-leading transactions. The team's impressive deal sheet

comprises significant power, mining and oil and gas matters, as well as real estate and financial services sector transactions. The group is highly regarded for its technology and emerging company work, with a strong reputation for work on venture capital mandates. The team is also cited for its representation of large private equity sponsors and Canadian issuers in high-profile public offerings. The team can frequently be found representing Canadian clients with significant international operations as well as inbound deal flows.

Strengths

"The team has a deep understanding of the market; some of our deals are quite complex and the team is excellent. The firm has the ability to draw from its national resources to provide integrated services. We ask very complex questions and they can tie it all together."

"As one of the top full-service law firms in Canada, Osler is able to provide outstanding depth and breadth across virtually all legal disciplines."

"Osler are able to provide advice for all our questions, regardless of the complexity."

"Advice given to us by Osler always has solid commercial foundations, balancing the letter of the law with the realities of the situation at hand."

Work highlights Osler acted for CDPQ on the USD1.9 billion sale of Barrette Outdoor Living to CRH.

Notable practitioners

Corporate department chair Michael Innes is a key contact for clients.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is a go-to Canadian law firm for sophisticated securities, M&A and corporate finance matters, advising on high-profile deals from a nationwide base. The team advises on both inbound and outbound transactions, with a particularly high profile for its representation of foreign investors. The team's industry expertise encompasses mining, oil and gas, telecoms, tech and real estate, with further experience in retail and hospitality sector transactions. The firm stands out for its experience of both debt and equity capital markets and securities expertise. The group offers a strong bench in private equity, advising on domestic and cross-border buyouts, recapitalisations and financings across industries.

Strengths

"Stikeman Elliott is one of the pre-eminent firms for M&A, it has strong bench strength and dedicated lawyers delivering quality work. They understand our business extremely well and that adds a lot of value in helping to navigate the risks of cases."

"The lawyers at Stikeman Elliott have extremely strong proficiency in M&A no matter how complex or sophisticated."

"Stikeman Elliott is extremely responsive and willing to jump in and help. There is a level of commitment that generates loyalty and appreciation on our part."

"They possess an exceptional ability to distil complex matters into clear and actionable solutions."

Work highlights Stikeman Elliott advised Teck Resources in the CAD1 billion sale of its 21.3% interest in the Fort Hills oil sands project and associated downstream assets to Suncor Energy.

Notable practitioners

Key contacts include Kevin Smyth and Kim Le in Toronto, Warren Silversmith and David Massé in Montréal, Keith Chatwin in Calgary and Michael Urbani in Vancouver.

Torys LLP

What the team is known for Torys is an eminent Toronto-headquartered law firm with a strong and growing presence in Calgary. The team regularly features on high-profile domestic deals as well as global transactions, and is highly regarded for its representation of major pension funds, financial institutions and resources companies. The firm's outstanding M&A expertise is coupled with a robust private equity offering and experience of company reorganisation and advisory work; industry expertise cuts across sectors including technology, electricity, oil and gas, and transportation. Clients benefit from the support of the firm's legal services centre in Halifax as well as its New York office providing US law expertise.

Strengths

"The lawyers at Torys are extremely client-focused and make you feel you are the only client they have to deal with at any particular time, which of course is not the case."

"The Torys team have proven to be highly capable of managing very complicated transaction structures. Their advice and support is practical and very much aligned with business objectives and priorities."

Work highlights Torys continued to advised the Rogers Control Trust in connection with its CAD26 billion proposed acquisition of Shaw Communications.

Notable practitioners

John Emanoilidis, Karrin Powys-Lybbe and Michael Amm serve as co-heads of the M&A practice and are key contacts for clients.

Band 2

Bennett Jones LLP

What the team is known for Bennett Jones houses a growing practice that is well known for its energy transactional practice, with a strong footprint in the mining and oil and gas industries. The team also offers advice in other sectors including senior care, technology and industrial products, acting on both high-end and mid-market matters. The firm's experience encompasses M&A, corporate finance and private equity. The core of the team is spread across Toronto and Calgary, with additional partners in Vancouver. Bennett Jones completed its merger with distinguished Vancouver firm McCullough O'Connor Irwin LLP in June 2018, boosting its presence in BC.

Strengths

"The lawyers at Bennett Jones are very practical and very commercial in how they approach the issues we face."

"Our primary need is timeliness of service. To that end, Bennett Jones have been excellent."

"Any time a legal question comes up, or there is a form that needs review, the firm has been extremely responsive. They are open in their communications, helping us to understand the implications of any documents we sign. The work is also done very effi-

ciently."

Work highlights Bennett Jones acted for for Decarbonization Plus Acquisition Corporation, a special purpose acquisition company sponsored by Riverstone Holdings, in its CAD1.39 billion combination with Hammerhead Resources.

Notable practitioners

Lisa Misetich Dann in Toronto, Brent Kraus in Calgary and Jonathan McCullough in Vancouver co-chair the firm's corporate department.

Goodmans LLP

What the team is known for Goodmans is a well-established Toronto firm that punches above its weight for big-ticket M&A in Canada, regularly advising on transactions in the mining, energy, technology and cannabis sectors. The team occupies a material position in the REITs space, as well as offering additional industry sector expertise in areas such as healthcare, media and telecoms. The team stands out for its experience of both public offerings and going-private transactions, as well as SPAC work. The group also advises on corporate governance and shareholder activism in addition to private equity matters.

Strengths

"The team at Goodmans has excellent cross-functional knowledge and ability to bring in reference partners from within the firm for areas of specialisation."

Work highlights Goodmans continued to advise Rogers Communications on issues related to its acquisition of Shaw Communications for CAD26 billion.

Notable practitioners

Robert Vaux and Michelle Vigod are key contacts for clients.

Band 3

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais enjoys a sterling reputation for the strength of its corporate law practice, with clients benefiting from an expert bench of transactional specialists with a strong track record in domestic and cross-border M&A. The firm demonstrates significant expertise in the energy and natural resource sector, alongside additional skills in agribusiness, life sciences and technology matters.

Strengths

"BLG has a strong bench across the board, and the team members are commercially minded, creative, easy to work with and efficient. They are excellent lawyers with deep experience in cross-border transactions."

"I have yet to encounter a situation that they were unable to readily advise us on. Their ability to provide immediate answers without the need for follow-up makes the process extremely effective."

Work highlights BLG advised Pan American Silver on its joint USD4.8 billion acquisition, alongside Agnico Eagle Mines, of Yamana Gold.

Notable practitioners

Prema Thiele, Subrata Bhattacharjee and Kent Kufeldt are key contacts.

Fasken

What the team is known for Fasken is a national law firm that demonstrates solid expertise in M&A, with a strong mining practice across its offices in Canada and globally. The corporate/commercial team also advises on transactions outside the resources space, including insurance, tech, healthcare and pharma. The team handles both public and private deals, including private equity investments, capital reorganisations, share arrangement agreements and privatisation deals. The group also offers experience of proxy contests and contested M&A and is recognised for its involvement in significant cross-border transactions in the energy and mining sectors.

Strengths

"Fasken has consistently provided unwavering support on all structures and matters, regardless of complexity or workload. The lawyers have a deep understanding of intricate issues, drawing on their vast expertise to provide invaluable guidance. Fasken's willingness to leverage the knowledge and insights of its subject matter experts sets the firm apart."

"The lawyers at Fasken are very knowledgeable, good to work with and very efficient, even with complex matters."

"The team at Fasken are knowledgeable, profes-

sional, innovative, attentive and extremely competent."

"Fasken always maintains a deep bench of lawyers who are up to date on our files so that, when we have something develop, they can react very quickly regardless of the other files on their desk."

Work highlights Fasken advised Gold Fields on its proposed USD6.7 billion acquisition of Yamana Gold via a plan of arrangement.

Notable practitioners

Sean Stevens in Toronto and Sarah Gingrich in Calgary are key contacts.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is an international law firm with a successful Canadian platform and substantial cross-border capabilities. The team is highly regarded for its acquisition financing and proxy battle expertise, with additional experience advising on debt and equity securities and recapitalisation transactions. The group offers asset financing expertise as well as advising on project and infrastructure finance. The group maintains a strong practice emphasis on energy, natural resources and transportation. The team is also active on transactions in emerging sectors, including tech and fintech, life sciences and cannabis production.

Strengths

"Norton Rose Fulbright possesses a worldwide network of strong legal talent. Service levels and responsiveness are top-tier. There has never been a need to follow up on a matter since the lawyers have always gotten back to me promptly with any question or request that I have addressed to them."

"The lawyers at Norton Rose Fulbright are savvy pragmatists, which is why we like them."

"Regardless of what we needed, the team at Norton Rose Fulbright either had strong experience with the matter or could bring in another expert from within the firm to assist."

"They look to understand my particular concerns and commercial objectives, and they provide practical, timely and solution-oriented advice on that basis."

Work highlights Norton Rose advised Yamana Gold on terminating a proposed plan of arrangement with Gold Fields and subsequently approving a proposed acquisition by Agnico Eagle Mines and Pan American Silver.

Notable practitioners

Mathieu Deschamps in Montreal and Troy Ungerman in Toronto are key contacts for clients.

Corporate/Commercial British Columbia

Band 1 Corporate/Commercial: The Elite**Blake, Cassels & Graydon LLP**

What the team is known for Blake, Cassels & Graydon is a top law firm in Vancouver for commercial and M&A matters, handling a wide range of both public and private transactions. The team is frequently involved in technology-based deals, as well as advising on healthcare, mining and financial services transactions. It also offers additional expertise to clients operating in the cannabis sector. The group has a strong track record of advising on private equity and venture financing work, as well as matters of corporate governance. It stands out for its experience of multiparty and multi-jurisdictional mandates.

Strengths

"We have always been very satisfied with the timeliness and depth of analysis of the work performed by Blakes."

"The advice we receive from Blakes is very practical, taking into consideration the reality of our business needs rather than solely focusing on legal requirements and rules."

Work highlights Blakes advised Great Bear Resources regarding its CAD1.8 billion acquisition by Kinross Gold.

Notable practitioners

John-Paul Bogden often assists clients in the technology space with domestic and cross-border M&A transactions. He displays additional strength in private equity and venture capital matters, and co-heads the firm's private equity group from Vancouver. **Strengths:** *"I have tremendous respect for him; he is a great lawyer who is sound in his judgement."* *"He is highly regarded in the private M&A market."* Based in Vancouver, **Bob Wooder** has a strong reputation for mergers and acquisitions, as well as capital markets transactions. He is especially well known for his work representing clients in the mining sector. **Strengths:** *"He's been very dominant in the market for several years, particularly on the public side."* *"Bob is one of the most seasoned people in the mining space in Canada."*

Arash Amouzgar has a growing reputation in British Columbia for his work on a variety of private equity and M&A transactions. **Strengths:** *"He is highly competent and responsive to our needs."*

"He's an excellent communicator who gives fast, commercial advice." *"He is adept at complicated M&A transactions and cross-border work."* **Joan Chambers** represents clients in a range of transactions, including M&A deals and joint ventures, as well as advising on regulatory matters. Based in Vancouver, her expertise cuts across sectors including technology, aquaculture and cannabis.

Strengths: *"Joan has been an exceptional and invaluable support to us for a long time. We are very, very happy with her performance and the work she has done for us."* Vancouver-based **Troy Lehman** has notable experience advising clients on M&A and other commercial transactions in the technology space. **Strengths:** *"Troy is always thinking about practical, commercial solutions."*

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is a national law firm with a deep-seated presence in Vancouver and significant bench strength. It offers experience of both M&A and capital markets transactions across various industries including tech, consumer retail, energy, financial

Corporate/Commercial
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
Gropper Mitchell H. <i>Farris LLP</i>
Smith John <i>Lawson Lundell LLP</i>
Eminent Practitioners
Belsher Cameron <i>McCarthy Tétrault LLP</i>
Leading Individuals
Band 1
Allard David <i>Lawson Lundell LLP</i>
Bogden John-Paul <i>Blake, Cassels & Graydon LLP</i>
McCullough Jonathan <i>Bennett Jones LLP</i>
Newby Bradley A. <i>Osler, Hoskin & Harcourt LLP</i>
Band 2
Gauthier Christian <i>Bennett Jones LLP</i>
Milelli Sven <i>McCarthy Tétrault LLP</i>
Pletcher Fred <i>Borden Ladner Gervais LLP</i>
Band 3
Horn Blair <i>Fasken</i>
Jawanda Pavan <i>McCarthy Tétrault LLP</i>
Mahood Robin <i>McCarthy Tétrault LLP</i>
Martindale Graeme <i>Borden Ladner Gervais LLP</i>
Scott Trevor <i>Osler, Hoskin & Harcourt LLP</i>
Steiner Daniel <i>Norton Rose Fulbright*</i>
Urbani Michael <i>Stikeman Elliott LLP</i>
Wooder Bob J. <i>Blake, Cassels & Graydon LLP</i>
Band 4
Amouzgar Arash <i>Blake, Cassels & Graydon LLP</i>
Archer Jennifer A. <i>Borden Ladner Gervais LLP</i>
Bachynski Jared <i>Stikeman Elliott LLP</i>
Bacic Mia <i>Bennett Jones LLP</i>
Bharmal Ally <i>Fasken</i>
Chambers Gordon <i>Cassels Brock & Blackwell LLP</i>
Chambers Joan <i>Blake, Cassels & Graydon LLP</i>
Daniels Nathan <i>Mogan Daniels Slager LLP</i>
Finlay Debra <i>McCarthy Tétrault LLP</i>
Grove Janet <i>Norton Rose Fulbright*</i>
Honeyman Jennifer <i>Stikeman Elliott LLP</i>
Koffman Ted <i>McCarthy Tétrault LLP</i>
Lehman Troy <i>Blake, Cassels & Graydon LLP</i>
Mant Iain <i>Fasken</i>
McFetridge William J <i>Norton Rose Fulbright*</i>
Up-and-coming individuals
Conlin Jon <i>Fasken*</i>
Gerchikov Victor <i>Stikeman Elliott LLP</i>
Hennigar Andrew <i>Borden Ladner Gervais LLP</i>
Lim Kwang <i>Bennett Jones LLP</i>
McDonald Charlie <i>Stikeman Elliott LLP</i>
Misri Nathaniel S <i>Norton Rose Fulbright*</i>
Silva Denis <i>DLA Piper (Canada) LLP</i>
* Indicates individual with profile.
Alphabetical order within each band. Band 1 is highest.

services, life sciences, power and infrastructure. The group demonstrates strengths in the mid-market as well as in relation to private equity and venture capital work. Its expertise spans joint ventures, divestitures and partnerships. The team acts for major Vancouver-based and Western Canadian clients, as well as national and international clients with operations in BC.

Strengths

"There is a wide breadth of knowledge and resources within the firm, which means they're always able to offer a good perspective of situations and provide sound advice and opinions."

"The team's depth is excellent. From paralegal to associate to partner, they are incredibly strong. The

Corporate/Commercial: The Elite
Leading Firms
Band 1
Blake, Cassels & Graydon LLP
McCarthy Tétrault LLP
Band 2
Borden Ladner Gervais LLP
Fasken
Lawson Lundell LLP
Stikeman Elliott LLP
Band 3
Bennett Jones LLP
Farris LLP
Band 4
Norton Rose Fulbright
Osler, Hoskin & Harcourt LLP

level of responsiveness and accessibility is excellent."

Work highlights McCarthy Tétrault advised Ritchie Bros. on its USD7.3 billion acquisition of IAA.

Notable practitioners

Co-head of the firm's M&A group **Cameron Belsher KC** is a well-established corporate lawyer. He has notable experience advising clients on high-value M&A transactions and splits his time between Toronto and Vancouver. **Strengths:** "He is unquestionably someone that is highly regarded and is a very talented individual." **Sven Milelli** is well versed in handling M&A transactions in the energy, mining and construction spaces, among others. He currently serves as the firm's managing partner for the BC region. **Strengths:** "He has a great client list and is a really thoughtful lawyer who is very good at what he does." "Sven has a great balance in his negotiating style. I always want to see Sven across the table, because he gets the deal done." Vancouver-based **Pavan Jawanda** is an experienced lawyer who advises on both domestic and cross-border M&A, as well as venture capital transactions. **Strengths:** "Pavan 'gets' our business; I have the utmost confidence in him and the advice he provides." Vancouver partner **Robin Mahood** has a wealth of experience advising clients on complex M&A and financing transactions. **Strengths:** "Robin is a very smart lawyer. He's very hard-working and has a bright future ahead of him." **Debra Finlay** is a well-respected corporate lawyer based in McCarthy Tétrault's Vancouver office. She frequently assists private equity firms and large-scale corporates with high-value transactional matters. **Strengths:** "She is extremely client-centric; Debra always makes herself available. We really appreciate the service level we get from Debra and her responsiveness when we reach out." Vancouver-based **Ted Koffman** advises on M&A, venture capital and corporate reorganisations, among other matters. His clients include technology companies and private equity funds. **Strengths:** "He has always been highly regarded."

Corporate/Commercial: Highly Regarded
Leading Firms
Band 1
DLA Piper (Canada) LLP
Band 2
Cassels Brock & Blackwell LLP
Gowling WLG (Canada) LLP
Band 3
Boughton Law Corporation
Mogan Daniels Slager LLP
Sangra Moller LLP

Band 2 Corporate/Commercial: The Elite

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais (BLG) operates a national M&A practice and has a significant Vancouver presence. The team is noted for its involvement in both domestic and cross-border mining and securities transactions, and also handles M&A and commercial work in other sectors too, including in technology, oil and gas and real estate. It offers further expertise in transportation matters and infrastructure projects, leveraging a strong national practice in these areas. The group acts for both public and private companies on financings, joint ventures and matters of corporate governance.

Strengths

"I have yet to encounter a situation that they were unable to readily advise us on. Their ability to provide immediate answers without the need for follow-up makes the process extremely effective."

"They are highly efficient and understand the market. They do a good job negotiating on behalf of their clients to determine the best approach."

Work highlights BLG represented Pan American Silver in its joint acquisition of Yamana Gold alongside Agnico Eagle Mines.

Notable practitioners

Vancouver-based **Fred Pletcher** is noted for his experienced handling of M&A transactions and matters of corporate governance, acting particularly for clients in the mining sector. **Strengths:** "Fred is one of the smartest lawyers you will ever meet and has one of the most wide-ranging practices." **Graeme Martindale** is a Vancouver-based lawyer with a strong reputation for handling national and cross-border M&A transactions, and capital markets work. He regularly assists clients operating in the mining, technology and retail sectors. **Strengths:** "He is highly seasoned and experienced. I have complete confidence in him." "He is well regarded by the banking community." **Jennifer Archer** is a proficient and versatile lawyer who has successfully advised clients on a range of significant matters. Her expertise covers commercial contracts and corporate governance, as well as overseeing mid-market strategic acquisitions. **Andrew Hennigar** is based in BLG's Vancouver office and has a fast-developing reputation for taking on complex corporate mandates. He frequently supports clients on M&A transactions across a variety of sectors. **Strengths:** "He knows what the market is, and he does a really good job of educating the client about what is possible."

Fasken

What the team is known for Fasken is noted for its involvement in technology transactions in BC, as well as advising on matters across a variety of other industries including insurance, natural resources and life sciences. The corporate and commercial group handles a range of purchase and sale transactions, offering additional experience of joint venture agreements and group reorganisations.

Strengths

"They are able to provide a personal and specialised approach."

"Fasken always maintains a deep bench of lawyers who are up to date on our files so that, when we have something develop, they can react very quickly regardless of the other files on their desk."

Work highlights Fasken advised Rogers Communications on its acquisition of Shaw Communications.

Notable practitioners

Vancouver-based counsel **Blair Horn** regularly assists clients in the technology space with M&A and finance deals as well as corporate governance matters. **Ally Bharmal** demonstrates notable strengths in the M&A arena in Vancouver, predominantly representing private companies in sectors such as tech and agribusiness. **Strengths:** *"Ally is a very quick thinker, and throughout the process he has been very diligent."* *"He does a lot on the tech side of things and is a strong lawyer."* **Iain Mant** is an experienced corporate lawyer in Fasken's Vancouver office who frequently advises clients on securities and M&A transactions. He is best known for handling deals occurring in the tech sector. **Strengths:** *"Iain has an exceptional ability to effectively resolve and negotiate complex matters."* **Jon Conlin** (see p.106) is an up-and-coming lawyer with particular strengths in transactional matters. His work of late has included notable private equity mandates. **Strengths:** *"Jonathan is very focused on his clients and on getting the deal through."* *"Jon's strengths include his responsiveness, subject knowledge, availability and positive attitude."*

Lawson Lundell LLP

What the team is known for Lawson Lundell is a well-known Western Canadian law firm that is widely viewed as a significant competitor on major transactions in BC. The Vancouver team represents a host of major players, ranging from provincial public sector organisations to private equity funds and international corporations. It frequently advises on acquisitions and disposals, as well as fund formation, debt financing and a variety of other commercial law matters. It is highly regarded for its resources-side practice, with expertise in both mining and forestry, as well as its additional experience acting for clients in industries such as manufacturing. In addition to its Vancouver hub, the firm has a growing office in Kelowna, which is noted for its principal focus on the technology sector.

Strengths

"They give great advice and options to drive us to a quick resolution, and they regularly make recommendations that expedite matters."

"They have an impressive ability to focus on the key

issues at hand, but also have a good grasp of the technical side, so they know how best to execute on key principles. We have a lot of confidence in their ability to lead purchase agreement processes."

Work highlights Lawson Lundell represented Canfor Corporation in a range of commercial, regulatory and corporate governance matters, including its sale of the NOS Electricity Substation (located in Prince George, British Columbia) to Pacific Energy Prince George.

Notable practitioners

Esteemed lawyer **John Smith** has longstanding experience advising on corporate and M&A transactions in British Columbia. **Strengths:** *"John brings a wealth of experience and knowledge. He has a good grasp of legal principles and he is a person who knows his way around a transaction."* Vancouver-based **David Allard** is a top-ranked, seasoned lawyer in the transactional space, regularly assisting clients with M&A and corporate governance matters. **Strengths:** *"David Allard is exceptional, displaying a willingness to provide personal, hands-on service. He is highly responsive and invested in building long-term relationships."* *"David is a market-leading transactional lawyer who can be trusted with the most sophisticated transactions."* *"We have a high level of trust in David. He listens well and provides advice based on the facts."* *"David is a great lawyer to work with. He's extremely professional, always available, and always ready to offer very good advice."*

Stikeman Elliott LLP

What the team is known for Stikeman Elliott in Vancouver benefits from the firm-wide support of offices across Canada when advising on public and private M&A, capital markets and private equity transactions, including LBOs. It occupies a key place in the mid-market arena in British Columbia. The firm is also notable for advising on cross-border matters, including in relation to inbound Asian investment. The team has impressive corporate finance experience, and continues to enjoy a strong profile in mining and real estate. Beyond these areas the firm is increasingly active on transactions within Canada's burgeoning cannabis and technology sectors.

Strengths

"We rely on their breadth and depth of expertise. I can always count on them to have an expert available in any specific field."

"They possess an exceptional ability to distil complex matters into clear and actionable solutions."

Work highlights Stikeman Elliott represented Yellow Point Equity Partners regarding its investments in Phillips Brewing Company and its affiliate Sparkmouth Drinks.

Notable practitioners

Michael Urbani leads Stikeman's Vancouver corporate group and is well noted for his experienced handling of corporate finance and securities matters in British Columbia. Recent mandates have seen him act for clients in the cannabis sector as well as in the video game industry. **Jared Bachynski** is noted for his wide-ranging transactional capabilities, spanning M&A, securities and private equity work. He is a key name among the younger generation of partners in Western Canada. Vancouver-based corporate and securi-

ties partner **Jennifer Honeyman** regularly advises clients on joint ventures and M&A transactions. She has notable strengths relating to real estate transactions. **Victor Gerchikov** was promoted to partner in 2023, having previously been ranked as an associate to watch. He handles numerous key transactions for the firm, with additional experience counselling a varied client base on day-to-day corporate governance matters. **Charlie McDonald** is a recent partner promotion who has a wealth of experience assisting with private equity investments as well as fund formation. **Strengths:** *"Charlie McDonald is a fantastic lawyer who is personable, commercial and very technically proficient."* *"Charlie is always a pleasure to work with; he's responsive and practical-minded."*

Band 3 Corporate/Commercial: The Elite

Bennett Jones LLP

What the team is known for Bennett Jones has a commendable Vancouver team that demonstrates strong transactional capabilities and is active on both domestic and cross-border mandates. The firm is frequently sought after to advise on investment funds, private equity and venture capital transactions. It also maintains a strong focus on public company work, including M&A, as well as securities law matters. Its sector expertise covers healthcare, education, mining and technology.

Strengths

"Any time a legal question comes up, or there is a form that needs review, the firm has been extremely responsive. They are open in their communications, helping us to understand the implications of any documents we sign. The work is also done very efficiently."

"They are reliable and excellent communicators who always make us feel they are prioritising our requests. We always receive top-quality work and the performance level is appropriate for the costs."

Work highlights Bennett Jones acted for Wellfield Technologies on its CAD50 million acquisition of New Bit Ventures.

Notable practitioners

Regional co-head of the firm's corporate group, **Jonathan McCullough** commands an excellent reputation in the market, which is derived from his handling of both M&A transactions and securities work. Based in Vancouver, he displays additional strength in the investment funds space. **Strengths:** *"He is motivated by the client's needs and always puts the client first. He is incredibly experienced and can bring that experience into any transaction."* *"Jon is easily one of BC's most talented negotiators. His super-strength is in defusing tense situations and helping people find a common way forward."* *"He is an exceptionally good lawyer."* **Christian Gauthier** is a highly experienced corporate lawyer with capabilities in both domestic and international M&A transactions. He co-heads the M&A practice at Bennett Jones, splitting his time between Vancouver and Toronto. **Strengths:** *"Christian is an empathetic leader who demonstrates strong emotional intelligence, which is helpful in negotiations, and in arriving at optimal solutions."* **Mia Bacic** maintains a broad-based corporate law practice in Vancouver cov-

ering M&A, securities and private equity matters. She is also particularly noteworthy for her experience relating to investment fund formation.

Strengths: *“Her responsiveness and the way she has of explaining things puts us at ease. Anytime an issue has come up where I’ve needed her counsel, she has always been there.” Kwang Lim* is a promising younger partner who has a strong track record of handling significant acquisition transactions. He receives impressive recommendations from sources. **Strengths:** *“Kwang is an incredibly responsive and practical lawyer with an exceptional dedication to client service. He is attentive to detail, thorough in his analysis, very positive in his disposition and always a pleasure to deal with.”*

Farris LLP

What the team is known for Farris is a well-established regional law firm that is highlighted for its regular involvement in transactions of note in BC. The corporate and commercial group often advises on transactions involving First Nations; its other areas of expertise include capital markets, private equity and corporate finance work. The firm’s industry expertise covers mining, energy and transportation. It also stands out for its representation of government entities and other major provincially headquartered clients. The group is well versed in handling cross-border transactions and has offices in Vancouver, Victoria and Kelowna.

Strengths

“Farris has represented our company for a number of years and consistently delivers in line with our timetables and cost expectations. They stay on course and are very good at drawing out and focusing on critical issues.”

“They are careful to deploy the right level of talent to every element of every mandate.”

Work highlights Farris assisted Whitelaw Twining Law Corporation with the sale of its business and creation of a new BC operating partnership alongside a subsidiary of UK-headquartered law firm DWF.

Notable practitioners

Vancouver-based **Mitchell Gropper KC** is a seasoned lawyer with a longstanding practice that encompasses strengths in M&A, securities and corporate finance transactions. **Strengths:** *“Mitch is a very bright lawyer. If you have the kind of problem where you need years of experience, he would certainly fit your requirements.”*

Band 4 Corporate/Commercial: The Elite

Norton Rose Fulbright

What the team is known for International law firm Norton Rose Fulbright maintains a solid Vancouver office, where the corporate team is noted for its robust private company deal sheet. It also demonstrates considerable expertise in assisting public corporations. The BC group regularly advises on M&A mandates and offers notable experience in the technology space. Its expertise also cuts across sectors such as transportation, energy and infrastructure. The team offers additional experience in emerging industries such as fintech and cannabis. Through its global platform,

it is well placed to advise international clients on their investments in British Columbia.

Strengths

“They have an incredibly deep pool of lawyers to draw from, of every seniority. They also have well-staffed specialist teams that can be brought in seamlessly and always deliver a reliably consistent work product.”

“The team are very knowledgeable, experienced and pragmatic. I have high confidence in their ability to handle complex and sophisticated matters.”

“They look to understand my particular concerns and commercial objectives, and they provide practical, timely and solution-oriented advice on that basis.”

Work highlights Norton Rose Fulbright advised DHL Network Operations (USA) on a long-term strategic agreement with, and the related purchase of a stake in, Cargojet.

Notable practitioners

Vancouver M&A head **Daniel Steiner** (see p.109) centres his practice on M&A transactions in the technology and infrastructure spaces. He has a wealth of experience in public company work and is also very well versed in private equity.

Strengths: *“He has a very commercial mind set: he knows the M&A space well and the players in this market, so negotiations go very smoothly. We feel very confident when he is fighting for us – he makes sure we get the best terms.” Daniel is a top lawyer. He is very seasoned, pragmatic, relationship-oriented, and a pleasure to work with.” Dan is a strong transactional attorney with a good practical sense of what’s worth fighting for.” Janet Grove KC* (see p.106) is especially noted for her healthcare and life sciences practice, having previously held a senior in-house position with biotech company QLT. She is regularly called upon to assist with transactions in a wide variety of other sectors as well.

Strengths: *“Janet Grove’s prior in-house experience means that she is incredibly attuned to the operational issues a company needs to consider in an M&A transaction.” She is smart, and she is protective of our interests in negotiations.” William McFetridge* (see p.107) is a senior lawyer who is experienced in assisting clients with a variety of transactions. He is based in Vancouver.

Nathaniel Misri (see p.107) is an increasingly notable name in the Vancouver market. He is typically active on acquisitions, with experience handling First Nations and healthcare transactions, among other matters. **Strengths:** *“Nate is an excellent lawyer delivering highly knowledgeable, practical and efficient professional services.” He’s a top-flight counsel who is always diligent, responsive and focused on practical solutions.” He is smart, strategic and incredibly committed to helping his clients achieve successful results.” Nate is a great partner to have on our team and we very much appreciate his expertise and experience.”*

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt’s Vancouver-based corporate department was recently bolstered by the high-profile lateral hire of Brad Newby. The growing team is well regarded for its handling of provincial, national and international mandates. It assists with M&A transactions as well as financing instructions,

representing companies from diverse industry sectors, including technology, government institutions and mining, as well as demonstrating significant activity on First Nations deals. The group also acts for investors and high-growth companies in investment rounds.

Strengths

“Advice given to us by Osler always has solid commercial foundations, balancing the letter of the law with the realities of the situation at hand.”

“They have an extensive bench of subject matter experts in various areas, enabling them to bring in the right person for every situation.”

Work highlights Osler advised TerraFarma on its approximately CAD68 million acquisition by Aurora Cannabis.

Notable practitioners

Bradley Newby is one of the most highly regarded business lawyers in Vancouver. He is widely acclaimed for his experience in both M&A and financing transactions. He joined Osler in February 2023 after leaving Farris LLP. **Strengths:**

“He is a fantastic guy and a real gentleman on transactions. He is a deal-maker and focuses on the right things.” Trevor Scott is noted for his considerable experience representing public and private companies in M&A and debt financing transactions. He represents a range of clients, including First Nations organisations as well as companies in Canada’s cannabis sector. **Strengths:** *“He is pragmatic and practical.”*

Band 1 Corporate/Commercial: Highly Regarded

DLA Piper (Canada) LLP

What the team is known for International law firm DLA Piper maintains a longstanding and very noteworthy Vancouver office. The corporate department is highly regarded for its handling of transactions in the technology, forestry and natural resources sectors, and handles both domestic and cross-border work. It acts for both public and private sector business clients.

Strengths

“They have expertise in technology and are also very strong in outsourcing. I am impressed with their knowledge and their deep associate bench.”

Work highlights DLA Piper represented Canfor in its CAD420 million acquisition of a business division of Millar Western Forest Products.

Notable practitioners

Up-and-coming lawyer **Denis Silva** has considerable experience advising mining and natural resources clients, including royalty and streaming companies. His work covers M&A as well as securities listings and financing matters. **Strengths:** *“He has extensive experience in handling credit facilities and possesses comprehensive knowledge of the intricacies of the trade. He is timely, responsive and practical.”*

**Band 2 Corporate/Commercial:
Highly Regarded****Cassels Brock & Blackwell LLP**

What the team is known for Cassels Brock & Blackwell has a notable corporate practice which is especially known for its deep expertise in the mining sector, as well as its regular handling of a diverse spread of work for clients in other industries as diverse as fintech and agriculture. The team has a strong track record of representing buyers, sellers and underwriters, with the corporate group well supported by teams focusing on employment, tax and real estate.

Strengths

"If someone approached me with a need for mining-related legal services, I would certainly recommend Cassels Brock & Blackwell."

Work highlights Cassels advised WonderFi Technologies on a series of acquisitions in the crypto space.

Notable practitioners

Gordon Chambers is a respected figure who is well known for his many years of experience handling M&A transactions in Canada's mining sector. In addition to advising on acquisitions and disposals, he is also well versed in securities issuances. **Strengths:** *"He's easily one of the most distinguished lawyers in the public company space in Vancouver."*

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG is well known for handling corporate and commercial work in the mid-market space in British Columbia. The firm's Vancouver team regularly advises on transactions in the mining, resources and infrastructure sectors, as well as offering related tax advice. It also advises on capital markets deals and often handles cross-border mandates. Clients

benefit from the firm's wide-reaching network, comprising offices across Canada as well as overseas.

Strengths

"Every task and challenge was met with a comprehensive list of solutions and actionable items, accompanied by consistent follow-up and clear communication."

Work highlights A Gowling team advised GFL International on a joint venture with Arena Minerals, completed within the context of Arena's restructuring of its operations in preparation for its acquisition by Lithium Americas.

Notable practitioners

Linda Hogg is a key contact person.

**Band 3 Corporate/Commercial:
Highly Regarded****Boughton Law Corporation**

What the team is known for Boughton Law Corporation is a noteworthy mid-market law firm that is well established in Vancouver. The team offers extensive experience advising on M&A, as well as company formation, joint ventures and strategic partnerships. It is frequently active on behalf of mining and energy companies.

Strengths

"Boughton is a highly competitive and recommendable law firm to work with. Everything they do is two steps ahead of the client's needs."

Work highlights Boughton Law Corporation acted for San Cristobal Mining on the acquisition of Minera San Cristóbal, and related assets, from Sumitomo.

Notable practitioners

Luca Citton is president of Boughton Law and a key contact for enquiries.

Mogan Daniels Slager LLP

What the team is known for Mogan Daniels Slager (MDS) is a highly regarded boutique law firm with a substantial reputation in Vancouver. The firm advises clients on M&A, private equity and other transactions arising in a broad range of industries including manufacturing, technology and hospitality.

Strengths

"I expect clients to get a high service standard, and I know MDS are a reliable choice for that."

Notable practitioners

Nathan Daniels is a respected lawyer who has noteworthy experience assisting clients with corporate transactions across Western Canada. He focuses on transactions involving private companies, acting for sellers and investors.

Sangra Moller LLP

What the team is known for Sangra Moller is a compact Vancouver law firm offering extensive experience in M&A, securities and financings. It is regularly engaged by clients operating in the forestry and mining sectors, and is well accustomed to acting on files with a cross-border dimension.

Strengths

"Sangra are very good on securities and anything to do with public companies."

"They are extremely diligent, hard-working and accommodating. They are good value for the work we do."

Work highlights Sangra Moller represented Gold Royalty Corporation in its takeover bid for Elemental Royalties.

Notable practitioners

Harj Sangra and Rod Talaifar are key contacts.

Corporate/Commercial Alberta**Band 1 Corporate/Commercial: The Elite****Bennett Jones LLP**

What the team is known for Bennett Jones is a highly esteemed Calgary and Edmonton-based law firm which is at the forefront of the Alberta legal market. The team's deep bench of lawyers offers significant expertise in the oil and gas, technology, infrastructure and manufacturing industries. The Calgary group advises on a wide range of corporate and commercial matters including sophisticated cross-border M&A transactions, with noted strength in the private equity space. The team also provides guidance on high-value joint ventures, partnerships and capital markets deals.

Strengths

"The lawyers at Bennett Jones are strong in their

technical knowledge and very responsive. They are also attuned to the practical realities of our business."

"Bennett Jones are exceptional on anything I shoot at them and are always on point."

"Our primary need is timeliness of service. To that end, Bennett Jones have been excellent."

Work highlights Bennett Jones advised Nippon Steel Corporation on its proposed CAD1.15 billion investment in Elk Valley Resources.

Notable practitioners

Patrick Maguire is held in high regard for his deep expertise in joint ventures and high-profile M&A transactions, often within the energy sector. He currently serves as the firm's vice-chair and Calgary managing partner. **Strengths:** *"Patrick Maguire is a super lawyer who understands business practicalities and provides excellent advice in*

the context of the realities of our work." *"Patrick has a depth of knowledge of the industry and the players that is unparalleled."* *"Patrick is very engaging. His practicality and business acumen sets him apart from almost all other energy counsel."* Co-head of the firm's corporate group, **Brent Kraus** is well versed in advising clients on both domestic and cross-border capital markets and M&A transactions. He is based in Calgary. **Strengths:** *"Brent Kraus is extremely responsive and is an absolute machine in terms of the volume of work he gets through, which is always top quality. He has an attention to detail that is remarkable."* *"Brent is very gifted in his technical analysis and practical."* **William Osler** has extensive experience in mergers and acquisitions, joint ventures and capital markets mandates. He is highly active in the energy and infrastructure industries. **Strengths:** *"William*

Corporate/Commercial
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
Maslechko William <i>Burnet Duckworth & Palmer LLP*</i>
Nixon Christopher <i>Stikeman Elliott LLP</i>
Zawalsky Grant A. <i>Burnet Duckworth & Palmer LLP*</i>
Eminent Practitioners
Quesnel Alicia <i>Burnet Duckworth & Palmer LLP*</i>
Leading Individuals
Band 1
Maguire Patrick <i>Bennett Jones LLP</i>
Story Craig A. <i>Stikeman Elliott LLP</i>
Turner Frank <i>Osler, Hoskin & Harcourt LLP</i>
Band 2
Bentley Ross A. <i>Blake, Cassels & Graydon LLP</i>
Corbett Leland P. <i>Stikeman Elliott LLP</i>
Goldman Alyson <i>McCarthy Tétrault LLP</i>
Schneider Chad C. <i>Blake, Cassels & Graydon LLP</i>
Whyte Andrea <i>Osler, Hoskin & Harcourt LLP</i>
Band 3
Archer Marcus <i>Norton Rose Fulbright*</i>
Bakker Jeff <i>Blake, Cassels & Graydon LLP</i>
Chatwin Keith R. <i>Stikeman Elliott LLP</i>
Ferrara Justin <i>Norton Rose Fulbright*</i>
Jenkins William K. <i>Dentons Canada LLP</i>
Kraus Brent <i>Bennett Jones LLP</i>
Osler William S. <i>Bennett Jones LLP</i>
Paskaran Janan <i>Torys LLP*</i>
Samuel Catherine <i>McCarthy Tétrault LLP</i>
Stimpson Stephanie C. <i>Torys LLP*</i>
Band 4
Cameron Gordon <i>McCarthy Tétrault LLP</i>
Clarke Scott <i>Blake, Cassels & Graydon LLP</i>
Gill Sony <i>Stikeman Elliott LLP</i>
Gingrich Sarah <i>Fasken</i>
Hudy Benjamin S. P. <i>Stikeman Elliott LLP</i>
Jugnauth Neville <i>Torys LLP*</i>
Keohane Peter <i>Blake, Cassels & Graydon LLP</i>
Osler John <i>McCarthy Tétrault LLP</i>
Piasta John <i>Bennett Jones LLP</i>
Shea Dan <i>Dentons Canada LLP</i>
Sur Frank <i>Gowling WLG (Canada) LLP</i>
Up-and-coming individuals
Armstrong Kelsey <i>Osler, Hoskin & Harcourt LLP</i>
Baugh Jennifer <i>Torys LLP</i>
Brown Jessica <i>Cassels Brock & Blackwell LLP (ORL) ◇</i>
Jaffer Zafar <i>Gowling WLG (Canada) LLP</i>
Kary Olga <i>Blake, Cassels & Graydon LLP</i>
Lee Louise <i>Borden Ladner Gervais LLP</i>
Myers Jessica <i>Dentons Canada LLP</i>
Pedlow Michael <i>Torys LLP*</i>
Sherman Justin <i>Osler, Hoskin & Harcourt LLP</i>
Associates to watch
Mooney Joe <i>Norton Rose Fulbright*</i>
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Osler is very good and very capable.” **John Piasta** is noted for his experienced handling of M&A and securities transactions. Based in Calgary, he is co-head of the firm’s national capital markets practice.

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a prominent national firm with a market-leading presence in Alberta. The team

Corporate/Commercial: The Elite
Leading Firms
Band 1
Bennett Jones LLP
Blake, Cassels & Graydon LLP
Stikeman Elliott LLP
Band 2
McCarthy Tétrault LLP
Norton Rose Fulbright
Osler, Hoskin & Harcourt LLP
Torys LLP
Band 3
Burnet Duckworth & Palmer LLP
Dentons Canada LLP

has particularly strong experience in handling high-impact corporate finance and debt capital markets transactions where its impressive clientele ranges from companies in the oil and gas and renewable energy sectors to private equity, infrastructure and aviation companies. The Calgary-based group acts for domestic and international clients in both the public and private sectors on a range of consolidation transactions.

Strengths

“Blake, Cassels & Graydon’s technical bench strength is excellent. We always feel we are in very capable hands in terms of technical excellence.”

“Blake, Cassels & Graydon are prompt, to the point and always looking to be our partner, not just us being a client. This makes it an incredible partnership.”

“Blakes have a lot of depth, with a large and talented team.”

“Blakes’ quality and depth of work is truly exceptional. They have a very deep bench and a wide array of specialists.”

Work highlights Blake, Cassels & Graydon advised Suncor Energy on its CAD688 million acquisition of an additional 14.65% working interest in the Fort Hills Project from Teck Resources.

Notable practitioners

Ross Bentley is a well-regarded securities and M&A lawyer with impressive experience across the full spectrum of transactional matters in a range of industries. **Strengths:** “Ross Bentley couples sophisticated legal knowledge with a practical and supportive style that is very much appreciated.”

“We have a high level of confidence in Ross, his overall awareness of our industry, our needs, and the commercial realities within which we operate.”

“Ross knows his area extremely well and is able to translate complex legal issues into something understandable for the corporate client.” **Chad Schneider** co-heads the firm’s Calgary practice.

He has a wealth of experience advising clients on corporate reorganisations and M&A transactions. **Strengths:** “Chad is excellent, a brilliant lawyer.” **Jeff Bakker** is an experienced lawyer who advises clients on securities law issues and M&A transactions.

He currently co-leads the firm’s Calgary group. **Strengths:** “Jeff’s careful and comprehensive drafting and review of documents on a timely basis facilitated transactions proceeding quickly.” **Scott Clarke** advises on M&A and corporate governance mandates, typically acting on matters arising within the energy and manufacturing sectors. **Strengths:** “Scott Clarke is one of the most knowledgeable I have worked

Corporate/Commercial: Highly Regarded
Leading Firms
Band 1
Borden Ladner Gervais LLP
DLA Piper (Canada) LLP
Fasken
Gowling WLG (Canada) LLP
Band 2
DS Lawyers
McLeod Law LLP

with. He brings a level of calm in tense situations which is always appreciated when trying to close a deal.” **Peter Keohane** is a longstanding Calgary partner who assists clients with domestic and international corporate transactions. **Strengths:** “Peter Keohane is a very strong negotiator.” **Olga Kary** is highly active in the M&A space in Calgary, regularly advising on transactional domestic and cross-border mandates. **Strengths:** “We always enjoy working with Olga. She is clearly passionate about her work and supporting her clients, and her technical proficiency is excellent. She is extremely responsive, and quick to support our business whenever we need it.”

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is a national law firm that can regularly be seen advising on pipeline project negotiations, debt recapitalisation, and securities and capital markets matters in the oil and gas sector, as well as high-value, cross-border M&A deals and going-private transactions. The Calgary team acts for both issuers and underwriters; its client roster features foreign investors and private equity funds focused on the energy industry, as well as exploration and production services companies. The practice’s expertise covers the real estate, utilities, construction, infrastructure and agriculture industries.

Strengths

“I find Stikeman Elliott have the knowledge and expertise within their firm to handle any of the complex situations we are dealing with.”

“Stikeman Elliott is extremely responsive and willing to jump in and help. There is a level of commitment that generates loyalty and appreciation on our part.”

“The team at Stikeman Elliott understand our business, and the advice we receive is practical and actionable and helps us to achieve objectives.”

Work highlights Stikeman Elliott advised Stonepeak Partners on its CAD662.5 million acquisition of a 50% interest in KAPS from Pembina Pipeline and KKR.

Notable practitioners

Boasting a longstanding leading reputation, **Christopher Nixon** operates an impressive transactional practice in Calgary that sees him advise on high-profile M&A transactions. **Craig Story** is highly accomplished in handling mergers and acquisitions and private equity matters, as well as joint ventures and capital markets transactions.

Strengths: “Craig Story is brilliant and does a lot of significant work.” Calgary-based **Leland Corbett** handles a wide array of corporate transactions, including M&A and capital markets mandates. **Strengths:** “He always goes above and beyond to

satisfy his clients. His knowledge and expertise in this sector is unmatched.” **Keith Chatwin** advises on domestic and cross-border M&A and securities transactions. He heads the corporate department in Calgary, as well as co-leading the firm’s Korea initiative. **Sony Gill** assists clients with a broad range of corporate matters in the mid-market in Calgary, including M&A, recapitalisation and joint venture transactions. He is particularly active in the oil and gas space. **Strengths:** “*Sony Gill has a large book of business and is well known around town.*” **Benjamin Hudy** is a partner with notable strength advising on M&A transactions. His practice includes joint ventures, governance and shareholder matters. **Strengths:** “*Benjamin Hudy is a terrific lawyer and he does a lot of very good technical work.*”

Band 2 Corporate/Commercial: The Elite

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault offers notable experience advising both public and private companies in the oil and gas sector. The business law group in Calgary is well equipped to handle mid-market matters, including regulatory advice, corporate structuring, asset acquisition and shareholder agreements, as well as high-profile M&A. The team is experienced in handling cross-border mandates, as well as advising on debt and equity offerings. The law firm has additional expertise in power, financial services and technology. The legal practice’s clients benefit from the group’s multidisciplinary approach, including competition, tax, IP and real estate expertise.

Strengths

“*McCarthy Tétrault are focused on the client’s benefit and articulating the pros and cons of a structure or direction. They are able to articulate market standards and the risks of decisions very clearly.*” “*McCarthy provides strong legal support from trusted counsellors.*”

Work highlights McCarthy Tétrault acted for AMETEK on its acquisition of RTDS Technologies.

Notable practitioners

Alyson Goldman is an exceptionally strong lawyer with a grasp of both public and private transactions including capital markets matters. She has additional expertise in matters concerning shareholder activism and corporate governance. **Strengths:** “*Alyson Goldman is well respected and has a strong practice.*” **Catherine Samuel** is a well-regarded transactional lawyer who frequently represents clients in mergers, acquisitions and private equity mandates. **Strengths:** “*Catherine Samuel is very detail-oriented, produces high-quality legal products and understands our company business needs.*” “*Catherine is responsive, and works hard to understand our objectives and to exceed our expectations. I have a high degree of trust and always feel confident in the advice she provides and the work product she delivers.*” **Gordon Cameron** is noted for his handling of securities and high-value M&A mandates, particularly those in the oil and gas sector. He is based in the Calgary office of McCarthy Tétrault. **Strengths:** “*Gordon Cameron is very practical and*

works to get a deal done.” **John Osler** is a member of the firm’s business law group in Calgary, from where he advises clients on M&A, corporate governance and securities issues, with notable strength in debt and equity offerings. **Strengths:** “*John Osler is very pleasant to deal with.*”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is a strong international firm with a distinguished and longstanding presence in Alberta. The firm’s Calgary lawyers are well regarded for their experience acting for energy and energy services companies on corporate and securities matters, infrastructure investment projects and joint ventures in the oil and gas sector. The team also offers experience advising on a range of debt and equity financing transactions and distressed asset sales. The practice demonstrates expertise in a range of complementary areas, including tax, banking, capital markets and litigation.

Strengths

“*Regardless of what we needed, the team at Norton Rose Fulbright either had strong experience with the matter or could bring in another expert from within the firm to assist.*”

“*The Norton Rose team are exceptionally thoughtful, strategic and fulsome in terms of abilities and knowledge.*”

Work highlights Norton Rose Fulbright advised Serafina Energy on its estimated CAD2.3 billion sale to Strathcona Resources.

Notable practitioners

Marcus Archer (see p.105) is well versed in advising clients on M&A and corporate finance transactions. He is based in Norton Rose Fulbright’s Calgary office and regularly advises on matters in the energy and natural resources sector. **Strengths:** “*Marcus Archer has a knack for finding business solutions – seeing the forest for the trees – and his knowledge of long-term interactions provided great assistance in finding solutions to our needs.*” “*Marcus is regularly tapped as one of the brightest and most commercial legal advisers for M&A work in the Canadian energy industry. He is sought after and routinely secures external legal counsel roles as the sole adviser for companies considering large and complicated transactions.*” Senior partner **Justin Ferrara** (see p.106) is a well-regarded lawyer who handles sophisticated M&A and securities matters. **Strengths:** “*Justin is one of the most experienced and efficient legal professionals.*” **Joe Mooney** (see p.107) enjoys a burgeoning reputation for his practice, which focuses on banking and finance work. He advises both lenders and borrowers on a broad range of transactions, notably in the energy sector.

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is a respected national firm with a strong offering in Alberta. The team is well equipped to advise on takeover bids, energy and infrastructure projects, and general corporate and securities matters, as well as corporate restructurings and joint ventures. It offers further expertise in equity and debt capital markets and related tax law. The firm’s clientele ranges from startups to major multinationals. It also often represents private equity

sponsors and portfolio companies.

Strengths

“*Osler are able to provide advice for all our questions, regardless of the complexity.*”

“*The team at Osler always provide practical advice with a strong understanding of underlying market dynamics.*”

Work highlights Osler, Hoskin & Harcourt advised Microsoft on its USD19.7 billion acquisition of Nuance Communications.

Notable practitioners

Frank Turner is a highly respected figure in the Calgary corporate market, with a longstanding reputation for his handling of corporate finance and M&A transactions. **Strengths:** “*Frank is intelligent and asks the right questions to get at the heart of a particular subject matter.*” “*Frank provides wise and well thought out advice for any of our legal questions.*” **Andrea Whyte** is well equipped to advise clients on a variety of M&A and other corporate transactions. She routinely acts for clients in the mining and energy spaces.

Strengths: “*Andrea Whyte is an excellent lawyer who combines a superb depth of legal knowledge with practical advice and seamless execution of transactions.*” “*Andrea takes complex options and interprets them in ways that are manageable to think through. She is very strong at presenting the options and the possible follow-on outcomes, which leads to better decision-making.*” **Kelsey Armstrong** is an impressive up-and-coming partner with a growing presence in the market. Her practice includes public and private transactions and securities matters. **Strengths:** “*Kelsey Armstrong provides quick responses to questions and meets all of our deadlines.*” “*Kelsey is able to digest complex concepts and information with ease, allowing the client to easily understand the issues. She is very commercial about her position, balancing her deep knowledge of the law with what is best for her client.*” The up-and-coming **Justin Sherman** is active on M&A and equity offerings, frequently acting for clients in the energy and infrastructure sectors. **Strengths:** “*Justin Sherman has provided outstanding advice on a wide variety of legal issues facing our business.*” “*Justin is extremely helpful on any matter we work on with him. He has become an invaluable asset for our company.*”

Torys LLP

What the team is known for Torys advises energy services and royalty and streaming companies on M&A and restructuring matters in the midstream sector. The team also advises private equity entities, financial institutions and pension funds on a wider range of commercial matters, including corporate compliance, financing and capital markets transactions. The law firm’s client roster includes small, mid-size and large companies in both the public and private arenas. The Calgary-based group benefits from the support of the firm’s Toronto and New York offices to advise on national and international transactions.

Strengths

“*Torys combines excellent legal expertise with a keen understanding of a client’s commercial objectives to arrive at practical and well thought out solutions.*”

“*The Torys team have proven to be highly capable of*

managing very complicated transaction structures. Their advice and support is practical and very much aligned with business objectives and priorities.”

Work highlights Torys represented Fairfax Financial in its CAD1.2 billion acquisition of RECIPE.

Notable practitioners

Janan Paskaran (see p.108) has extensive experience acting for clients from the energy sector on mergers and acquisitions, as well as corporate finance and securities law mandates. Based in Calgary, he often advises on international oil and gas transactions. Head of the Calgary corporate/commercial department, **Stephanie Stimpson** (see p.109) assists clients from the energy sector with M&A, joint ventures and securities matters. Her practice includes a growing focus on corporate ethics and ESG risks. **Strengths:** “Stephanie Stimpson’s client service and attention to detail is really excellent. She is clearly a trusted adviser for the clients that she works with.” “Stephanie’s approach is very practical and business-oriented, and she provides clear recommendations.” **Neville Jugnauth** (see p.106) advises on private equity investments and M&A transactions. His clients include energy companies headquartered in Alberta and further afield, as well as Crown corporations. **Strengths:** “Neville is a strong technical lawyer.” **Jennifer Baugh** assists clients with a range of corporate and capital markets transactions. She is particularly adept at handling mandates in the energy sector. **Strengths:** “Jennifer Baugh is very diligent and focused on attention to detail, and very practical and solutions-driven.” **Michael Pedlow** (see p.108) is a Calgary-based lawyer advising on M&A transactions for energy clients. **Strengths:** “Michael Pedlow is extremely approachable and knowledgeable.” “Michael advocates for his clients well and the deal often works smoothly.”

Band 3 Corporate/Commercial: The Elite

Burnet Duckworth & Palmer LLP

What the team is known for Burnet Duckworth & Palmer is a well-known Calgary law firm with expertise in both domestic and international corporate, private equity and securities mandates. The team handles energy-related commercial work, including the financing of midstream and construction projects and commercial real estate matters. The legal practice offers additional experience in capital markets and private equity-related transactions in the agricultural, automotive and aviation sectors. The group also advises on shareholder activism and corporate governance matters.

Notable practitioners

William Maslechko (see p.107) enjoys a long-standing reputation as a leading corporate lawyer in Calgary. He has a strong track record of advising on M&A and corporate governance mandates, particularly in oil and gas. **Strengths:** “William is a high-profile individual and a trusted adviser to a lot of companies.” **Grant Zawalsky** (see p.109) is widely respected and long-standing reputation for his corporate law expertise and operates an active practice in Calgary advising on high-value deals. He also has notable strength advising on

shareholder activism. **Alicia Quesnel** (see p.161) is a highly regarded name in the Calgary and nationwide legal markets. She is best known for her experience advising energy clients on a wide array of corporate transactions. **Strengths:** “Alicia Quesnel is a brilliant lawyer and a real leader.”

Dentons Canada LLP

What the team is known for Dentons is an international law firm with offices in both Calgary and Edmonton. The group frequently advises high-end and mid-market companies on M&A, corporate restructuring, contract negotiations, and private equity and capital markets transactions. The law firm often represents stakeholders in infrastructure, as well as underwriters. Clients of the legal practice stem from a wide range of industries, including energy, technology and financial services.

Strengths

“Dentons are able to provide counsel on a variety of areas and had the appropriate depth of expertise to match experience with complexity.”

“Denton’s team give extremely timely responses and thoughtful counsel, and have the ability and willingness to go the extra mile for their client.”

Notable practitioners

William Jenkins possesses experience in a broad range of corporate matters, including M&A and equity financings. He co-leads the firm’s banking and financial services group in Calgary. **Dan Shea** advises clients on various transactions arising in the private equity and capital markets mandates. He is the leader of the firm’s Canadian corporate group. **Strengths:** “Dan Shea is focused on efficiency and problem solving. He is very customer-focused.” “He is an exceptional lawyer and person. We see him as a valuable partner to us.” **Jessica Myers** is a Calgary-based partner with a notable reputation for her corporate law practice. She advises public and private companies in connection with M&A and capital markets mandates. **Strengths:** “Jessica Myers is very responsive and helps move processes forward.”

Band 1 Corporate/Commercial: Highly Regarded

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais is a national law firm that advises on the full spectrum of corporate transactions, with strong capabilities in M&A, debt financing and securities regulatory matters in Alberta. Its diverse industry experience spans oil and gas, energy and cannabis. The department handles both domestic and cross-border transactions.

Strengths

“Borden Ladner Gervais has a cohesive, well-prepared team with high professional skills.”

Work highlights Borden Ladner Gervais advised Radicle Group on its sale to Bank of Montreal.

Notable practitioners

Louise Lee is increasingly noted for her activity in the transactions space, advising clients in a range of industries on M&A and service agreements. **Strengths:** “Louise Lee is a very technical and collaborative lawyer. She advocates for her client in a

positive way.”

DLA Piper (Canada) LLP

What the team is known for DLA Piper is a highly regarded international firm with a significant presence in the mid-market in Alberta. The group in the Calgary office is well versed in M&A and capital markets transactions in the oil and gas industry, with further experience advising private equity funds, infrastructure and technology sector clients. The department also offers advice on employment, venture capital, insolvency and tax matters and is well placed to represent both public and private companies from its offices in Edmonton and Calgary. The team is adept at handling cross-border transactions, regularly advising on inbound US investments.

Work highlights DLA Piper advised StorageVault on its CAD150 million financing of 5% convertible senior unsecured debentures led by Scotia Capital on behalf of a syndicate of underwriters.

Notable practitioners

Ted Maduri heads the department and is a key contact at the firm.

Fasken

What the team is known for Fasken possesses a strong corporate team that advises clients on the full range of matters, including M&A and capital markets mandates. The group advises on transactions across a broad span of industries such as energy, transportation and technology. The firm’s national network benefits clients who are able to leverage its experience to handle acquisitions in provinces across Canada.

Strengths

“Fasken has an excellent team who give comprehensive advice.”

“The team at Fasken are knowledgeable, professional, innovative, attentive and extremely competent.”

“Fasken is a full-service firm that is very responsive and has a deep talent pool.”

“Fasken are very good at managing the work to ensure the right level of lawyer and experience is on our file, to ensure the work is cost-effective.”

Work highlights Fasken represented Rogers Insurance in its merger with CapriCMW to form Acera Insurance Services, based in Alberta.

Notable practitioners

Sarah Gingrich is co-leader of Fasken’s securities, mergers and acquisitions group and the practice group leader for the group’s Calgary office. She regularly assists clients with M&A transactions in a range of industries, including the insurance, pharmaceutical and energy sectors. **Strengths:** “Sarah Gingrich is very good at working through alternatives and solutions.” “Sarah keeps very calm and measured in working through difficult problems for us.”

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG is an international law firm that enjoys a solid presence in Alberta, where it regularly advises on distressed M&A deals and infrastructure derivative financing matters. The team is highly active in the oil and gas industry, with notable expertise in the midstream sector. The Calgary-based group

is well positioned to advise on mining, IT and technology matters, and has a significant practice emphasis on the mid-market and increasing activity on international transactions. The team is also increasingly involved in transactions in the cannabis space.

Strengths

"Gowling WLG has a large number of associate lawyers who are extremely knowledgeable in their specialty."

"The team at Gowling WLG is very strong, extremely capable and very efficient."

"Gowling WLG have been nothing short of incredible. They are responsive and helpful."

Work highlights Gowling assisted Providence Therapeutics with the restructuring of four subsidiaries.

Notable practitioners

Frank Sur heads the firm's corporate practice group in Canada. He impresses with his activity on transactions, handling M&A and capital markets matters in a range of industries, including the biotech and energy spaces. **Strengths:** *"Frank Sur is strong in all technical aspects and highly responsive."* The up-and-coming **Zafar Jaffer** acts for notable Canadian companies on M&A and capital markets matters. His expertise also includes cross-border transactions and tax aspects. **Strengths:** *"Zafar Jaffer was excellent to work with - very good at problem solving and thinking outside*

the box when thinking of solutions." *"Zafar takes the time to listen and understand. He doesn't just approach from a 'one size fits all' perspective; he thinks through creative alternatives."*

Band 2 Corporate/Commercial: Highly Regarded

DS Lawyers

What the team is known for DS Lawyers, formerly known as Burstall LLP, houses a well-known Calgary-based corporate and commercial practice with a strong focus on oil and gas-related matters. The team is active in the mid-market, where it frequently advises energy, manufacturing and technology clients on corporate financing, securities and technology licensing. The firm also provides expertise in capital markets transactions and related tax advice, and is particularly noted for its public company work.

Notable practitioners

Dale Burstall is a key contact.

McLeod Law LLP

What the team is known for McLeod Law is a respected Calgary firm with experience handling mid-market commercial transactions. The corporate/commercial law team advises clients on shareholder agreements, private placements,

securities and M&A transactions. The group's expertise cuts across sectors, including technology, financial services and healthcare.

Strengths

"The team at McLeod Law is very knowledgeable and professional. It is an excellent team, with excellent communication and advice."

"McLeod Law has handled everything in a very expeditious manner, with courtesy and cheerfulness."

Work highlights McLeod Law advised VantEdge Logistics on the acquisition of Conformii.

Notable practitioners

Robert Fooks heads the practice and is a key point of contact.

Other Ranked Lawyers

Jessica Brown of Cassels, Brock & Blackwell has a solid corporate practice assisting companies and investment funds with mergers and acquisitions, often in the energy space. She is also active on financing matters, acting for underwriters.

Strengths:

"Jessica Brown is a great lawyer, very strong and technical. She is easy to work across with and collaborative."

Corporate/Commercial Ontario

Band 1 Corporate/Commercial: The Elite

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a strong choice for corporate and commercial work in Ontario as well as nationwide. The Toronto corporate practice has a robust private M&A component, coupled with an acclaimed securities offering and substantial experience of joint venture transactions, as well as a wide variety of strategic commercial agreements. The firm also demonstrates expertise in advising on inbound and outbound investments. It is particularly active in the financial services sector, as well as advising on work in various other industries including infrastructure, automotive, retail and real estate. The lawyers are active on high-end, cross-border deals, as well as in the corporate mid-market.

Strengths

"Blake, Cassels & Graydon is one of my go-to firms in Canada. The lawyers always assemble a strong team and you have every confidence that you are getting top-notch legal and strategic advice."

"Blakes have never not had the expertise we

required to resolve an issue and consistently provide assistance in a timely manner."

"The team has a friendly approach to negotiations; I always feel well advised and well prepared when sitting down across from other parties. I'm glad the team is in my corner."

Work highlights The lawyers at Blake, Cassels & Graydon advised Royal Bank of Canada on its CAD13.5 billion acquisition of HSBC Canada.

Notable practitioners

Toronto-based **Geoffrey Belsher** advises multinational corporations and Canadian clients on cross-border M&A transactions. **Strengths:** *"Geoffrey Belsher has outstanding commercial awareness."* Toronto-based **Jeffrey Lloyd** has extensive experience advising on complex corporate transactions across a range of industries including mining and financial services. **Strengths:** *"Jeffrey Lloyd is one of the best lawyers I have worked with. He provides superb and timely advice and has great judgement."* **Michael Gans** is based in Toronto and has experience handling domestic M&A transactions, as well as transactions with international components. **Strengths:** *"Michael Gans is a talented lawyer."* **Christopher Hewat** operates a broad cor-

porate practice in Toronto with strength across both M&A and securities transactions. **Strengths:** *"Christopher Hewat is a very good lawyer and I've enjoyed working with him."* Toronto-based **Alex Moore** is a highly skilled lawyer who acts on a range of corporate and capital markets transactions, with a particular emphasis on the financial services sector. **Strengths:** *"Alex Moore is excellent - he is commercially focused and great to work with."* **Shlomi Feiner** is an experienced Toronto-based lawyer noted for his work representing clients in complex corporate transactions. **Strengths:** *"Shlomi Feiner is a fantastic lawyer. He understands how to structure a deal and get things done."* **David Kruse** leads the firm's corporate and commercial group in Toronto. He advises on high-value M&A transactions. **Strengths:** *"David Kruse is very organised and thoughtful. He is a good document drafter and he brings a calmness to the process, which is always appreciated as the deals can get stressful or heated on negotiation points."* *"He is a fantastic lawyer and nice guy, and his advice is very practical. He is reasonable and has a good style."* **Rory Ffrench** is a new addition to the rankings this year, following strong client and peer

Corporate/Commercial
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
Braithwaite William J <i>Stikeman Elliott LLP</i>
Lampe Jonathan <i>Goodmans LLP</i>
Eminent Practitioners
Belsher Geoffrey <i>Blake, Cassels & Graydon LLP</i>
Bryce Douglas A <i>Osler, Hoskin & Harcourt LLP</i>
Cockburn Matthew W <i>Torys LLP*</i>
Lastman, C.M., O.Ont. Dale H. <i>Goodmans LLP</i>
Singer Jeffrey <i>Stikeman Elliott LLP</i>
Leading Individuals
Star individuals
Mercier Vincent A. <i>Davies Ward Phillips & Vineberg LLP*</i>
Band 1
Ciardullo John <i>Stikeman Elliott LLP</i>
Emanoilidis John <i>Torys LLP*</i>
Fraiberg Jeremy <i>Osler, Hoskin & Harcourt LLP</i>
Lloyd Jeffrey R <i>Blake, Cassels & Graydon LLP</i>
May Neill <i>Goodmans LLP</i>
Olasker Patricia L <i>Davies Ward Phillips & Vineberg LLP*</i>
Pressman Emmanuel <i>Osler, Hoskin & Harcourt LLP</i>
Band 2
Cusinato Curtis A <i>Bennett Jones LLP</i>
Gans Michael I <i>Blake, Cassels & Graydon LLP</i>
Powys-Lybbe Karrin <i>Torys LLP*</i>
Pukier Brian M <i>Stikeman Elliott LLP</i>
Woolcombe David E <i>McCarthy Tétrault LLP</i>
Band 3
Atkinson Aaron J <i>Davies Ward Phillips & Vineberg LLP*</i>
Hansen Robert O <i>McCarthy Tétrault LLP</i>
Hewat Christopher A <i>Blake, Cassels & Graydon LLP</i>
Marshall Douglas R <i>Osler, Hoskin & Harcourt LLP</i>
Moore Alex <i>Blake, Cassels & Graydon LLP</i>
Pincus Stephen <i>Goodmans LLP</i>
Romano Simon A <i>Stikeman Elliott LLP</i>
Shishler Melanie <i>Davies Ward Phillips & Vineberg LLP*</i>
Soliman Walied <i>Norton Rose Fulbright*</i>
Vaux Robert A <i>Goodmans LLP</i>
Band 4
Feiner Shlomi <i>Blake, Cassels & Graydon LLP</i>
Linett Amanda <i>Stikeman Elliott LLP</i>
Roy Jeffrey P <i>Cassels Brock & Blackwell LLP</i>
See Jonathan <i>McCarthy Tétrault LLP</i>
Band 5
Bhasin (Ricco) A.S. <i>Torys LLP*</i>
Brown James <i>Osler, Hoskin & Harcourt LLP</i>
Drew Russel <i>DLA Piper (Canada) LLP</i>
Feldman Jonathan <i>Goodmans LLP</i>
Kruse David <i>Blake, Cassels & Graydon LLP</i>
Litchen Jamie <i>Cassels Brock & Blackwell LLP</i>
Longhurst Jennifer <i>McCarthy Tétrault LLP*</i>
Mann Jonah <i>Stikeman Elliott LLP</i>
McLaughlin Grant <i>Fasken</i>
Seifred Brett <i>Davies Ward Phillips & Vineberg LLP*</i>
Sheehy Neil <i>Goodmans LLP</i>
Small Shea <i>McCarthy Tétrault LLP</i>
Stevens Sean <i>Fasken</i>
Sunstrum Chris <i>Goodmans LLP</i>
Vanderpol Sean <i>Stikeman Elliott LLP</i>
Up-and-coming individuals
DiPaolo Adrienne <i>Torys LLP*</i>
French Rory <i>Blake, Cassels & Graydon LLP</i>
Gorka Alex <i>Osler, Hoskin & Harcourt LLP</i>
Hanc Kristopher <i>Bennett Jones LLP</i>
Associates to watch
Eckler Alex <i>Dentons Canada LLP (ORL) ◇</i>
Shaheen Kenda <i>Dentons Canada LLP (ORL) ◇</i>
Zadeh Sam <i>Norton Rose Fulbright</i>

Corporate/Commercial: The Elite
Leading Firms
Band 1
Blake, Cassels & Graydon LLP
Davies Ward Phillips & Vineberg LLP
Goodmans LLP
McCarthy Tétrault LLP
Osler, Hoskin & Harcourt LLP
Stikeman Elliott LLP
Torys LLP
Band 2
Bennett Jones LLP
Cassels Brock & Blackwell LLP
Fasken
Norton Rose Fulbright
Band 3
DLA Piper (Canada) LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

feedback. He is well placed to advise on corporate sales and acquisitions as well as business combinations. **Strengths:** “Rory French is a top-quality lawyer who provides clear and hands-on guidance while taking into account the highest standards of service and responsiveness.” “He has a clear understanding of the legal and commercial goals within all aspects of the deal.”

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg is one of the top law firms in Toronto offering strategic advice on high-level public and private M&A, as well as other matters including corporate governance and shareholder activism. The law firm’s corporate department maintains a strong focus on inbound transactions and offers significant experience in relation to unsolicited takeovers, as well as advising on various debt and equity financing matters. The team has a strong track record of advising on transformative cross-border deals; its wide industry experience encompasses mining and energy, technology, financial services and healthcare. The firm’s clients range from bidders and investors to target boards.

Strengths

“Davies are exceptionally dedicated. The team’s effectiveness in complex and sophisticated matters is rooted in their willingness to listen to their client and understand the business objectives.”

“The team at Davies Ward Phillips & Vineberg has intelligent, highly experienced lawyers who can provide practical advice on a broad range of matters.”

“The lawyers always treat our matters with the highest priority and are extremely hard-working.”

Work highlights The team acted for Shaw Communications on the CAD26 billion acquisition of all of its issued and outstanding Class A and Class B shares by Rogers Communications.

Notable practitioners

Toronto-based Vincent Mercier (see p.107) wins praise for his deep expertise advising high-end clients on M&A and corporate governance matters. He is a regular feature on the firm’s most important deals. **Strengths:** “Vincent Mercier is exceptional. His knowledge and experience of really complex corporate transactions is excel-

Corporate/Commercial: Highly Regarded
Leading Firms
Band 1
Aird & Berlis LLP
Borden Ladner Gervais LLP
Torkin Manes LLP
Wildeboer Dellelce LLP
Band 2
Blaney McMurtry LLP
Fogler, Rubinoff LLP
Gowling WLG (Canada) LLP
Leading Individuals
Band 1
Cohen Jeffrey I <i>Torkin Manes LLP</i>
Dellelce Perry <i>Wildeboer Dellelce LLP</i>
Kimel Richard <i>Aird & Berlis LLP</i>
Pocaluyko Troy <i>Wildeboer Dellelce LLP</i>
Popoff S. Steve <i>Blaney McMurtry LLP*</i>
Tevlin Matthew <i>Torkin Manes LLP</i>
Band 2
Giantsopoulos Dan <i>Blaney McMurtry LLP</i>
Moscone Rick <i>Fogler, Rubinoff LLP</i>
Papadakis John <i>Blaney McMurtry LLP</i>
Prekupec Gregory <i>Dipchand LLP (ORL) ◇</i>
Redinger Mark <i>Dickinson Wright LLP (ORL) ◇</i>
Redlick Sammy <i>Torkin Manes LLP</i>
Wortzman Rob <i>Wildeboer Dellelce LLP</i>
Up-and-coming individuals
Saad Peter A. <i>Loopstra Nixon LLP (ORL) ◇</i>

lent.” “He is the top transactional lawyer in all of Canada. He is a visionary who sees around corners and predicts problems and challenges before they occur.” Patricia Olasker (see p.107) is a deeply experienced lawyer whose expertise in high-value M&A transactions, proxy contests and corporate governance is widely applauded. Based in Toronto, she is particularly well versed in handling transactions in the cannabis and mining spaces. **Strengths:** “Patricia Olasker is one of the deans of the M&A practice.” Toronto-based Aaron Atkinson (see p.105) has notable experience advising clients on a variety of matters, from transactions to reverse takeovers and corporate governance issues. His deal sheet includes work handled in the private equity and mining spaces. **Strengths:** “Aaron Atkinson is a brilliant technical lawyer.” Toronto-based Melanie Shishler (see p.161) is highlighted for her representation of clients within the mining sector in M&A, joint ventures and corporate governance transactions. **Strengths:** “Melanie Shishler has an amazing depth of knowledge and excellent insight and advice.” “Melanie is the first person I would call to address a complex matter requiring both attention to detail and sound judgement.” Toronto-based Brett Seifred (see p.109) has experience in corporate matters and transactions involving a range of sectors, including manufacturing and financial services. **Strengths:** “Brett Seifred is great to work with, very solutions-oriented and efficient.” “Brett is strategic, even-handed and thorough.”

Goodmans LLP

What the team is known for Goodmans is an eminent Toronto M&A firm with a notable profile in the REITs space and deep experience across various other industry sectors including mining and telecoms, healthcare, senior care, energy

and financial services. In addition to high-end merger work, the firm has strong securities and private equity expertise, including experience of SPACs. It also advises on matters of corporate governance and shareholder activism. The team is frequently involved in multi-jurisdictional matters, including major inbound deals. It also benefits from the firm's leading expertise in corporate restructuring and is increasingly noted for its work in the cannabis space.

Strengths

"The team at Goodmans has excellent cross-functional knowledge and ability to bring in reference partners from within the firm for areas of specialisation."

Work highlights The team at Goodmans assisted directors at Brookfield Renewable Partners with its acquisition of Westinghouse Electric Company, valued at USD7.875 billion.

Notable practitioners

Toronto-based **Jonathan Lampe** is recognised for his deep experience in corporate law, with particular expertise in securities and M&A transactions. Toronto-based **Dale Lastman, C.M.** is widely recognised for his experience in handling complex corporate transactions across a variety of sectors. Co-chair of the firm's corporate securities group **Neill May** has a wealth of experience handling M&A and corporate finance matters. Based in Toronto, he advises on transactions across a broad range of industries, including mining and private equity. **Strengths:** *"Neill May is a phenomenal lawyer." "Neil is a great negotiator. He also built a great team."* **Stephen Pincus** heads the firm's capital markets group. Based in Toronto, he regularly advises a broad range of clients on M&A and securities matters, including REIT transactions. **Strengths:** *"Stephen Pincus is an exceptional technical lawyer." "Stephen has an ability to assess problems in advance."* **Robert Vaux** is noted for his experienced handling of M&A and corporate governance matters arising from the cannabis and pharmaceutical sectors. He co-chairs the firm's corporate securities group in Toronto. Toronto-based **Jonathan Feldman** is an active corporate lawyer whose practice demonstrates capabilities across both M&A and REIT transactions. **Strengths:** *"Jonathan Feldman is well thought of and has a good practice."* **Neil Sheehy** is a new addition to the rankings this year. He is well placed to advise international and domestic clients on M&A and private equity transactions. **Strengths:** *"Neil Sheehy is a good and experienced lawyer."* Toronto-based **Chris Sunstrum** is noted for his representation of clients from a variety of industries including mining and energy. His practice includes advising on corporate governance and M&A and private equity transactions. **Strengths:** *"Chris Sunstrum gives very good advice." "Chris works very hard and is very detailed."*

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is highly regarded for commercial energy and financial services sector transactions. The law firm's Toronto corporate team acts for issuers and underwriters on capital markets matters, including IPOs, as well as undertaking a large number of M&A deals. It is also well equipped

to represent major private equity sponsors; its enviable client list includes significant Canadian companies as well as major multinationals. The lawyers offer additional expertise in reorganisations, divestitures and joint ventures; their industry expertise encompasses telecoms and entertainment, retail and hospitality.

Strengths

"The lawyers at McCarthy Tétrault facilitate the transaction and work very well with the other side and their counsel. They are very responsive and meet difficult timelines. Finally, they are personable and genuinely a pleasure to deal with."

"The lawyers are incredibly practical and have been able to find creative solutions to get deals done."

"It is totally essential to have an efficient and responsive team working on transactions in 2023, and McCarthys are able to do that successfully."

"The team have top-notch capabilities and are very knowledgeable and capable."

Work highlights The team at McCarthy Tétrault assisted Rio Tinto Group with its USD3.3 billion acquisition of the remaining 49% stake in Turquoise Hill Resources.

Notable practitioners

Toronto-based **David Woolcombe** operates a longstanding transactional practice spanning a number of industries, including media and energy. **Strengths:** *"David Woolcombe listens to what we need and gets it done. He has a great personality and is solutions-oriented. Where he doesn't have the expertise, David is immediately thinking about who else to bring in to solve the problem."* **Robert Hansen** is a Toronto-based lawyer who handles corporate transactions on behalf of clients in the technology, private equity and financial services sectors. **Strengths:** *"Robert Hansen is always well prepared and knowledgeable; he has a very good way with clients and enjoys their confidence." "Robert is an excellent negotiator and very good at getting deals done. He has great market knowledge and experience."* Toronto-based **Jonathan See** offers expertise in M&A transactions, capital markets and private equity matters, and serves as co-head of the firm's national M&A and private equity group. **Jennifer Longhurst** (see p.107) joins the rankings this year following strong market recognition. She assists with M&A transactions in the mining sector, in addition to advising on refreshment agreements. **Strengths:** *"Jennifer Longhurst is a wonderful commercial lawyer who has a ton of experience in activist investing and advising companies on proxy matters. She navigates things well and has a commercial eye to the process." "Jennifer is a strong technical lawyer."* **Shea Small** is a new addition to the rankings this year thanks to extensive client feedback and involvement on the firm's key mandates. He is well placed to assist clients from the mining sector with M&A transactions. **Strengths:** *"Shea Small brings first-class insight and perseverance." "He is a reasonable, authoritative and talented lawyer."*

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is a regular feature of the market-leading Canadian deals, with an elite Toronto-based corporate department acting alongside partners based nationwide. The firm's extensive deal sheet

includes sophisticated M&A and capital markets transactions, acting for both issuers and dealers, as well as high-profile private equity deals. The group stands out for its representation of major Ontario-based clients, as well as its emerging companies practice. The practice is well regarded for its industry-specific experience, with extensive expertise in the financial services, mining, and oil and gas sectors. The legal team advises clients ranging from financial institutions and pension plans to startups in the tech and life sciences sectors. The law firm has also recently been active advising clients on their strategic investments into the cannabis space.

Strengths

"The lawyers at Osler, Hoskin & Harcourt are very practical, thoughtful, timely and proactive. They provide fit-for-purpose advice and work product."

"The practitioners are very responsive and collaborative - great team players."

"As one of the top full-service law firms in Canada, Osler is able to provide outstanding depth and breadth across virtually all legal disciplines."

Work highlights The team at Osler, Hoskin & Harcourt assisted LifeWorks with its CAD2.3 billion acquisition by TELUS.

Notable practitioners

Douglas Bryce is the national managing partner of the firm and enjoys a prominent reputation both in Ontario and beyond. He has a wealth of experience across a wide range of M&A and private equity matters. **Strengths:** *"Douglas Bryce is an excellent managing partner who engages with clients in a helpful manner."* Toronto-based **Jeremy Fraiberg** serves as chair of the firm's M&A group and advises clients across the energy, mining and banking industries, among others. **Strengths:** *"Jeremy Fraiberg is an excellent technical lawyer." "Jeremy is a go-to M&A practitioner whose depth of experience sets him apart. He gives practical advice and is very responsive."* Chair of the firm's corporate department in Toronto, **Emmanuel Pressman** enjoys a stellar reputation and concentrates his practice on the representation of high-end clients in M&A and private equity matters. **Strengths:** *"Emmanuel Pressman is a strong technical lawyer who has a great practice. He is a very dedicated, hard-working and talented person." "He is top-shelf, terrific."* **Douglas Marshall** is a well-established Toronto-based corporate lawyer who regularly assists clients with M&A and capital markets transactions. **James Brown** is based in Toronto and is noted for his adept handling of both corporate and commercial mandates. He is particularly active in transactions in the mining sector, regularly leading high-value deals. **Strengths:** *"James Brown provides a high level of service and responsiveness."* **Alex Gorka** is a Toronto-based corporate lawyer with a fast-developing reputation for handling sophisticated matters. He assists with significant transactions in varied industry sectors, including media, technology and retail. **Strengths:** *"Alex Gorka is a phenomenal lawyer. He is a great combination of a technical and commercially-focused lawyer. I think very highly of him." "Alex is very knowledgeable and very capable of executing on very short timelines. He is also a very calm, thoughtful person."*

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is a national M&A powerhouse with a distinguished corporate and commercial base in Ontario. The law firm has a strong tradition of public M&A and is well equipped to advise on the regulatory aspects of market-leading deals. The Toronto corporate group also boasts a strong track record of private equity deals and capital markets transactions, particularly equity IPOs, across numerous industry sectors including tech and fintech, resources, cannabis and retail.

Strengths

"The lawyers at Stikeman Elliott have extremely strong proficiency in M&A no matter how complex or sophisticated."

"The team are very client-focused and always available."

"The team at Stikeman Elliott are thoughtful in deploying team members, efficient in time allocation and maintain an open line of communication on cost throughout the engagement."

"The lawyers are practical and deliver insightful advice and service."

Work highlights The lawyers at Stikeman Elliott assisted Teck Resources with its CAD1 billion sale of a 21.3% interest in the Fort Hills oil sands project to Suncor Energy.

Notable practitioners

William Braithwaite offers a vast wealth of experience to clients in the corporate arena. He advises on both domestic and cross-border M&A, securities and corporate governance matters. **Strengths:** *"William Braithwaite is a spectacular lawyer."* **Jeffrey Singer** enjoys an esteemed reputation for his handling of complex M&A mandates. He is the chair of the firm. Toronto managing partner **John Ciardullo** has a wealth of experience in M&A and capital markets mandates, and displays additional strength in assisting clients with shareholder activism and corporate governance matters. **Strengths:** *"John Ciardullo is extremely practical and able to cut through the numerous issues to focus on those that matter to a business." "John is a strong technical lawyer, hard-working and a strong negotiator." "John is a great lawyer who always puts his clients first."*

Toronto-based **Brian Pukier** focuses his practice on M&A transactions, corporate governance and private equity matters. **Strengths:** *"Brian Pukier has a fantastic reputation. He is excellent and always has been."* Toronto-based **Simon Romano** exhibits a strong grasp of both M&A and the capital markets, acting for a diverse client base that includes private equity firms and financial institutions. **Strengths:** *"Simon Romano is able to bring in resources in a very timely manner."* Toronto-based **Amanda Linett** handles a broad range of corporate and commercial transactions arising from the mining and private equity spaces. **Strengths:** *"Amanda Linett is a thoughtful, meticulous adviser."*

Jonah Mann is a Toronto-based lawyer who is increasingly recognised for his corporate practice. He advises clients on mergers and acquisitions, private placements and other corporate transactions. **Sean Vanderpol** is a well-regarded corporate lawyer based in Stikeman Elliott's Toronto office. He routinely acts for public companies on securities and M&A transactions. **Strengths:** *"Sean Vanderpol offers unique solutions and is a great lawyer."*

Torys LLP

What the team is known for Torys is a large Toronto-headquartered law firm of significant national and international renown. It is firmly placed at the forefront of the business law community in Toronto, advising on both high-end and mid-market domestic and cross-border M&A transactions straddling various industry sectors. The group maintains longstanding institutional relationships with various private equity firms, pension funds, financial advisers and large corporates. Its lawyers are well placed to advise on both public and private transactions.

Strengths

"The lawyers at Torys are extremely client-focused and make you feel you are the only client they have to deal with at any particular time, which of course is not the case."

"They are very strong partners with good commercial sense."

"Torys has a highly trained, good and dynamic team."

"The team's advice is practical and sound, very grounded in reality."

Work highlights The team at Torys assisted Rogers Control Trust with its proposed CAD26 billion acquisition of Shaw Communications.

Notable practitioners

Matthew Cockburn (see p.282) advises clients on significant M&A and leveraged buyout transactions, with a key focus on the private equity space. He currently serves as the firm's managing partner in Toronto. **John Emanoilidis** (see p.106) is noted for his experienced handling of M&A and securities transactions across a number of industries. He currently serves as co-head of the firm's M&A group in Toronto. **Strengths:** *"John Emanoilidis has very good responsiveness and provides clear, thoughtful counsel." "John is a diligent lawyer and cares about his clients. He is on top of everything and is a guy that can do a lot of different things too. Most people are specialised; John can do it all."* Co-head of the firm's M&A practice in Toronto, **Karrin Powys-Lybbe** (see p.108) is held in high esteem for her experienced counsel on corporate transactions, ranging from mergers and acquisitions to securities and corporate governance matters. **Strengths:** *"Karrin Powys-Lybbe has a deep understanding of the legal areas in which she practises, excellent judgement and a relentless focus on client service." "Karrin is very pragmatic and business-minded. She is very solutions-oriented too and very informative."* **Ricco Bhasin** (see p.105) is increasingly visible in the Toronto market. He advises clients on a range of corporate and commercial matters. **Strengths:** *"In business acumen, negotiation and problem solving, Ricco Bhasin always adds value and creativity." "Ricco consistently provides proactive and creative business advice." "He is a masterful negotiator and one of the most thoughtful and creative problem solvers I've witnessed."* **Adrienne DiPaolo** (see p.106) is a Toronto-based corporate lawyer with a burgeoning reputation in the market. She assists with significant transactions in diverse industry sectors. **Strengths:** *"Adrienne DiPaolo is incredible and technically sound."*

Band 2 Corporate/Commercial: The Elite

Bennett Jones LLP

What the team is known for Bennett Jones is highly regarded for its focus on transactions in the mining, energy, tech and fintech sectors. The corporate team benefits from the firm's strength in areas such as restructuring and tax to provide a comprehensive service on a range of deals, including public and private M&A, joint ventures and capital markets matters. Its Toronto lawyers are experienced in handling deals in the telecommunications, retail and construction industries. The firm also advises on transactions in the cannabis space.

Strengths

"The lawyers at Bennett Jones are very practical and very commercial in how they approach the issues we face."

"The lawyers' personal attention exceeds expectations."

"Bennett Jones has a strong team with ability to support in a multitude of disciplines."

Work highlights The team at Bennett Jones acted for Equitable Bank on its CAD470 million acquisition of Concentra Bank.

Notable practitioners

Toronto-based **Curtis Cusinato** has deep experience assisting clients in the technology, energy and private equity spaces with mergers and acquisitions, leveraged buyouts and financing transactions. **Strengths:** *"Curtis Cusinato is commercially focused and brings a real commercial focus." "Curtis goes above and beyond for his clients."* Toronto-based **Kristopher Hanc** is an increasingly visible name in the corporate space who routinely advises on M&A and recapitalisation matters. **Strengths:** *"What I like best about Kristopher Hanc is his business acumen; he is very good at seeing the forest through the trees. I have also been impressed by his ability to distil complex legal issues."*

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell is a dominant law firm in Canadian mining with a strong base in Toronto. Its corporate lawyers also advise on M&A transactions in the wider resources sector and offer notable experience of cross-border work. The group's industry expertise also encompasses technology and gaming, as well as a growing presence in the cannabis industry. The law firm acts for a range of clients from multinational mining majors to small and medium-sized Canadian businesses.

Strengths

"Cassels Brock & Blackwell's team is particularly able to deal with complex matters in a practical, cost-effective way."

"Cassels Brock & Blackwell has a strong bench and is able to call upon experts when necessary."

Work highlights The team at Cassels Brock & Blackwell assisted Avant Brands with its CAD11 million acquisition of 3PL Ventures from F-20 Developments.

Notable practitioners

Toronto-based **Jeffrey Roy** possesses experience in a broad range of corporate matters. He focuses his practice on M&A and take-private transactions

within the mining and oil and gas sectors. Toronto-based **Jamie Litchen** garners praise for her growing corporate practice. She routinely advises clients on mergers and acquisitions and demonstrates experience in handling cannabis-related transactions.

Fasken

What the team is known for Fasken advises on both public and private M&A across a diverse range of sectors including transportation and infrastructure, media, manufacturing, communications, mining and financial services. The law firm's Toronto office represents large multinational businesses as well as mid-sized companies and startups, and continues to be very well known for its transactional expertise. The legal team has notable experience in corporate reorganisations, joint ventures and corporate governance matters.

Strengths

"The lawyers at Fasken are very knowledgeable, good to work with and very efficient, even with complex matters."

"The team are technically excellent and highly commercial."

"Fasken's lawyers are very attuned to commercial considerations."

Work highlights Fasken team advised Gold Fields on its proposed USD6.7 billion acquisition of Yamana Gold.

Notable practitioners

Toronto-based **Grant McGlaughlin** is well regarded for his expertise in corporate transactions in a variety of sectors, including cannabis, telecommunications and energy. He assists clients with mergers, acquisitions and securities transactions as well as reorganisations of business. **Sean Stevens** is a corporate lawyer based in Fasken's Toronto office. He regularly assists clients with acquisitions in a variety of industry sectors, including mining and technology.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright operates a robust corporate practice in Toronto and Ottawa, with an especially high profile for its experience of proxy contests and other hostile and distressed transactions. The firm also handles going-private matters, recapitalisation transactions and joint venture arrangements. The practice often advises on national and international transactions, leveraging the expertise of its counterparts across the country and worldwide. Its client roster features a variety of companies, boards of directors and private equity investors straddling a broad range of sectors, including mining and energy, infrastructure, technology and cannabis.

Strengths

"The lawyers at Norton Rose Fulbright are savvy pragmatists, which is why we like them."

"The team expertly navigates numerous complex issues and provides well-reasoned, strategic advice throughout."

"The lawyers are extremely responsive and supportive. As a client, you know you can count on them to advise and guide you through very complex and challenging matters."

Work highlights The team at Norton Rose Ful-

bright advised Carlsberg Group on its CAD144 million acquisition of TSX-listed Waterloo Brewing.

Notable practitioners

Walied Soliman (see p.109) has a wealth of experience handling M&A and securities transactions, as well as proxy contests. Based in Toronto, he serves as the firm's Canadian chair and the co-chair of its special situations team. **Strengths:** *"Walied Soliman is an experienced lawyer with good business acumen." "He is very astute and client-oriented." "With Walied, there is always a solution. He strikes the perfect balance of legal and common sense."* **Sam Zadeh** joins the rankings following his increased presence on the firm's key mandates. He assists with corporate transactions and capital markets deals. **Strengths:** *"Sam Zadeh is always approachable and able to answer or handle any question or concern that came up during the course of the project."*

Band 3 Corporate/Commercial: The Elite

DLA Piper (Canada) LLP

What the team is known for DLA Piper Canada assists with M&A in a variety of sectors, including in larger cross-border deals. The team is well recognised for handling deals in the cannabis sector and is also active in technology and retail. The firm also assists with transactions involving securities.

Strengths

"The team at DLA Piper Canada is agile and flexible. The lawyers engage as business partners and can think through complex issues in real time."

"The lawyers are always efficient and willing to work towards cost-saving solutions."

Work highlights DLA Piper acted for Tilray Brands on its acquisition of senior secured convertible notes of HEXO from HT Investments.

Notable practitioners

Russel Drew is based in DLA Piper's Toronto office, from where he represents clients in both domestic and cross-border M&A transactions.

Band 1 Corporate/Commercial: Highly Regarded

Aird & Berlis LLP

What the team is known for Aird & Berlis is a Toronto-based firm that regularly provides advice on the Canadian aspects of cross-border M&A and corporate finance deals, as well as acting on a range of domestic commercial matters. The corporate department has established a particularly solid reputation for mid-market private equity transactions. The law firm is particularly well versed in technology and energy industry transactions, and is also well experienced in providing advice in the cannabis space.

Strengths

"The team's meticulous attention to detail, responsiveness to changing conditions and capacity for tenacious follow-through have been critical to our business."

"Not only did the lawyers have a very good understanding of the sector, but they were able to come up with simple and efficient solutions every time the negotiations would block."

"The team at Aird & Berlis adopted our needs as their own and felt like an extension of our needs and efforts. The work was expert and exactly suited to what we needed."

Work highlights The team at Aird & Berlis acted for Linamar Corporation on its CAD260 million acquisition of the Salford Group.

Notable practitioners

Toronto-based **Richard Kimel** assists both public and private companies with a range of corporate transactions. **Strengths:** *"Richard Kimel is an excellent strategist with a very commercial approach." "Richard is really practical and easy to work with."*

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais wins recognition for its commercial work in the mid-market in Toronto. The law firm advises on public M&A transactions and is well known for its experience of technology, cannabis and resources sector deals, as well as financial services. The Ontario corporate group's areas of expertise also include financings and reorganisations. The practice benefits from strong relationships and experience in the investment funds and asset management space.

Strengths

"The lawyers at Borden Ladner Gervais have been excellent to deal with and take a very commercially-minded approach."

Work highlights Borden Ladner Gervais team assisted Pan American Silver with its USD4.8 billion joint bid acquisition of Yamana Gold with Agnico Eagle Mines.

Notable practitioners

Prema Thiele and Subrata Bhattacharjee are key contacts for clients.

Torkin Manes LLP

What the team is known for Torkin Manes is a local law firm with a well-established reputation for corporate and commercial work in the Ontario market. The Toronto-based group regularly represents owner-operated businesses in mid-market M&A, private equity and venture capital transactions. The legal team's deal experience extends across borders, often advising on M&A involving US entities. The practice also advises on business succession planning, corporate reorganisations and securities regulation. The law firm's industry expertise cuts across sectors including real estate, healthcare, technology, retail and financial services.

Strengths

"The Torkin Manes team is very experienced, knowledgeable and practical."

"Not only can the lawyers handle complex and sophisticated matters, they have a way of distilling the matters to the most important decision-making points and then explaining them, and their consequences, in simple terms."

"Torkin Manes's advice is outstanding throughout. The lawyers come across as very savvy on all legal matters, and their communication skills are very calming."

"The team are very responsive and deliver high-quality, pragmatic advice."

Work highlights The team at Torkin Manes acted

for AmeriVet on its USD1.6 billion recapitalisation.

Notable practitioners

Jeffrey Cohen is rated for his experienced handling of M&A and financing transactions in the mid-market. He is based in Toronto and currently serves as the managing partner of the firm.

Strengths: *"Jeffrey Cohen is an excellent lawyer and provides valuable insight for his clients." "He has strong commercial leadership."* Chair of the firm's business law group in Toronto, **Matthew Tevlin** is a highly regarded corporate practitioner with particular expertise in the private equity space. **Strengths:** *"Matthew Tevlin has a great commercial sense and brings a strong team to transactions." "He is very knowledgeable, he is practical and he doesn't get lost in the details."*

Sammy Redlick joins the rankings this year following outstanding client feedback. He is well placed to advise corporate clients and shareholders on M&A transactions. **Strengths:** *"Sammy Redlick is responsive, easy to work with and commercially reasonable while protecting his clients' interests." "Sammy is an excellent lawyer and provides insightful and practical advice to his clients."*

Wildeboer Dellelce LLP

What the team is known for Wildeboer Dellelce is a corporate boutique law firm with a substantial reputation in Toronto. Its lawyers act for a wide range of issuer clients and investment dealers on corporate finance and structured finance transactions, as well as providing significant M&A, corporate governance and tax expertise. The team advises on going-private matters, as well as transactions in numerous industries including real estate, mining and financial services, tech and biotech. The law firm is recognised for its work on deals in the cannabis space; other areas of growing focus include blockchain and cryptocurrency-related work.

Strengths

"Wildeboer Dellelce's team is very business-oriented."

"The lawyers are collaborative and interested in getting the deal done."

Work highlights Lawyers at Wildeboer Dellelce assisted NEO with the acquisition of all its issued and outstanding shares by CBOE Global Markets.

Notable practitioners

The firm's founder and managing partner of the Toronto office, **Perry Dellelce** has a broad corporate practice that encompasses expertise in M&A, securities and financing transactions. **Strengths:** *"Perry Dellelce is very commercial and skilled at origination." "His client and solution focus is out of the ordinary. He understands service and what matters."* Toronto-based **Troy Pocaluyko** adeptly advises on M&A, private equity and securities transactions. **Strengths:** *"Troy Pocaluyko has deep expertise and is very reliable."* **Rob Wortzman** is highlighted for his broad transactional practice in Toronto. He advises clients on securities and M&A transactions. **Strengths:** *"Rob Wortzman is a valuable resource and is great to deal with." "He is extremely bright and pragmatic."*

Band 2 Corporate/Commercial: Highly Regarded

Blaney McMurtry LLP

What the team is known for Blaney McMurtry is a popular law firm among Toronto clients for transactions in the mid-market. The firm's corporate and commercial group handles a range of acquisition and financing matters, with a strong emphasis on the alternative energy and emerging technology industries. The law firm also offers expertise in the real estate, banking and pharmaceutical sectors. The practice is often involved in cross-border matters and is the sole Ontario member of law firm network TAGLaw.

Strengths

"I have been pleased with Blaney McMurtry's creative approach to problem solving and ability to draft complicated arrangements in an accurate and timely manner."

"The lawyers jump on files quickly and provide realistic timelines."

"The team at Blaney McMurtry always takes charge to get our needs met."

Work highlights The team acted for Pride Group Real Estate Holdings on its CAD50 million syndicated credit agreement with a major Canadian bank.

Notable practitioners

Toronto-based **Steve Popoff** (see p.108) acts for a diverse range of clients on both M&A and corporate finance deals. **Strengths:** *"Steve Popoff has always been great to work with and highly responsive and helpful."* Toronto-based **Dan Giant-sopoulos** represents clients in the purchase and sale of assets, as well as private placements.

Strengths: *"Dan Giantsopoulos is creative in arriving at practical solutions."* **John Papadakis** is a new addition to the rankings this year thanks to excellent client feedback. He frequently acts for banking institutions on loan and credit agreements. **Strengths:** *"John Papadakis is always reasonable, very respectful and helpful. He clearly understands what we require and more importantly differentiates between the 'nice to have' elements of a transaction and the necessities." "John is very knowledgeable, always available and delivers within timelines."*

Fogler, Rubinoff LLP

What the team is known for Fogler, Rubinoff is a well-known mid-sized law firm with a full-service commercial law practice in Toronto. The corporate department advises both public and private companies on M&A, corporate governance and regulatory compliance. The firm also represents entrepreneurs and family-owned businesses and provides noted securities expertise. It also operates an esteemed real estate practice.

Strengths

"I found the Fogler Rubinoff team to be pragmatic and mindful of the commercial and business aspects of the transaction."

Work highlights The lawyers at Fogler, Rubinoff acted for Panoramic Ventures on its USD6.7 million Series A investment in The Rounds.

Notable practitioners

Rick Moscone receives recognition for his transactional work, frequently handling securities

and M&A matters. Based in Toronto, he is well equipped to assist clients with transactions in the cannabis industry.

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG joins the rankings this year, following extensive client feedback and increasing market recognition. The law firm's Toronto office advises on M&A transactions and share reorganisations, frequently acting for clients in the new technologies sector. The lawyers are also well placed to assist with corporate governance matters.

Strengths

"The lawyers at Gowlings are sophisticated yet practical."

"The team are smart, confident and personable."

Work highlights The team at Gowling WLG assisted ZEDRA with its acquisition of Axelia Partners.

Notable practitioners

Frank Sur is a key client contact in the department.

Other Ranked Lawyers

Alex Eckler of Dentons Canada is a corporate lawyer with a growing reputation in the market. He assists with M&A transactions and corporate restructuring.

Strengths:

"Alex Eckler is a brilliant young lawyer. He digs deeper to understand the business side and I trust him to take a matter and run with it."

Gregory Prekupec of Dipchand joins the rankings this year following his involvement on the firm's key corporate mandates. He acts for clients on asset acquisitions, share purchases and corporate structuring deals.

Mark Redinger of Dickinson Wright is a new addition to the rankings thanks to strong client feedback. He acts on M&A and capital markets transactions.

Strengths:

"Mark Redinger is able to quickly extract the key legal issues from complex fact patterns and develop innovative solutions and approaches."

Ontario-based **Peter Saad** of Loopstra Nixon frequently assists clients with acquisitions of mid-sized businesses, particularly in the pharmacy sector.

Strengths:

"Peter Saad is a good and practical lawyer, and he is able to get things done."

Kenda Shaheen of Dentons Canada LLP is a senior associate based in Toronto. She has significant experience guiding both emerging and established businesses through a range of corporate transactions.

Strengths:

"Kenda is an extremely thoughtful lawyer who is an expert at what she does."

"Her quick responses and attention to detail make her someone that the company deeply trusts, and could not operate without."

Corporate/Commercial Québec

Corporate/Commercial
Senior Statespeople
Senior Statespeople: distinguished older partners
Horn Sidney M <i>Stikeman Elliott LLP</i>
Leading Individuals
Band 1
Boucher Patrick <i>McCarthy Tétrault LLP</i>
Leopold John W <i>Stikeman Elliott LLP</i>
Mayr Clemens <i>McCarthy Tétrault LLP</i>
Raymond Paul <i>Norton Rose Fulbright *</i>
Ruf Franziska <i>Davies Ward Phillips & Vineberg LLP *</i>
Band 2
Boislard Michel <i>Fasken</i>
Carelli Robert <i>Stikeman Elliott LLP</i>
Castiel Peter <i>Stikeman Elliott LLP</i>
Guindi, Ad E Shahir <i>Osler, Hoskin & Harcourt LLP</i>
Huot Jean Marc <i>Stikeman Elliott LLP</i>
Kelly Stephen <i>Norton Rose Fulbright *</i>
Band 3
Katz Warren <i>Stikeman Elliott LLP</i>
Levine Howard <i>Blake, Cassels & Graydon LLP</i>
Levy Eric <i>Osler, Hoskin & Harcourt LLP</i>
Neveu Marie-Josée <i>Fasken</i>
Rosen Hillel <i>Davies Ward Phillips & Vineberg LLP *</i>
Shea Patrick M. <i>McCarthy Tétrault LLP</i>
Vineberg Justin D. <i>Davies Ward Phillips & Vineberg LLP *</i>
Band 4
Bourassa Philippe <i>Blake, Cassels & Graydon LLP</i>
Cherney Richard <i>Davies Ward Phillips & Vineberg LLP *</i>
de Guise Pascal <i>Blake, Cassels & Graydon LLP</i>
Lamonde Sophie <i>Stikeman Elliott LLP</i>
Lapierre Jean Michel <i>Fasken</i>
Leduc Pierre-Yves <i>Stikeman Elliott LLP</i>
Rose Caitlin <i>Fasken</i>
Sananes Solomon <i>Norton Rose Fulbright *</i>
Stevens Eric <i>Norton Rose Fulbright *</i>
Turcotte Maxime <i>Stikeman Elliott LLP</i>
Veilleux Niko <i>Osler, Hoskin & Harcourt LLP</i>
Band 5
Bélangier Carl <i>Fasken</i>
Gosselin Éric <i>McCarthy Tétrault LLP</i>
Greenstone Elliot <i>Davies Ward Phillips & Vineberg LLP *</i>
Kujavsky Brian <i>Davies Ward Phillips & Vineberg LLP *</i>
Labrecque Nicolas <i>Norton Rose Fulbright *</i>
Leclerc Philippe <i>McCarthy Tétrault LLP</i>
Menda Patrick <i>Blake, Cassels & Graydon LLP</i>
Morrisette André <i>BCF LLP</i>
Noce Angelo <i>Blake, Cassels & Graydon LLP</i>
Paradis François <i>Osler, Hoskin & Harcourt LLP</i>
Rouleau Guy <i>Fasken *</i>
Roy Sébastien <i>Davies Ward Phillips & Vineberg LLP *</i>
Tabbakh Karl <i>McCarthy Tétrault LLP</i>
Tremblay Carl <i>Fasken</i>
Up-and-coming individuals
Amyot Sophie <i>Osler, Hoskin & Harcourt LLP</i>
Chevalier-Gagnon Chrystelle <i>McCarthy Tétrault LLP</i>
Montagne Hadrien <i>McCarthy Tétrault LLP</i>
Pelland Aniko <i>Stikeman Elliott LLP</i>
Tessier Jean <i>Blake, Cassels & Graydon LLP</i>
Associates to watch
Lanouette-Marier Anthony <i>Blake, Cassels & Graydon</i>

* Indicates individual with profile.

Alphabetical order within each band. Band 1 is highest.

Corporate/Commercial: The Elite
Leading Firms
Band 1
Davies Ward Phillips & Vineberg LLP
Fasken
McCarthy Tétrault LLP
Norton Rose Fulbright
Stikeman Elliott LLP
Band 2
Blake, Cassels & Graydon LLP
Osler, Hoskin & Harcourt LLP
Band 3
Borden Ladner Gervais LLP
Dentons Canada LLP

Band 1 Corporate/Commercial: The Elite

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg represents a premium clientele comprising local pension funds, investors, financial institutions and major multinational companies in high-end domestic and cross-border transactions. The team wins particular recognition for its representation of both entrepreneurial businesses and sophisticated companies based in Montréal in connection with international expansions. The law firm's recent deal sheet also includes a number of notable inbound deals. It is equally well placed to advise on M&A, private equity and capital markets transactions, as well as corporate governance. The lawyers' expertise cuts across sectors including pharmaceutical, manufacturing, tech and retail.

Strengths

"The reason I like working with Davies is that the team is almost an extension of our company, the lawyers look at things from a business point of view."

"The team at Davies has a lot of strengths; what stands out the most is its commercial approach to things, we are getting legal advice that is simultaneously very practical and actionable."

"One of the many aspects I admire about the various professionals at this firm is the very high communication level. The lawyers appreciate the sense of urgency of our deals and have accommodated meetings or conference calls at various times."

"They are very customer-oriented, experts in their field, great to work with and very talented."

"Each members of the Davies team has been incredibly competent, responsive and efficient."

Work highlights Davies Ward Phillips & Vineberg acted for Logiciels Metrio on its sale to Nasdaq.

Notable practitioners

Montréal-based **Franziska Ruf** (see p.108) is recognised for her work on high-end M&A, as well as offering further capabilities advising on joint ventures and capital markets transactions.

Strengths: "She is very diplomatic and well liked by all parties involved in cases. One of her biggest qualities is that she is always looking to solve problems and finding solutions." "Franziska was great, she provided very good advice and handled the complexity of the case very well. We felt we were

Corporate/Commercial: Highly Regarded
Leading Firms
Band 1
BCF LLP
Lavery, de Billy
Band 2
Lapointe Rosenstein Marchand Melançon LLP
Stein Monast L.L.P.

in good hands." "Franziska Ruf is very responsive and efficient." Montréal-based **Hillel Rosen** (see p.236) advises clients on M&A and broader transactional matters and is particularly active in the life sciences sector. **Strengths:** "Hillel is a gifted, intelligent and hard-working lawyer who is passionate about our business and how he can best assist us." "Hillel is extremely available, knowledgeable in many areas, and quick to respond and manage the overall issues at hand." "He is insightful and accessible at all times." **Justin Vineberg** (see p.109)'s practice sees him advise clients within the retail and tech sectors on M&A, equity financings and broader corporate work. **Strengths:** "Justin brings a steady hand and strategic expertise to our ever-changing business objectives." "Justin is fantastic. He is someone I work closely with and I find him to be an excellent practitioner." Montréal-based **Richard Cherney** (see p.106) is an experienced corporate lawyer who handles a range of transactions, including M&A, securities and private equity matters. **Elliot Greenstone** (see p.236) advises clients from a plethora of sectors in relation to corporate and M&A mandates. He is adept at advising companies on growth strategies, joint venture and licensing agreement matters. **Strengths:** "Elliot is calm, well rounded and pragmatic." "Elliot Greenstone was always available and helpful for all legal issues, questions and negotiations." **Brian Kujavsky** (see p.107) has extensive expertise handling M&A transactions. He also acts on debt and equity financing as well as business investments. **Strengths:** "Brian knows all parts of our business and that holistic view helps us a lot in terms of the work provided and the relationship we have. It is very comforting to have a legal adviser that we hold in such high regard." "Brian is practical and very good at rolling up his sleeves to get to work. He is also great at coordinating the team." "Brian has brought a lot to our negotiations, not just in legal terms but he also gives great business advice." **Sébastien Roy** (see p.108) is a Montréal-based corporate lawyer who frequently advises on both national and cross-border transactions. He has an active practice representing corporates and investment funds on large M&A transactions. **Strengths:** "Sébastien is a great adviser for our business. His down-to-earth attitude is much appreciated." "I feel that our company is very lucky to be supported by Sébastien and his team for sophisticated legal matters."

Fasken

What the team is known for Fasken operates a highly respected corporate practice recognised for its penetration of the corporate mid-market in Québec, offering notable expertise in private and

public M&A and securities transactions. The firm is distinguished by its representation of a plethora of clients ranging from Québec-based start-ups to large international corporations, as well as insurance companies, private equity funds and other financial services clients. The team is a visible feature on public sector work within the province. It is also adept at advising clients on cross-border work, including inbound US investments.

Strengths

"Fasken has consistently provided unwavering support on all structures and matters, regardless of complexity or workload. The lawyers have a deep understanding of intricate issues, drawing on their vast expertise to provide invaluable guidance. Fasken's willingness to leverage the knowledge and insights of its subject matter experts sets the firm apart."

"The team consistently provides excellent client knowledge and high-quality output. Matters are always addressed in a timely matter."

"I appreciate that Fasken is able to cover various types of cases and refer the right people to the right tasks. The firm covers all areas of expertise we need addressed."

"They are great, very efficient and business-oriented."

"They are very strong technically and keep the clients' interest at the forefront of what they do."

Work highlights Fasken advised Intertape Polymer Group on its CAD\$3.3 billion acquisition by Clearlake Capital Group.

Notable practitioners

Montréal-based **Michel Boislard** is a highly respected lawyer who routinely assists clients with M&A, securities and corporate finance matters. His clients include tech firms as well as investment funds. Montréal-based **Marie-Josée Neveu** is commended for her experienced counsel in the corporate sphere and demonstrates strong capabilities across private and public M&A and governance matters. **Strengths:** *"Marie-Josée has a ton of experience so we appreciated her knowledge of relevant past cases. She was excellent to work with. I can't express enough how competent she was."* Montréal-based **Jean Michel Lapierre** is adept at handling securities, capital markets and M&A transactions. He routinely assists domestic corporations as well as financial institutions.

Strengths: *"Jean Michel is very collaborative and efficient to work with."* **Caitlin Rose** is an accomplished corporate lawyer who demonstrates strong capabilities in securities and M&A transactions. She serves as co-head of the firm's private equity group in Montréal. **Strengths:** *"Caitlin Rose led the team to close out the deal. She has high emotional intelligence and cultural experience to enable the success of the negotiations as well as high work ethics."* *"Caitlin is very knowledgeable, she keeps herself involved and aware of trends in the market, which is important and helps in our cases."* *"Caitlin is very practical and efficient."* **Carl Bélanger** operates a respected M&A practice and serves as co-president of the firm's corporate/commercial group in Montréal. **Strengths:** *"I will use Carl for my next transaction, without any reservations."* **Guy Rouleau** (see p.108) is highly sought after by clients for his experience advising on M&A transactions. **Strengths:** *"Guy is available*

24/7, he is always there to assist us, which is of great value. He has an excellent level of expertise."

Carl Tremblay advises clients on M&A, private placements and financing matters. He serves as the managing partner for the firm's Québec City office.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault regularly advises on the Québec aspects of national and international M&A and capital markets deals. The team represents an enviable list of local clients across various industries, including energy and natural resources, tech, transportation and financial services. The law firm frequently advises clients on transactions with cross-border dimensions, with particular expertise in matters relating to the USA and EU. The group is also well placed to advise leading institutional investors on strategic transactions in Québec, and has been active on private equity-driven deals. The firm has a solid platform in both Montréal and Québec City.

Strengths

"The McCarthy's team provided us with invaluable insight and advice as the firm helped our company navigate complex transactions."

"The depth and team work in the firm are some of the things we really appreciate. McCarthy is one of the strongest firms in Québec, very efficient and proactive."

"The team is very complete and competent. I feel confident and I know that my needs will be adequately and effectively taken care of."

"The lawyers are fast, efficient and collaborative."

Work highlights McCarthy Tétrault advised Caisse de dépôt et placement du Québec on the increase of its majority stake in Trencap.

Notable practitioners

Montréal-based **Patrick Boucher** offers leading expertise in acquisition and equity issuance mandates and also co-heads the firm's national capital markets group. **Strengths:** *"Patrick Boucher is a very seasoned and senior lawyer, he is very strong on various types of cases, with a wealth of experience. He is a very fair lawyer."* *"Patrick demonstrated very good communication skills."* Montréal-based **Clemens Mayr** has a wide-ranging practice that covers areas including M&A, securities law and corporate finance. He handles both domestic and cross-border mandates. **Strengths:** *"Clemens Mayr does our strategic work, his involvement is very appreciated."* Montréal-based **Patrick Shea** has a broad corporate practice which includes representing clients in capital markets and M&A transactions, as well as private equity investments and leveraged buyouts. **Strengths:** *"Patrick is a competent lawyer and is very focused on solutions."*

"Patrick is a no-nonsense business lawyer, it was very good to work with him." Montréal-based **Éric Gosselin** assists clients with corporate and commercial matters, including mergers, corporate reorganisations and joint venture transactions, among other areas of expertise. His client roster include domestic companies active across the technology and distribution sectors. **Strengths:** *"Éric is an exceptional lawyer, who always knows how to make his client feel important. He listens to the need and will take all the necessary steps to fulfil the mandate given."* *"I am very impressed*

with Éric in general. He is very good at what he does, he understands the reality of our organisation and finds ways to make things work." **Philippe Leclerc's** practice features strength in both M&A and securities law. He divides his time between Montréal and Québec City. **Strengths:** *"Philippe is a great lawyer. He is always available, he delivers on time, is very resourceful, and it is very fun to work with him."* **Karl Tabbakh** combines his role as regional managing partner for Québec with an active client-facing practice where he handles mergers and acquisitions as well as capital markets matters. **Chrystelle Chevalier-Gagnon** offers impressive experience handling domestic and cross-border M&A transactions for a diverse clientele. **Strengths:** *"Chrystelle works a lot with us in complex matters and built a strong understanding of our business, she is very proactive and hard-working. She is one of our go-tos."* *"Chrystelle is excellent, we enjoyed working with her."* **Hadrien Montagne** is a corporate lawyer operating out of McCarthy Tétrault's Montréal office. He routinely assists domestic clients with strategic M&A operations. **Strengths:** *"Hadrien has a very broad skill set and strong business acumen; he is a strong team player and this is appreciated."* *"Hadrien is very responsive and effective, his advice is often very practical."*

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is a well-established law firm with longstanding relationships and an important institutional client base in Québec, featuring pension plans, manufacturers and major Montréal-headquartered banks. The group benefits from its worldwide network when advising foreign clients on Canadian transactions and commercial operations, and has experience representing clients from European and other jurisdictions. It advises on business establishments, financing, initial public offerings and acquisitions. The team's expertise cuts across sectors, including manufacturing, mining, transportation and tech. It is well known for its large securities and corporate finance practice, including asset finance.

Strengths

"Norton Rose Fulbright possesses a worldwide network of strong legal talent. Service levels and responsiveness are top-tier. There has never been a need to follow up on a matter since the lawyers have always gotten back to me promptly with any question or request that I have addressed to them."

"They are able to tackle very complex matters and approach cases in a pragmatic manner."

"The firm is very responsive and business-focused, I felt we got the right level of support at the right level of seniority depending on the cases."

"They invest in getting to know our business, which is very helpful to receive excellent quality advice."

"It is our go-to firm in Québec; we choose Norton Rose because of its international network, and the lawyers also provide excellent advice and services."

Work highlights Norton Rose Fulbright represented Turquoise Hill in its CAD\$3.4 billion going-private acquisition by Rio Tinto.

Notable practitioners

Montréal-based **Paul Raymond** (see p.108) has a wealth of experience in M&A and securities law

and displays additional strength assisting clients with debt and equity financing transactions. His activity is notable on deals arising across a wide range of sectors including tech, aviation and mining. **Strengths:** "Paul is a strong senior partner with good connections and business acumen." "Paul is one of Québec's best lawyer, he has gone above and beyond to help us." Montréal-based **Stephen Kelly** (see p.106) is the national practice head for the firm's Canadian business group. He operates a broad corporate practice which features strength in both M&A and corporate finance. **Strengths:** "Stephen has a good business sense, he understands the risks we need to take. I value that very much." **Solomon Sananes** (see p.108) is highly adept at handling M&A and securities law issues, as well as corporate governance and capital markets matters, among others. **Strengths:** "Solomon is a very solid partner. He can be relied upon to provide the right advice quickly." "Solomon's guidance is very valuable. He is timely in his responses, very practical and easy to work with, and he makes complicated things easy." Montréal-based senior partner **Eric Stevens** (see p.109) benefits from a strong background in finance to advise a range of clients across various industries on M&A and other commercial transactions. **Strengths:** "Eric is always available to answer our questions and takes the lead to know if everything goes as agreed." "Eric helped us during negotiations, he was also great in the post-transaction to assist us. He is a fantastic guy, it is a pleasure to work with him and we will continue to do so." **Nicolas Labrecque** (see p.107)'s practice sees him advise domestic and international businesses on M&A work. He is the chair of the Montréal business law group.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott operates a large and well-respected corporate group in Montréal and occupies an important position within the business law community in Québec. The law firm plays a central role in large M&A deals in the province, acting for major Québec-based clients as well as international private equity funds, and offering considerable cross-border capabilities. It has a strong corporate finance practice and is well placed to advise clients on private transactions through to debt and equity deals, including IPOs. The team represents firms across industries, with particular expertise in the technology space. Its other areas of notable activity include retail and transportation.

Strengths

"Stikeman Elliott provides consistent and pertinent service. The firm understands its clients and delivers unrivalled advice no matter what the specific area of application is."

"The team is outstanding, practical and responsive and made up of intelligent lawyers who are very service-oriented."

"Stikeman Elliott is one of the pre-eminent firms for M&A, it has strong bench strength and dedicated lawyers delivering quality work. They understand our business extremely well and that adds a lot of value in helping to navigate the risks of cases."

"They are extremely responsive with a quick turnaround, which is crucial in an M&A transaction."

Work highlights Stikeman Elliott acted for WSP

on its USD1.8 billion acquisition of the Environment & Infrastructure Business of John Wood Group.

Notable practitioners

Sidney Horn is a highly regarded lawyer in the corporate and commercial space in Québec. He acts as a trusted adviser to domestic and international clients on transactional matters including M&A, corporate governance and securities law issues. Montréal-based **John Leopold** maintains a leading reputation for his impressive corporate practice that sees him handle M&A transactions and private equity deals, among other matters.

Strengths: "He has excellent capability, he is very bright, very responsive, looks out for the client's best interest and is efficient." **Robert Carelli** combines his role heading the Montréal office's corporate group with an active client-facing practice. He demonstrates strength in mergers, acquisitions and equity deals. He is also noted for his expertise in securities law. **Strengths:** "Robert Carelli is a very balanced lawyer. He is very good and well known in the market."

Montréal-based **Peter Castiel** focuses his practice on the representation of clients in cross-border mergers and acquisitions as well as divestitures and private equity matters. **Strengths:** "Peter is a great deal maker, he is excellent at staying on top of every aspect in the case." Montréal-based **Jean Marc Huot** attracts praise for his consummate handling of high-level corporate matters. He frequently advises clients on securities, corporate governance and M&A transactions. **Strengths:** "Jean Marc is very strong and at the top of his game."

Warren Katz regularly advises public and private corporations on securities, mergers and acquisitions, and private equity matters. He serves as the managing partner of the Montréal office.

Strengths: "Warren Katz has an excellent knowledge of deals and great business sense." "Warren is a very good lawyer, he is very responsive and takes great care of his clients. He can dig deep in a short timeline and is very dedicated."

Sophie Lamonde regularly advises clients on corporate and private equity matters and demonstrates strong capabilities in cross-border transactions. **Strengths:** "Sophie is an exceptional partner. She has a very strong knowledge of the market." "Sophie is always very practical and she is very involved in the corporate/commercial arena." Head of the firm's securities group in Montréal, **Pierre-Yves Leduc** has experience advising clients on mergers and acquisitions, corporate governance and capital markets matters. **Strengths:** "Pierre-Yves is very practical and service-oriented, he focuses on the case and knows when to push and when to let go. He knows what to focus on to move the case forward." "Pierre-Yves is a very nice lawyer, knowledgeable and efficient."

Montréal-based **Maxime Turcotte** is experienced in M&A and securities matters as part of a broad transactional practice. **Strengths:** "Maxime Turcotte is a solid lawyer with deep understanding of our culture and business; you feel he really cares about the success of our organisation. He truly is a valued partner."

Aniko Pelland advises clients on M&A transactions as well as corporate financing and capital markets mandates. **Strengths:** "Aniko is very strong technically and good to work with." "I appreciate Aniko's

dedication and drafting capacity."

Band 2 Corporate/Commercial: The Elite

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon operates a well-known national corporate practice with a foothold in Québec. The firm advises on M&A and private equity transactions, and demonstrates expertise in cross-border work. It is well placed to advise multinational clients in respect of their Canadian investments and represent local companies in acquisitions and financing transactions. The team is well regarded for its work on behalf of Montréal-headquartered pension plans, insurance companies and financial institutions, as well as for its capabilities in the infrastructure space. Its industry expertise also spans retail, manufacturing, natural resources, healthcare and real estate.

Strengths

"The firm has an experienced team that has seen a wide breadth of transactions, with knowledge of standard market practices and more recent trends."

"The team I work with is very competent, proactive in dictating the pace and providing solutions."

"Blakes' team has the excellent ability to identify risk factors and areas of opportunities for its clients. It also has an excellent ability to simplify and focus on key deal issues in order to get to a practical and satisfactory solution."

"It is a full-service law firm with lots of depth in the different areas of expertise needed in complex commercial and M&A transactions."

"The team was consistently one step ahead, which greatly facilitated our negotiations and expedited the process. The Blake, Cassels & Graydon team's commercial awareness was a key success factor in our case."

Work highlights Blake, Cassels & Graydon advised Stanley Black & Decker on the Canadian aspect of the USD3.2 billion sale of its security business to Securitas.

Notable practitioners

Montréal-based **Howard Levine** demonstrates broad corporate expertise acting for clients on corporate governance, M&A and capital market matters. He also offers considerable cross-border capabilities. **Strengths:** "Howard Levine is dedicated to our case at all times, he is very responsive and always ready to assist."

Montréal-based **Philippe Bourassa** is an experienced corporate lawyer with a wide-ranging practice that encompasses M&A as well as private equity. **Strengths:** "Philippe thinks of everything, there is no stone left unturned. He is very detail-oriented, which is something we appreciate." "His strong background in M&A enabled him to provide valuable insights so we could adapt our negotiation strategy. He was efficient, proactive and pleasant to deal with."

Montréal-based **Pascal de Guise** draws from more than two decades of legal experience to handle a broad range of corporate matters. **Strengths:** "He has taken the time to understand our requirements and the way we operate, particularly on the regulatory front." "Pascal remains available and set up a team to support us completely. He has great expertise in corporate and commercial matters."

Patrick Menda is a skilled corporate lawyer with a wide-ranging skillset in transactional matters.

Strengths: *"Patrick is a sophisticated professional, with strong business acumen, understanding of the market and the ability to navigate complex transactions and situations. He brings exceptional value for us as clients and is simply a pleasure to work with."* *"Patrick has provided top-notch client service and representation in every instance where we have required his help."* *"He is a very talented lawyer, he gets to know the clients and is very personable on top of being a great negotiator."* Montréal-based **Angelo Noce** exhibits proficiency across a number of corporate matters, including M&A transactions and private equity. **Strengths:** *"Angelo is a fabulous lawyer. He simplified a very complex deal and made it easy to understand. He was always aware of deadlines and organised his team to maximise efficiency and get the deal done."* *"I definitely appreciate working with him, he is very thorough and gives very well thought-out responses and strategies."* *"He is unflappable, he can take a step back and be honest about what we should expect. He is extremely knowledgeable, and not only on legal knowledge but also about the market."* **Jean Tessier** has expertise handling M&A transactions, including cross-border mandates. **Strengths:** *"Jean is among my favourite lawyers to work with. He is very responsive, sophisticated, cool and collected, and above all provides excellent client service."* *"Jean is a very business-minded lawyer, we appreciated all aspects of his work. He has an understanding that goes beyond just the legal aspects of the transaction."* **Anthony Lanouette-Marier** routinely assists clients with M&A transactions and investments. **Strengths:** *"Anthony is a very talented associate, he knows clients very well."*

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is a dominant law firm nationally for M&A with a notable Montréal-based team. Highlighted for its venture capital and funds expertise, the group is well regarded for its involvement in large deals and also advises on domestic and multi-jurisdictional corporate finance and public and private M&A transactions. The team's clientele ranges from locally based emerging growth companies to large multinational businesses, pension funds and other public sector organisations. The law firm demonstrates notable expertise across industry sectors including financial services, logistics, technology and gaming, as well as mandates in the pharmaceutical space.

Strengths

"The team has a deep understanding of the market; some of our deals are quite complex and the team is excellent. The firm has the ability to draw from its national resources to provide integrated services. We ask very complex questions and they can tie it all together."

"Osler offers very practical advice and has great knowledge of the market."

"The lawyers know us well, they do good work and they are very hands-on."

"The firm has very strong attorneys who really understand our cases."

Work highlights Osler, Hoskin & Harcourt advised

Battery Ventures on its CAD165 million acquisition of SCP SCIENCE.

Notable practitioners

Shahir Guindi, Ad E is based in Montréal from where he serves as the firm's national co-chair. He has a premier practice which includes advising on private equity and venture capital matters, as well as on mergers and acquisitions. **Strengths:** *"With Shahir you get great market advice as well as great experience and guidance along the way."*

Eric Levy combines his role as head of the corporate group in Montréal with an active practice, routinely advising clients from a vast array of sectors on corporate transactions. **Niko Veilleux** has experience handling domestic M&A transactions, as well as transactions with international components. Based in Montréal, he is highly adept at advising clients on capital markets, pension funds and private equity matters. Montréal-based **François Paradis** exhibits a strong grasp of both M&A and capital markets, acting for a diverse client base that includes pharmaceutical companies and financial institutions. **Strengths:** *"François Paradis is very skilled at what he does, he is also good at keeping us abreast and up to speed."* **Sophie Amyot** regularly assists clients with joint ventures, acquisitions and investment agreements.

Band 3 Corporate/Commercial: The Elite

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais advises on commercial transactions across various industries in Québec, including telecoms, technology, life sciences and manufacturing. The law firm frequently services Montréal-based clients and benefits from the firm's integrated national platform. The team's experience encompasses venture capital investment work and public and private M&A. It acts for international firms on the Canadian law aspects of cross-border M&A and capital markets transactions, as well as private equity and venture capital. The group also has a presence in infrastructure matters and projects.

Strengths

"BLG is very responsive and on top of everything, with a very collaborative team. The lawyers can cover all major issues and are pleasant to work with."

"BLG has a strong bench across the board, and the team members are commercially minded, creative, easy to work with and efficient. They are excellent lawyers with deep experience in cross-border transactions."

"I am very happy with how responsive and thoughtful the team is and the lawyers have a good understanding of our business."

Work highlights Borden Ladner Gervais acted for Kongsberg on the sale of all assets of its power-sports business located in Shawinigan to BRP.

Notable practitioners

Montréal-based Patrice Martin and Neil Ezra Hazan are key contacts for the group.

Dentons Canada LLP

What the team is known for Dentons is experienced across a range of mid-market transactions in Québec, particularly those within the manufacturing, technology and financial services spheres. The firm's broad skill set covers M&A, private equity and corporate financing. The Montréal group frequently advises clients on domestic matters and benefits from the firm's integrated international platform. Other areas of notable activity include infrastructure, mining and telecommunications.

Strengths

"I was extremely pleased from beginning to end; the quality of the lawyers is top-notch in all departments. I also appreciated the firm's presence across Canada."

"The lawyers are polite, proactive and efficient."

"They are very responsive and knowledgeable, and they help us navigate difficult legal issues and provide excellent guidance."

"The team is able to find practical solutions to complex situations."

Work highlights Dentons advised the shareholders of R.S.P. Énergie on the sale of all outstanding shares of R.S.P. to Pont-Rouge Hydro Holdco.

Notable practitioners

Seon Kang leads the corporate and commercial group in the Montréal office and is a key contact.

Band 1 Corporate/Commercial: Highly Regarded

BCF LLP

What the team is known for BCF is an entrepreneurial law firm with a widely felt presence in Québec which is recognised for its focus on transactions and clients within the province. The corporate team is best known for its involvement in mid-market M&A and private equity deals. It also advises on venture capital financings, financial partnership and equity investment arrangements. The group handles transactions across a wide range of industries including technology, construction and manufacturing. It has a particularly solid reputation for its representation of start-ups. It services clients from its offices in Montréal and Québec City.

Strengths

"The work provided by BCF was seamless, I was very happy, and the constant communication was very reassuring, I found them to be extremely responsive."

"BCF understands well our business and our needs. The firm knows how to address situations."

Work highlights BCF acted for Sunshine Biopharma on its CAD30 million acquisition of Nora Pharma.

Notable practitioners

Montréal-based **André Morrissette** is an experienced corporate lawyer who is regularly sought out to advise on M&A transactions. He is active across the healthcare and media sectors.

Lavery, de Billy

What the team is known for Lavery, de Billy is an independent law firm with one of the largest cor-

porate departments in Québec and strong ties to the local business community. The team acts for institutional investors, public and private corporations and start-ups on transactions across a range of industries, including energy and resources, manufacturing and real estate. The practice is also active in the infrastructure sector and maintains a significant focus on private equity, venture capital and investment funds work. The law firm is based in Montréal and also has offices in Sherbrooke, Trois-Rivières and Québec City. It enjoys a strong reputation among domestic clients engaged in transactions overseas.

Strengths

“Lavery, de Billy has an extremely responsive team, we feel very supported. The lawyers are very dedicated to clients and the quality of the work is great.”
“I absolutely loved Lavery’s team, the lawyers are very knowledgeable, add great value to cases and are very reliable. I can count on them for cases, they have very good listening skills and can truly service the client.”

“I appreciate the team’s advice and work ethics, as well as a good management of the relationship with clients.”

“They made sure to systematically deliver on time on all the critical milestones of our projects.”

Work highlights Lavery, de Billy Advised Immuno-Precise Antibodies on its EUR20 million acquisition of BioStrand.

Notable practitioners

Montréal-based Josianne Beaudry is a key contact in the firm’s business law group.

Band 2 Corporate/Commercial: Highly Regarded

Lapointe Rosenstein Marchand Melançon LLP

What the team is known for Lapointe Rosenstein Marchand Melançon is a notable Montréal law firm, acting for a large number of Québec-based clients on local M&A and securities transactions, corporate reorganisations and venture capital deals. The business law group often advises on outbound transactions, and has a strong profile for retail and banking. It also offers commercial advice in other areas such as insurance and franchising, and assists non-Québec clients with provincial registrations. It is a member of law firm network Terralex.

Notable practitioners

Bruno Floriani is a key contact for the group.

Stein Monast L.L.P.

What the team is known for Stein Monast is a Québec City law firm with an active practice and a good reputation in the local mid-market. The group offers a range of advice in relation to M&A, financing, securities law, bankruptcy and restructuring, as well as providing related tax expertise and advice on potential litigation. It regularly acts for small and medium-sized companies on securities transactions and for private and institutional investors on capital markets deals. The law firm is also seen representing the provincial government and its agencies.

Notable practitioners

Sophie Martin is the managing partner of the firm.

General Business Law Saskatchewan

General Business Law
Leading Firms
Band 1
McDougall Gauley LLP
McKercher LLP
MLT Aikins LLP
Band 2
Miller Thomson LLP
Band 3
Kanuka Thuringer LLP
Robertson Stromberg LLP
Band 4
Stevenson Hood Thornton Beaubier LLP
<i>* Indicates individual with profile.</i>
<i>◇ (ORL) = Other Ranked Lawyer.</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

McDougall Gauley LLP

What the team is known for McDougall Gauley is a full-service Saskatchewan law firm with offices in both Regina and Saskatoon. It is credited for its work on behalf of local and national corporate clients in commercial and financial transactions, restructurings and securities matters. The group is further noted for its ability to advise on real estate, tax and insurance matters and is highlighted for its in-depth knowledge of

Corporate/Commercial
Eminent Practitioners
Eminent Practitioners
Runge Aaron <i>MLT Aikins LLP</i>
Leading Individuals
Band 1
Hopkins Nancy <i>McDougall Gauley LLP</i>
Milani Michael W <i>McDougall Gauley LLP</i>
Warsaba Patricia <i>McKercher LLP*</i>
Band 2
Donald Christopher <i>Robertson Stromberg LLP</i>
Gaucher Alain <i>MLT Aikins LLP</i>
Gerspacher Melvin <i>Robertson Stromberg LLP</i>
Johnson Eric <i>Miller Thomson LLP</i>
Prosser Leslie <i>Robertson Stromberg LLP</i>
Band 3
Beaubier Beaty <i>Stevenson Hood Thornton Beaubier LLP</i>
Laidlaw Ryan <i>McDougall Gauley LLP</i>
Lekach Glen <i>Miller Thomson LLP</i>
Markatos Stathy <i>MLT Aikins LLP</i>
Nickel William <i>McDougall Gauley LLP</i>
Pringle John <i>McKercher LLP*</i>
Senft Dezarae <i>McKercher LLP*</i>
Sproule James <i>McKercher LLP*</i>
Sproule Warren <i>Kanuka Thuringer LLP</i>
Tchorzewski Dion <i>McDougall Gauley LLP</i>
Warsaba Ronald <i>Kanuka Thuringer LLP</i>
Wicijowski Stuart <i>McDougall Gauley LLP</i>
Up-and-coming individuals
Masich Christopher <i>McKercher LLP*</i>

Employment & Labour
Leading Individuals
Band 1
Barber Susan B. <i>McDougall Gauley LLP</i>
Seiferling Larry <i>Seiferling Law (ORL) ◇</i>
Wilson Kevin <i>MLT Aikins LLP</i>

the energy, banking, healthcare and construction sectors. The firm also fields a highly respected labour and employment department that handles wrongful dismissals and other contentious mandates, and is also valued for its advisory work. The team’s experience includes human rights work and human resources management, and it is particularly active on behalf of employers in the resources sector. The firm offers skilful representation in general commercial litigation, with notable strength in class action defence. Further areas of expertise include insurance, construction, and product liability litigation. The team can frequently be seen working on interprovincial litigation files.

Notable practitioners

Senior practitioner **Gordon Kuski KC** is renowned for his handling of corporate, commercial and insurance litigation. He handles single-plaintiff and class action suits in a broad range of industry sectors including oil and gas, telecommunications and pharmaceuticals. He is based in Regina. **Strengths:** *“Gordon is a superb lawyer.”*

Litigation: General Commercial
Senior Statespeople
Senior Statespeople: distinguished older partners
Kuski Gordon J. <i>McDougall Gauley LLP</i>
Leading Individuals
Band 1
Ehmann James <i>Kanuka Thuringer LLP</i>
Hodson Douglas C. <i>MLT Aikins LLP</i>
Parthev Shaunt <i>MLT Aikins LLP</i>
Band 2
Cann Nicholas <i>McKercher LLP*</i>
Kuski Deron <i>MLT Aikins LLP</i>
Lee Jeff <i>MLT Aikins LLP</i>
Mohrbutter Jason <i>MLT Aikins LLP</i>
Quayle Amanda M. <i>McDougall Gauley LLP</i>
Sawatzky Murray <i>McDougall Gauley LLP</i>
Van Beselaere Rick <i>Miller Thomson LLP</i>
Band 3
Anderson Kim <i>Robertson Stromberg LLP</i>
Beckman John <i>McKercher LLP</i>
Dunn Kaylea <i>McKercher LLP</i>
Grubb Jeff <i>Miller Thomson LLP</i>
Harasen Paul <i>Kanuka Thuringer LLP</i>
Hirschfeld Collin <i>McKercher LLP*</i>
Kennedy Robert <i>McDougall Gauley LLP</i>
Laing Heather J. <i>McDougall Gauley LLP</i>
Sutherland Ian <i>McDougall Gauley LLP</i>
Up-and-coming individuals
Clayards Jason <i>McKercher LLP*</i>
* Indicates individual with profile.
Alphabetical order within each band. Band 1 is highest.

Susan Barber KC is based in Regina and is a highly accomplished lawyer in employment rights and workplace relations. Her expertise further covers terminations, compensation and misconduct as well as employment mandates relating to corporate reorganisations. She is also an experienced litigator, most notably acting before labour relations boards. **Nancy Hopkins KC** is an experienced corporate lawyer who operates her practice out of the firm's Saskatoon office. She has established a particularly strong reputation for her expertise in tax and M&A, and she is also frequently instructed by private equity companies and strategic buyers. **Michael Milani KC** is highly acclaimed for his commercial lending and insolvency practice. He is based in Regina. **Strengths:** "Michael Milani KC is an exceptional all-round lawyer." **Amanda Quayle KC** is frequently instructed on class action mandates, as well as single-plaintiff litigation and arbitration. She holds particular expertise in the representation of clients from the chemicals and pharmaceuticals sector. She is based in Regina. **Strengths:** "Amanda's problem-solving skills and oral advocacy are second to none. She is very strong in class actions." **Murray Sawatzky KC** has appeared before all levels of Saskatchewan and federal courts representing a range of project owners, construction and bonding companies, and engineers. He is well respected for his work in construction litigation. Murray is based in Regina. **Strengths:** "Murray Sawatzky is an excellent lawyer and a pleasure to deal with." **Robert Kennedy KC** possesses expertise that encompasses business litigation, insurance and professional negligence. In addition to commercial disputes work, he handles adminis-

trative and public law cases. He is senior litigation counsel, based in Saskatoon. **Ryan Laidlaw** acts for clients on banking and corporate transactions, financing, and wider corporate governance matters. He is based in Regina. **Heather Laing** is a highly experienced litigator who is held in particularly high regard for her insurance defense practice. **William Nickel** has a broad corporate practice which sees him advise clients on transactional matters, including both securities and privatisation deals. William is based in the firm's Saskatoon office. **Ian Sutherland** is a skilled and experienced litigator. He advises a wide array of clients on insolvency and bankruptcy law, as well as commercial disputes. He is based in Saskatoon. **Dion Tchorzewski** operates a broad practice that includes significant experience of commercial real estate transactions. He also assists with secured lending and corporate governance mandates. He is based in Regina. **Stuart Wicijowski** concentrates his corporate and commercial practice on secured lending, commercial real estate and venture capital financing, representing pension funds and financial institutions. He is based in the firm's Regina office.

McKercher LLP

What the team is known for McKercher is a well-established full-service law firm with a strong regional footprint and offices in both Regina and Saskatoon. The firm offers impressive depth of expertise in commercial transactions, M&A and financing. The group represents a range of national and international clients across various sectors, including entertainment, construction and land use. It demonstrates additional expertise in the energy industry, notably in the renewable resources space.

Strengths

"The lawyers at McKercher take a multi-disciplinary approach which brings practical solutions to every challenge."

"The McKercher team has in-house lawyers that specialise in the areas of law that we need clarification on. This gives us reassurance on our decisions."

Work highlights The team at McKercher acted for SSC Security Services on its CAD23.9 million acquisition of all the shares of Logixx Security from Avante Logixx.

Notable practitioners

Patricia Warsaba KC (see p.109) is firmly positioned at the forefront of the corporate and commercial law market locally and nationally. She is active on construction projects for government bodies as well as financing for clients in the entertainment industry and has a deep M&A practice. **Strengths:** "Patricia Warsaba KC goes beyond being talented. She is a trusted source of wisdom." "She is extremely good and responsive in all areas." **Nicholas Cann KC** (see p.106) focuses his contentious practice on insurance defence. He handles a broad range of matters, including professional liability, construction losses and product liability. He often acts for clients in technical professions. He is based in Regina. **John Beckman KC** acts as counsel on a variety of disputes. Along with his handling of contractual and commercial disputes, he features on matters relating to tax and labour law, as well as First Nations litigation. **Kaylea**

Dunn KC is well placed to act for clients on civil litigation, including personal injury and professional liability mandates. **Strengths:** "Kaylea Dunn is a good lawyer and I would recommend her." **Collin Hirschfeld KC** (see p.106) is well regarded for his expertise in construction law, advising provincial and municipal governments and corporate clients on construction contracts and litigation. **Strengths:** "Collin Hirschfeld is a pleasure to work with." **John Pringle** (see p.108) is experienced in advising public and private companies on M&A transactions. He is based in Saskatoon. **Dezarae Senft** (see p.109) wins praise for her experience handling M&A and securities matters, including IPOs. She also adeptly advises on corporate governance. She is based in Regina. **James Sproule** (see p.109) is a respected corporate lawyer based in Saskatoon, acting for clients on asset-backed financings, credit facilities and real estate financing. He also has particular expertise in the fields of construction and natural resources law. **Jason Clayards** (see p.106) is a litigator with a focus on contentious insurance and construction law cases. He is based out of McKercher's Regina office. **Christopher Masich** (see p.107) is known as an environmental law specialist and assists companies with transactions and project development in energy and agriculture. **Strengths:** "We use Christopher Masich in all commercial matters and he is great."

MLT Aikins LLP

What the team is known for MLT Aikins is widely recognised as the most prominent law firm in Manitoba and Saskatchewan. It is particularly highly regarded for its M&A work on behalf of clients in the transportation, natural resources and agribusiness sectors and also often acts for Crown corporations and government entities. The firm has a considerable presence in management-side labour matters, handling a wide array of work ranging from collective bargaining to occupational health and safety and human rights law. It is also highlighted for its expert handling of commercial dispute resolution mandates, as well as offering representation in a number of specialist areas such as banking, wills, trusts and estates, property, construction and tax litigation. The firm has offices in Winnipeg, Saskatoon, Regina, Edmonton, Calgary and Vancouver.

Notable practitioners

Aaron Runge currently serves as the managing partner of the firm. His practice also encompasses experience of venture capital and corporate governance matters. He is based in Regina. **Douglas Hodson KC** is held in high regard in Saskatchewan for his first-class handling of commercial disputes. He is particularly well recognised for his work in the transportation and construction sectors, with considerable experience in class action litigation. He is based in Saskatoon. **Strengths:** "Douglas is a very experienced litigator." **Shaunt Parthev KC** is renowned for his handling of multiparty claims and class action suits. He holds notable experience acting in the mining, insurance, and construction industries on various claims and disputes. He is based in Saskatoon. **Strengths:** "Shaunt Parthev KC enjoys a good reputation." **Kevin Wilson KC** is widely con-

sidered to be a leader in the Saskatchewan labour and employment market. Based in Saskatoon, he regularly acts for clients in both unionised and non-unionised environments, most significantly in the mining, construction and education sectors. **Alain Gaucher KC** focuses his practice on corporate tax planning and tax disputes. His clientele ranges from small enterprises to large corporations and high net worth individuals. He is based in Saskatoon. **Deron Kuski KC** is mandated by clients for his experienced navigation of commercial and construction litigation throughout Saskatchewan. Based in Regina, he has considerable experience of matters relating to both creditors' rights and commercial leasing. **Strengths:** "Deron Kuski KC is an excellent lawyer; he is smart, hard-working and has good courtroom skills." **Jeff Lee** has built a particularly strong reputation for his work advising distressed companies on insolvency and restructuring proceedings. Based in Saskatoon, he also adeptly advises on commercial litigation matters. **Jason Mohrbutter** advises on a range of multiparty actions including product liability and mass torts. He is well placed to advise clients in the pharmaceuticals and biotechnology sectors. He is based in Regina. **Stathy Markatos** enjoys a strong reputation for his corporate law practice, and is best known for his securities work. He is based in Regina.

Band 2

Miller Thomson LLP

What the team is known for Miller Thomson is a full-service law firm operating out of Saskatoon and Regina, with the ability to draw upon the firm's resources across Canada. It provides expert guidance to corporate clients across a range of business matters, including refinancing, M&A, debt recovery and CCAA proceedings. The firm is sought after by industry heavyweights in the banking, agribusiness and healthcare sectors and its recent workload includes IPO mandates, reorganisations and project financing in the real estate sector. It also operates a disputes practice in Saskatchewan, assisting clients especially with distribution rights claims.

Notable practitioners

Eric Johnson handles a wide range of transactions, including M&A, but is also active in litigation. He has clients in the real estate sector. He is managing partner of the Regina and Saskatoon offices. **Rick Van Beselaere** is best known for his expertise in bankruptcy and insolvency matters. He is based in Regina. **Jeff Grubb KC** is a well-regarded civil litigator with notable experience in the agricultural sector. Based in Regina, he han-

dles contract disputes in the space, as well as offering corporate and governance advice. **Glen Lekach** receives recognition for his deal expertise, frequently handling M&A and corporate reorganisation transactions. He is also adept at handling financing mandates. He is based in Regina.

Band 3

Kanuka Thuringer LLP

What the team is known for Kanuka Thuringer operates a respected business law practice in Saskatchewan. The business services team provides expert advice on M&A, corporate finance and securities, as well as insolvency and restructuring matters. It represents a broad clientele ranging from small and mid-sized businesses to major financial institutions and national corporations. The team offers expertise in natural resources, construction, transportation and gaming matters. The firm is also acknowledged for its dispute resolution capabilities, with lawyers experienced in commercial trials, regulatory litigation, class actions, mediation and arbitration. It is also noted for its expertise assisting clients with construction litigation. The firm has offices in Regina and Swift Current.

Notable practitioners

James Ehmann KC is respected for his handling of complex disputes in the construction, energy and insurance spaces. He is regularly mandated in navigating alternative dispute resolution, commercial litigation and class action suits. **Strengths:** "James Ehmann KC is amongst the top lawyers in terms of sophistication and quality." **Paul Harasen** is well regarded for his experience in handling commercial litigation mandates. **Warren Sproule KC** advises a wide range of clients on corporate and commercial transactions, with a particular focus on insolvency and restructuring. He is based in Regina. **Ronald Warsaba** is an experienced business lawyer with a broad-based practice that includes a focus on oil and gas transactions and real estate development matters. He operates his practice out of the firm's Regina office.

Robertson Stromberg LLP

What the team is known for Robertson Stromberg is a well-established Saskatoon-based law firm with standout experience advising on commercial lending, acquisitions and divestitures as well as corporate finance. Its further areas of expertise include bankruptcy and insolvency, insurance and taxation law. The team regularly advises clients within the financial services, municipal and agricultural sectors. It is well known for its rep-

resentation of small business owners.

Notable practitioners

Christopher Donald KC is well versed in M&A, commercial real estate and corporate governance matters. His practice encompasses expertise in the agribusiness and energy sectors, among others. He is based in Saskatoon. **Melvin Gerspacher** is a well-regarded corporate lawyer with notable expertise handling tax matters. His clients include small businesses and First Nations organisations. He is based in Saskatoon. **Strengths:** "Melvin Gerspacher is a brilliant tax lawyer; his knowledge and breadth is worthy." **Leslie Prosser KC** is held in high esteem for his corporate practice. Based in Saskatoon, he routinely advises clients on M&A, secured financing and lending transactions. **Kim Anderson KC** is recognized for his experience advising lenders and debtors on insolvency and restructuring matters.

Band 4

Stevenson Hood Thornton Beaubier LLP

What the team is known for Stevenson Hood Thornton Beaubier is a Saskatoon-based law firm with a solid corporate offering and notable strength in mid-market M&A and securities work. The firm also offers experience pertaining to tax planning and disputes. Its expertise cuts across sectors including agriculture, insurance and real estate. It has a particularly strong reputation in the tax field.

Notable practitioners

Beaty Beaubier is well regarded for and regularly advises clients on a wide range of tax matters, including in relation to both planning and disputes. He is based in Saskatoon. **Strengths:** "Beaty Beaubier is a longstanding superb tax professional."

Other Ranked Lawyers

Larry Seiferling KC is the founding partner of Seiferling Law. He commands a longstanding track record in labour relations, most significantly in the construction sector. He is senior counsel, based in Saskatoon.

General Business Law Manitoba

General Business Law
Leading Firms
Band 1
MLT Aikins LLP
Band 2
Fillmore Riley LLP
Thompson Dorfman Sweatman LLP
Band 3
Hill Sokalski Walsh Olson LLP
Pitblado LLP
Taylor McCaffrey LLP

Alphabetical order within each band. Band 1 is highest.

Band 1

MLT Aikins LLP

What the team is known for MLT Aikins is widely recognised as the most prominent law firm in Manitoba and Saskatchewan. It is particularly highly regarded for its M&A work on behalf of clients in the transportation, natural resources and agribusiness sectors and also often acts for Crown corporations and government entities. The firm has a considerable presence in management-side labour matters, handling a wide array of work ranging from collective bargaining to occupational health and safety and human rights law. It is also highlighted for its expert handling of commercial dispute resolution mandates, as well as offering representation in a number of specialist areas such as banking, wills, trusts and estates, property, construction and tax litigation. The firm has offices in Winnipeg, Saskatoon, Regina, Edmonton, Calgary and Vancouver.

Notable practitioners

Esteemed lawyer **James Ferguson KC** possesses deep experience advising on corporate and commercial transactions. His practice features particular strength in the agricultural sector, alongside broader expertise in food and energy matters. He is based in Winnipeg. Winnipeg-based **David Filmon** is an experienced lawyer who advises clients on a broad range of corporate matters, including M&A, securities and corporate governance, among other areas of expertise. He currently serves as the chair of the firm. Winnipeg-based **Richmond Bayes** advises on M&A and broader transactional matters including corporate reorganisations. He also offers expertise in securities law. **Brian Lerner** advises on M&A transactions as well as leveraged buyouts, securities and corporate governance. He is based in Winnipeg. Winnipeg-based **Nigel Thompson** often handles corporate transactions within the mining and environmental sectors, among others. He also advises on real estate financing matters. Winnipeg-based **Gregory Fleetwood** has a notable presence in the Manitoba disputes market, with expertise in corporate and banking-related litigation. He is also commended for his professional malpractice defence work and has advocated on behalf of clients before a range of provincial courts, administrative tribunals and boards. Longstanding litigator **Thor Hansell** has extensive experience of civil and commercial disputes.

Corporate/Commercial
Senior Statespeople
Senior Statespeople: distinguished older partners
Ferguson James A. MLT Aikins LLP
Leading Individuals
Band 1
Fien Cy M. Fillmore Riley LLP
Langhan Jody S. Fillmore Riley LLP
Tallon Greg. Thompson Dorfman Sweatman LLP
Band 2
Dewart Timothy S. Fillmore Riley LLP
Filmon David C. MLT Aikins LLP
Jackson David. Taylor McCaffrey LLP
Snyder Norman. Taylor McCaffrey LLP
Taylor Bruce. Thompson Dorfman Sweatman LLP
Band 3
Bayes Richmond. MLT Aikins LLP
King Bruce. Pitblado LLP
Kurbis Timothy. Taylor McCaffrey LLP
Lerner Brian. MLT Aikins LLP
Peters Glen R. Fillmore Riley LLP
Ransom Scott. Pitblado LLP
Stiver Lisa. Thompson Dorfman Sweatman LLP
Thompson Nigel. MLT Aikins LLP

Based in Winnipeg, he is well known for his work in the construction and finance spaces, as well as on tax-related disputes. **Jonathan Kroft** is an experienced litigator with substantial expertise in an array of complex commercial disputes. **James Mercury** offers broad expertise in commercial disputes, with notable expertise in tax and property-related matters. **Christian Monnin's** varied practice encompasses an array of complex commercial disputes. He is also noted for expertise in labour and employment matters. **Michael Weinstein** is regularly called upon to handle a broad range of commercial litigation matters. He has notable complementary experience in construction law.

Band 2

Fillmore Riley LLP

What the team is known for Fillmore Riley is a prominent Winnipeg-based business law firm offering clients an array of dispute resolution and corporate services. The group acts for clients of all sizes on general business disputes before Manitoba's courts, also offering expertise in arbitration and mediation. It has extensive experience advising private enterprise clients on a wide range of business law matters. The team is recommended by market sources for its competency in banking and finance, securities and real estate law, and assists with leasing and financing, acquisitions, secured transactions and reorganisations. It offers extensive experience advising on M&A within the agriculture, transportation and manufacturing industries.

Work highlights Fillmore Riley advised the Dufresne Spencer Group and TDG Furniture on the acquisition of six retail stores in Texas, six in Ohio and seven in British Columbia.

Employment & Labour
Leading Individuals
Band 1
Gardner William. Pitblado LLP
Litigation: General Commercial
Leading Individuals
Baigrie Jeff. Pitblado LLP
Blake Stuart J. Fillmore Riley LLP
Bowley Bernice R. Fillmore Riley LLP
Fleetwood Gregory. MLT Aikins LLP
Hansell Thor. MLT Aikins LLP
Hill Dave. Hill Sokalski Walsh Olson LLP
Kroft Jonathan B. MLT Aikins LLP
McFadyen Ross. Thompson Dorfman Sweatman LLP
Mercury James. MLT Aikins LLP
Monnin Christian. MLT Aikins LLP
Weinstein Michael J. MLT Aikins LLP
Williams Kevin. Taylor McCaffrey LLP

Alphabetical order within each band. Band 1 is highest.

Notable practitioners

Senior tax lawyer **Cy Fien** advises clients on a range of corporate transactions and matters including tax litigation and corporate reorganisation. He is based in the firm's Winnipeg office. Winnipeg-based **Jody Langhan** operates a high-end corporate law practice, handling a wide array of matters including financing and M&A transactions; he also advises on First Nations economic development. His clients include pension funds and agriculture industry businesses, among others. **Timothy Dewart** enjoys a solid reputation for his banking and finance work, routinely advising both lending clients and private businesses. He is based in Winnipeg. **Glen Peters** operates a broad corporate and commercial practice which features strengths across M&A and banking transactions as well as real estate financing and leasing matters. **Stuart Blake** acts at the intersection of civil litigation and insurance law. Based in Winnipeg, he chairs the firm's insurance group and is reputed for his handling of matters for national and international insurance organisations before provincial and federal courts. He currently serves as the managing partner of the firm. **Bernice Bowley** possesses notable expertise in handling insurance disputes on behalf of municipal and healthcare bodies throughout Manitoba. She is frequently instructed on product liability and subrogation matters, with further expertise in municipal liability and administrative law.

Thompson Dorfman Sweatman LLP

What the team is known for Thompson Dorfman Sweatman is a respected Manitoba law firm with a deep bench and ten office locations across the province and an additional office in Saskatoon. It is regularly mandated to provide advice on tax, securities, banking, corporate governance, M&A, debt restructuring and reorganisations. The firm also frequently handles commercial dispute resolution, offering expert advice on contentious cases relating to construction, insurance, tax,

wills, estates and trusts, and general commercial matters. Furthermore, it operates an esteemed labour and employment practice.

Notable practitioners

Winnipeg-based **Greg Tallon** enjoys a sterling reputation for his transactional practice, which includes work on cross-border deals. He routinely advises clients on M&A and securities matters, as well as real estate development and leasing. **Bruce Taylor** is held in high regard for his representation of financial services providers in bankruptcy and insolvency proceedings. He is based in the firm's Winnipeg office. **Lisa Stiver** chairs the firm's management committee and comes recommended for her representation of lenders in commercial transactions and financings. Winnipeg-based **Ross McFadyen** operates a diverse practice encompassing a broad array of commercial matters. In addition to corporate and shareholder litigation, he handles insolvency, insurance and construction disputes.

Band 3

Hill Sokalski Walsh Olson LLP

What the team is known for Hill Sokalski Walsh Olson is a well-established Winnipeg-based litigation boutique. The firm is proficient in a range of areas, including commercial cases, shareholder disputes, securities litigation and regulatory hearings.

Notable practitioners

Winnipeg-based **Dave Hill** is a seasoned disputes lawyer with a wealth of experience in commercial litigation, mediation and arbitration. His practice covers a diverse range of areas, including insurance, securities and construction litigation, as well as product and professional liability.

Pitblado LLP

What the team is known for Pitblado is a well-regarded Manitoba law firm with significant experience advising on corporate governance, M&A transactions, restructuring and securities matters. It is particularly well known for its real estate practice, with noteworthy expertise in secured lending matters and commercial leasing. The corporate and commercial department supports its business clients by working closely with the firm's tax and employment groups as well as its dispute resolution specialists.

Notable practitioners

William Gardner leads the labour and employment practice group at Pitblado. Based in Winnipeg, his experience includes advising clients on human rights, workers' compensation, and occupational health and safety matters. **Bruce King** is a seasoned corporate lawyer benefiting from over three decades of experience in transactional work. He routinely advises clients throughout Manitoba on mergers and acquisitions, shareholder agreements and commercial real estate matters, among others. Winnipeg-based **Scott Ransom** regularly advises clients in the banking and agriculture sectors on a range of transactions, including financing and M&A. He is also highly adept at handling commercial real estate matters. **Jeff Baigrie** is a well-regarded litigator who brings substantial experience acting in a wide range of complex commercial disputes.

Taylor McCaffrey LLP

What the team is known for Taylor McCaffrey is valued for its longstanding expertise in business law in the province, regularly advising on M&A, public and private financing, commercial real estate and bankruptcy. It is further noted for its tax practice, with additional capabilities in IP, IT

and insurance defence. Its client base features local, national and international companies, with notable experience acting for government agencies, banks, financial services and insurance companies. The team is also widely acclaimed for its notable strength in employment and labour law, where its lawyers act for clients from both the public and private spheres as well as from unionised and non-unionised environments. It is especially well versed in union certifications, strike management and workplace accidents. Taylor McCaffrey is a member of law firm network SCG Legal. It has offices both in Winnipeg and in various locations throughout rural Manitoba.

Notable practitioners

David Jackson has longstanding experience advising on a broad spectrum of transactional work, with particular expertise in the financial services sector. He also handles commercial litigation in Manitoba. Winnipeg-based **Norman Snyder** combines his position as the firm's chairperson and managing partner with an active corporate practice. He advises national and multinational companies on securities, corporate finance and governance issues. He is also admitted to the Ontario Bar. **Timothy Kurbis** handles M&A and corporate governance work, and is also held in high regard for his work on commercial real estate and financing matters in Manitoba. **Kevin Williams** is a well-regarded litigator with substantial experience acting in complex insurance disputes relating to matters including professional liability and property claims.

General Business Law Atlantic Canada

General Business Law
Leading Firms
Band 1
McInnes Cooper
Stewart McKelvey
Band 2
Cox & Palmer
Patterson Law
Band 3
Boyne Clarke LLP
Washington & Mahody Barristers
Pink Larkin Lawyers
Band 4
Benson Buffett PLC
Burchell Wickwire Bryson LLP
Curtis Dawe Lawyers
Metcalfe & Company
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

McInnes Cooper

What the team is known for McInnes Cooper is a first-rate regional law firm with a strong business law practice, encompassing a range of corporate transactions, including M&A, joint ventures, private equity and venture capital deals. It attracts praise for its experience advising national and international companies on lending, financing and restructuring matters. The firm is noted for its dedicated representation of small business clients facing commercial, real estate and tax issues, as well as its work in the ocean industry, including for clients in the oil and gas, marine and fisheries spaces. It is also lauded for its skilful representation of local, national and international employers in both unionised and non-unionised situations. The employment team provides adept guidance on termination disputes, pensions and benefits, human rights matters and workplace health and safety. Its industry expertise cuts across sectors including energy, construction and property, mining, shipping and aviation. Additionally, the firm's litigation team offers support across the full range of business files, from securities, shareholder disputes and wrongful dismissal to real estate and natural resources litigation, and also offers comprehensive support on contentious administrative matters. The firm is the exclusive member firm in Atlantic Canada for Lex Mundi. It has offices in Halifax, Charlottetown, Saint John, St. John's, Fredericton and Moncton.

Strengths

"The lawyers' knowledge in corporate, commercial and litigation matters is second to none."

Notable practitioners

Halifax-based **Michelle Awad KC** is a leading lawyer and litigator with particular expertise in mandates concerning product liability, securities, defamation and insurance. She frequently advises clients on general commercial disputes and arbitration. **Malcolm Boyle KC** is a Halifax-based lawyer who possesses a broad range of expertise in the labour and employment space.

Litigation: General Commercial
Leading Firms
Band 3
Boyne Clarke LLP
Leading Individuals
Band 1
Awad Michelle <i>McInnes Cooper</i>
Grant Robert <i>Stewart McKelvey</i>
Band 2
Clarke Colin <i>Cox & Palmer</i>
James Dennis <i>Patterson Law</i>
Mahody William <i>Washington & Mahody Barristers</i>
Rogers Rory <i>Stewart McKelvey</i>
Saunders Geoffrey <i>Burchell Wickwire Bryson LLP</i>
Seviour Colm St. Roch <i>Stewart McKelvey</i>
Band 3
Casey Brian <i>Boyne Clarke LLP</i>
Coles David <i>Boyne Clarke LLP</i>
Kelly Ian <i>Curtis Dawe Lawyers</i>
Kelly Michelle <i>Cox & Palmer</i>
O'Neill Jane <i>McInnes Cooper</i>
Rogers Peter <i>McInnes Cooper</i>
Rubin Nancy <i>Stewart McKelvey</i>
Thurlow W. Harry <i>Cox & Palmer</i>
Wood Shelley A <i>Stewart McKelvey</i>

His practice includes representing employers before labour tribunals as well as advising on wrongful termination and occupational health and safety matters. **Jack Graham KC** is based in Halifax, where he is widely recognised for his skills in labour arbitrations, collective bargaining and occupational health and safety. **Suzan Frazer** acts for publicly listed companies on a variety of securities and finance transactions ranging from public offerings and private placements to M&A, equity financings and takeover bids. She is based in Halifax. Saint John-based **Beth McGrath KC** acts for a varied roster of clients which include financial institutions, oil and gas companies, public authorities and construction firms. She regularly advises on M&A transactions, structured asset and share purchases, commercial financings and securities matters. Halifax-based **Brad Proctor** has garnered an increasingly notable reputation as a labour and employment lawyer with strong capabilities in human rights, workers' compensation and wrongful dismissal mandates. **Darren Stratton** is adept at handling a range of labour and employment matters. He is based in St. John's and handles issues centred around health and safety, union-management relations and employee discharge, among others. Nova Scotia-based **Jane O'Neill KC** is known for her strong litigation practice. She handles a broad range of commercial disputes, from shareholder and contractual issues to securities litigation. **Peter Rogers KC** is a highly regarded disputes practitioner. He operates from McInnes Cooper's Halifax office and is experienced in contentious public and administrative law matters as well as corporate and commercial litigation.

Employment & Labour
Leading Individuals
Band 1
Bennett Clarence <i>Stewart McKelvey</i>
Boyle Malcolm <i>McInnes Cooper</i>
Erskine Tara <i>Mathews, Dinsdale & Clark (ORL) ◇</i>
Graham Jack <i>McInnes Cooper</i>
Johnston Brian <i>Stewart McKelvey</i>
Band 2
Eddy Jamie <i>Cox & Palmer</i>
Machum G. Grant <i>Stewart McKelvey</i>
Proctor Brad <i>McInnes Cooper</i>
Reid Twila <i>Stewart McKelvey</i>
Saturley Rebecca <i>Stewart McKelvey</i>
Stratton Darren <i>McInnes Cooper</i>

Stewart McKelvey

What the team is known for Stewart McKelvey is a hugely distinguished law firm which is well regarded throughout Atlantic Canada and beyond for its expertise in corporate finance, M&A, reorganisations, lending, banking, securities and insolvency. It is noted for its wide-ranging client base featuring national and international corporates, emerging companies and family-owned enterprises across various industries, including energy, environment, aquaculture and construction. The firm also offers extensive experience of REITs and PPP deals. Its first-class labour and employment law team services both public and private sector employers; its lawyers are sought after to advise on wrongful dismissal claims and human rights complaints as well as workplace safety and workers' compensation issues. It also inspires praise for its experience of labour board proceedings, collective bargaining and grievance arbitrations as well as its advice in relation to pensions and employee benefits. Additionally, the firm excels in matters of corporate and commercial litigation, insurance defence and tax dispute resolution. It stands out as a significant player for oil and gas and marine transportation disputes, regularly advising on insurance and admiralty claims. Its lawyers also frequently handle class actions, arbitrations and matters relating to professional regulation. Its six offices are spread across Nova Scotia, New Brunswick, PEI and Newfoundland and Labrador.

Strengths

"The group is well equipped to handle our needs."

Notable practitioners

Saint John-based managing partner **Clarence Bennett KC** is a highly esteemed management-side labour, employment and human rights lawyer. He represents a broad range of clients stemming from the education, manufacturing and construction sectors. **Robert Grant KC** is a top lawyer in Atlantic Canada for all types of dispute resolution. Based in Halifax, he possesses a wealth of experience advocating both commercial and administrative cases, with notable expertise in energy, environment and project-related matters. Halifax-based **Brian Johnston KC** is widely considered by sources to be a market leader in the field of employment law. He is particularly

Employment & Labour: Labour for Unions
Leading Individuals
Band 1
Forsyth Gordon <i>Pink Larkin Lawyers</i>
Pink Ron <i>Pink Larkin Lawyers</i>
Band 2
Murray Mark <i>Martin Whalen Hennebury Stamp (ORL)</i> ◇
Up-and-coming individuals
Rees Kyle <i>O'Dea Earle (ORL)</i> ◇
◇ (ORL) = <i>Other Ranked Lawyer.</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>

skilled in labour relations, collective agreements, and drug and alcohol workplace policy. He most notably acts for clients in construction, healthcare and financial services. Operating from Stewart McKelvey's Halifax office, **Lawrence Stordy KC** has substantial experience advising on M&A deals. He acts for clients hailing from a wide range of sectors on transactional matters as well as advisory mandates relating to boards and shareholders. **Grant Machum** is lauded for his labour law expertise. He is based in the law firm's Halifax office and advises on the full gamut of employment issues, including terminations and wrongful dismissals, performance management, workplace human rights and labour relations. Halifax-based **Christine Pound** advises on M&A, shareholder agreements and financing structures. Her clients are based in a variety of sectors including construction, environmental services, shipbuilding and banking. **Twila Reid** is based in St. John's and has a robust labour and employment practice. Her expertise covers negotiating collective bargaining agreements and litigating harassment cases, among other matters. **Rory Rogers KC** is an experienced litigator who is based in Halifax. He often works on corporate disputes and professional liability cases. Saint John-based lawyer **Maureen Ryan KC** advises on a broad range of M&A and commercial transactions. She assists various clients with matters arising from the construction, technology, and oil and gas sectors. **Rebecca Saturley** is Stewart McKelvey's managing partner in Halifax. She is renowned for representing clients in human rights and occupational health and safety matters. **Colm St. Roch Seviour KC** possesses considerable expertise in disputes relating to environmental and natural resources issues. He is based in the firm's St. John's office. **Paul Smith** focuses on trust law and corporate finance. Based in Saint John, he advises domestic and international clients in relation to their Canadian operations, as well as trust formation and structures. Based in Halifax, **Nancy Rubin KC** is a well-established litigator. She assists with disputes pertaining to planning and environmental, energy and media law. **Shelley Wood** is a Halifax-based partner who is known for her expertise in commercial litigation. She often handles insurance and liability disputes.

Band 2

Cox & Palmer

What the team is known for Cox & Palmer operates a well-established practice with a strong footprint across Atlantic Canada, with ten offices

Corporate/Commercial
Leading Individuals
Band 1
Benson Jeffrey <i>Benson Buffett PLC</i>
Forestell Peter R. <i>Cox & Palmer</i>
Harris Kate <i>Patterson Law</i>
Stordy Lawrence <i>Stewart McKelvey</i>
White George <i>Patterson Law</i>
Band 2
Bonnell Aubrey <i>Curtis Dawe Lawyers</i>
Frazer Suzan <i>McInnes Cooper</i>
Hamilton Upham Jennifer <i>Patterson Law</i>
McGrath Beth <i>McInnes Cooper</i>
Pound Christine <i>Stewart McKelvey</i>
Ryan Maureen <i>Stewart McKelvey</i>
Smith Paul <i>Stewart McKelvey</i>
Woodbury Natalie J. <i>Boyne Clarke LLP</i>

across the region including four locations in PEI. The law firm predominantly acts on behalf of clients in the energy, banking and telecommunications sectors, handling a wide array of corporate and commercial matters, including M&A, secured transactions, IPOs, joint ventures and corporate governance. It also draws on the firm's full-service resources to advise on insolvency and restructuring, real estate and tax law. In addition to commercial disputes and ADR, its clients benefit from its specialist teams in construction, estates, health, insurance and maritime litigation as well as advice relating to breach of contract, product liability and shareholder disputes. The team facilitates registrations and incorporations by providing enhanced direct access to corporations branches maintained by the governments of Nova Scotia, New Brunswick, and Newfoundland and Labrador. The firm also fields an extensive labour and employment practice and is often a top choice for referral work from national law firms, advising employers on both contentious and non-contentious matters in both union and non-union settings. The team's expertise ranges from contract drafting and wrongful dismissal claims to the employment-related aspects of restructuring matters and M&A.

Notable practitioners

Based in Saint John, **Peter Forestell KC** provides counsel to both domestic and international clients. He advises on corporate reorganisations, share and asset transactions, and general corporate and commercial matters. Halifax-based **Colin Clarke KC** assists with a range of contentious issues. He is particularly well known for his medical malpractice litigation work. **Jamie Eddy KC** is a Fredericton-based lawyer who is well regarded for his strengths in employment, labour and human rights law. He advises on topics such as collective bargaining agreements, disability claims, wrongful dismissal cases and grievance arbitrations. Operating from Cox & Palmer's Halifax office, **Michelle Kelly KC** is experienced in a broad range of commercial disputes, ranging from fraud and fiduciary duty claims to insurance defence work and expropriation cases. **Harry Thurlow** works from the law firm's Halifax office. He represents clients in a variety of commercial disputes, with particular expertise in mandates involving insurance and construction. He also assists with medical defence cases.

Patterson Law

What the team is known for Patterson Law is a highly regarded Nova Scotia law firm offering extensive experience in banking and finance, M&A, securities, corporate governance and insolvency. Its further areas of expertise include commercial and residential real estate development, taxation matters for both corporations and individuals, and trusts and succession planning. The group also provides businesses with support in commercial litigation matters and operates a solid advocacy group at the trial and appellate levels. The team is able to handle a range of files, from civil litigation and class proceedings to professional negligence, property disputes, insurance defence and arbitration. Additionally, it wins recognition for its well-established agricultural law practice. The firm has offices in Halifax, Truro, New Glasgow, Bridgewater and Pictou.

Notable practitioners

Kate Harris KC has developed a wealth of experience advising owner-manager clients on trusts and estate planning, business structuring and tax minimisation. She is based in Halifax. **Strengths:** "She is a pre-eminent tax lawyer." Truro-based **George White KC** has considerable experience regarding corporate transactions and commercial agreements, including reorganisations. He is also knowledgeable in trust and estate planning. **Jennifer Hamilton Upham** is co-managing partner of Patterson Law and based in the firm's Truro office. She handles the full gamut of M&A, commercial agreements and corporate governance mandates. The Halifax-based **Dennis James KC** is a notable lawyer with a strong standing in the market. He is proficient in all manner of disputes, including commercial litigation, professional liability, employment cases and aboriginal law. **Strengths:** "He is very affable and a good lawyer."

Band 3

Boyne Clarke LLP

What the team is known for Boyne Clarke is a full-service law firm operating out of Dartmouth and providing counsel across the full spectrum of corporate and commercial matters. The business law team provides clients with informed counsel on transactions, joint ventures, capital investment and taxation, among other areas, as well as resolving related commercial disputes. The firm also advises on property development projects, with a focus on waterfront matters. It services a broad client base consisting of small businesses, large multi-shareholder companies, banks, trusts and individuals.

Notable practitioners

Natalie Woodbury is based in Nova Scotia and highly regarded for her corporate practice. She is knowledgeable in M&A and shareholder agreements as well as tax and estate planning. **Strengths:** "She has a stellar reputation." Halifax-based **Brian Casey KC** is an experienced lawyer in the litigation sphere. He advises his clients on a range of civil and commercial disputes. **David Coles KC** is an experienced lawyer who advises on commercial and civil litigation, including media and defamation law. He leads the

firm's business litigation group in Nova Scotia.

Washington & Mahody Barristers

What the team is known for Washington & Mahody is a well-established litigation boutique based in Halifax which is regarded as a popular choice for commercial dispute resolution. Its attorneys have experience at all trial levels, as well as capability in ADR and regulatory litigation.

Notable practitioners

William Mahody KC handles a range of commercial litigation and is knowledgeable in insurance and employment law cases. He is also experienced in arbitration and mediation proceedings.

Pink Larkin Lawyers

What the team is known for Pink Larkin Lawyers is a Halifax-based team widely recognised as a dominant firm in the Atlantic provinces for union-side representation. It is acclaimed for its expertise in union certification matters and collective agreement negotiations across a wide range of industries, including in the maritime, agriculture and education sectors. The law firm offers counsel to trade unions and professional organisations on a diverse array of employment and labour issues, including human rights, occupational health and safety, wrongful dismissals and pensions and benefits. It is also noted for its alternative dispute resolution and mediation capabilities. The team in Nova Scotia is supported by an office in Fredericton, New Brunswick.

Notable practitioners

Gordon Forsyth KC is renowned as a leader in union-side labour law across Nova Scotia and Newfoundland and Labrador. He represents clients before a variety of administrative tribunals and is best known for advising unions in the construction sector. **Ron Pink KC** possesses a long-standing track record of representing unions in the healthcare, education and construction sectors in collective bargaining agreements and certifications. He is based in Nova Scotia.

Band 4

Benson Buffett PLC

What the team is known for Benson Buffett is a well-reputed full-service Newfoundland and Labrador law firm providing expert advice on a variety of corporate and commercial matters, including M&A, reorganisations, finance and corporate governance. It offers strong capability in commercial real estate, matters pertaining to the oil and gas and mining industries, and related commercial and civil litigation, frequently acting for clients on asset recovery, product liability and insurance disputes. The team regularly acts as local counsel to national and international clients.

Notable practitioners

Jeffrey Benson KC acts as Newfoundland counsel to a range of financial, manufacturing, healthcare, petrochemical and transport clients, offering advice on securities, banking and secured financing, M&A and health law. He is the co-managing director of Benson Buffett and a former president of the Law Society of Newfoundland and Labrador.

Burchell Wickwire Bryson LLP

What the team is known for Burchell Wickwire Bryson is a Nova Scotia-based business law firm recommended for its disputes practice, capable in commercial trials, administrative advocacy and alternative dispute resolution. The law firm formed in January 2023 following the merger of Burchells LLP, Wickwire Holm and Blois, Nickerson & Bryson LLP.

Notable practitioners

Halifax-based lawyer **Geoffrey Saunders** is commended for his ability to handle construction disputes. He is frequently mandated on litigation concerning environmental and municipal issues as well as bankruptcy and insolvency.

Curtis Dawe Lawyers

What the team is known for Curtis Dawe Lawyers is based in Newfoundland and Labrador. The law firm assists clients with a range of corporate and commercial mandates. The lawyers additionally represent companies and state entities in a whole host of disputes, with notable expertise in the construction and energy sectors.

Strengths

"The law firm is of the highest quality."

St John's-based **Aubrey Bonnell KC** is highlighted for his expertise in corporate and commercial law. He is a former chair of the Board of Governors of the Law Foundation of Newfoundland and Labrador. **Strengths:** *"He has long been known as a guru in the business law field."* Based in Newfoundland and Labrador, **Ian Kelly KC** is knowledgeable in a broad range of civil litigation and commercial disputes. He also has experience in municipal and administrative law, often acting for municipalities, and has particular expertise in energy mandates.

Metcalf & Company

What the team is known for Metcalf & Company is a Halifax-based law firm recognised for its expertise and experience in marine and transportation mandates. The law firm assists with corporate and asset transactions, financing and restructuring. It also represents clients in commercial litigation, in addition to disputes involving admiralty and maritime law as well as marine and specialty insurance cases.

Notable practitioners

Frank Metcalf KC is a key contact for the law firm.

Other Ranked Lawyers

Tara Erskine KC of Mathews, Dinsdale & Clark has extensive experience of employment law in Atlantic Canada as well as Alberta and Ontario. She is a highly skilled lawyer in grievance arbitrations, wrongful dismissals and sexual harassment matters.

Strengths:

"Tara is bright, knows her stuff and is well versed in the law, but what stands out is that she listens to clients."

Mark Murray of Martin Whalen Hennebury Stamp is best known for his labour and employment practice. He has extensive experience in representing unions in a host of matters.

Kyle Rees of O'Dea Earle is an up-and-coming practitioner who is building an impressive labour law practice in the union-side arena.

General Business Law Northern Canada and Arctic

General Business Law
Leading Firms
Band 1
Lawson Lundell LLP
Band 2
Borden Ladner Gervais LLP
Gowling WLG (Canada) LLP
McLennan Ross LLP
Band 3
Dragon Toner Law Office
Field Law
Band 4
Dubuc Osland, Barristers & Solicitors
Willms & Shier Environmental Lawyers LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Donihee John Willms & Shier Environmental Lawyers LLP
Leading Individuals
Band 1
MacPherson Sheila Lawson Lundell LLP
Band 2
Chamberlain Adam Gowling WLG (Canada) LLP
Ferdinand Catlyn Ayanna Field Law
Kowbel Christine Lawson Lundell LLP
Kruger Toby Lawson Lundell LLP
MacKenzie Sandra Lawson Lundell LLP
McDormand Kathleen Borden Ladner Gervais LLP
Band 3
Buchanan Christopher McLennan Ross LLP
Denroche Alan Denroche & Associates (ORL) ◇
Dragon Leanne Dragon Toner Law Office
Gullberg Ed McLennan Ross LLP
Innes Larry Olthuis Kleer Townshend (ORL) ◇
McRae Bruce McRae Law (ORL) ◇
Meadows Teresa Meadows Law (ORL) ◇
Syer Tim Lawson Lundell LLP
Toner Sheldon Dragon Toner Law Office
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1**Lawson Lundell LLP**

What the team is known for Lawson Lundell is a Vancouver-headquartered law firm with a well-established Yellowknife presence. The practice is noted for the depth of its experience across the Northwest Territories, the Yukon and Nunavut, acting for a number of long-term clients from both the private and public sectors. Such clients include mining companies, Aboriginal organisations, regulatory agencies and government bodies. The team possesses deep expertise in administrative and constitutional law, as well as labour and employment and project development north of 60. The firm advises on a wide range of corporate and commercial matters and related litigation and arbitration, and provides ongoing regulatory guidance in relation to high-profile mining projects throughout the Arctic.

Strengths

"The firm has the bench strength for whatever circumstances."

Work highlights Lawson Lundell acted for Cheetah Resources, NWT Rare Earths and Vital

Metals Canada on regulatory and permitting matters for the Nechalacho Rare Earths extraction project in the Northwest Territories and refinery in Saskatchewan.

Notable practitioners

Pre-eminent lawyer **Sheila MacPherson** excels in the fields of constitutional law and litigation across the Northwest Territories and Nunavut. She also assists clients with workplace investigations and child protection matters. **Strengths:** *"She is a true northern star. I've never met anyone as passionate about doing what is right for the North."*

Christine Kowbel has a strong focus on environmental regulations, often advising mining companies on environmental impact assessments. She services her clients from the Vancouver office.

Toby Kruger has a broad practice covering contentious and non-contentious real estate matters, governance issues and regulatory changes and defamation claims. He is frequently mandated on behalf of public bodies. **Strengths:** *"Toby is smart and assertive in his practice. His timeliness is impeccable."* **Sandra MacKenzie** frequently advises both corporate and public sector clients on a range of contentious matters, such as workplace investigations and construction arbitration. She additionally assists with non-contentious employment issues, including Inuit employment matters. **Strengths:** *"She is driven and committed for her clients."* Based in Yellowknife, **Tim Syer** operates a broad corporate and commercial practice, frequently advising on corporate governance matters, financing transactions and real estate issues. **Strengths:** *"He is wonderful for unique challenges and he is very practical."*

Band 2**Borden Ladner Gervais LLP**

What the team is known for Borden Ladner Gervais is a national law firm with a dedicated 'Team North' practice group offering significant expertise throughout its national network, particularly in Ottawa and Montréal. The team is active across the Canadian Arctic, assisting clients with a wide range of matters, including in the energy and natural resources and telecommunications industries. Team members have notable experience handling labour and employment disputes.

Strengths

"They have the depth and breadth of expertise across the firm. Their long history in Canada enables them to understand all the impacts of their advice."

"BLG are able to do an immense amount of work over a short period of time."

Work highlights Borden Ladner Gervais represented Marcel Colomb First Nation to ensure their interests and concerns were addressed in the environmental assessment process of a new gold mine in northern Alberta.

Notable practitioners

Kathleen McDormand often represents clients in employment and insurance matters, acting for public and private sector clients on conten-

tious matters. She also assists with contractual disputes and human rights litigation. **Strengths:** *"She is knowledgeable about the unique nature of Canada's North and can tailor her advice to speak directly to those challenges and opportunities."*

Gowling WLG (Canada) LLP

What the team is known for Operating through a network of teams across the country, Gowling WLG's 'Canada North' practice group provides corporate and commercial representation across the Canadian Arctic. The firm is further noted for its counsel on Aboriginal matters, and has notable expertise acting on behalf of governmental bodies. Team members often act on contentious matters, including intellectual property disputes, construction arbitration and access to information requests.

Work highlights Gowling WLG counselled the Government of Nunavut over allegations it failed to provide education in Inuktitut.

Notable practitioners

Toronto-based **Adam Chamberlain** is a specialist in environmental and Aboriginal law. He frequently represents firms from the mining and power sectors, as well as government institutions, in a suite of regulatory and administrative law matters. **Strengths:** *"He is strategic and a strong player in this space."*

McLennan Ross LLP

What the team is known for McLennan Ross is a strong regional law firm with an impressive Yellowknife offering, backed by additional expertise in Edmonton and Calgary. Active in the Northwest Territories, Nunavut and the Yukon, the team is recognised for its commitment to the North. The firm typically acts on corporate and commercial and real estate mandates for a client base that includes several municipalities, government entities, real estate developers and energy companies. It also offers a broad litigation practice, with experience in insurance and general commercial litigation. The team is also recognised for handling employment law matters.

Notable practitioners

Operating out of Yellowknife, **Christopher Buchanan** capably services a variety of clients across Northern Canada, including on issues relating to employment and human rights. **Strengths:** *"He is a very strong litigator and is on a number of really interesting and key litigation files."* **Ed Gullberg** operates a long-standing commercial and construction practice throughout Nunavut and the Northwest Territories. Based in the firm's Yellowknife office, he has notable experience representing corporate and municipal clients. **Strengths:** *"He is very knowledgeable and has a good handle on the culture and expectations in the North."*

Band 3**Dragon Toner Law Office**

What the team is known for Dragon Toner Law Office is an acclaimed group of local practitioners based in the Northwest Territories and also regularly assisting with matters in Nunavut. The firm provides guidance on a broad spectrum of matters, including real estate, corporate and commercial, family law, and labour and employment matters. Its lawyers are regularly engaged by Northern-based businesses, high net worth individuals, government bodies and tribunals.

Strengths

"Dragon Toner is a fantastic firm that continues to be very relevant in the market."

Notable practitioners

Leanne Dragon operates an established real estate and estate planning practice across Nunavut and the Northwest Territories. She is based in Yellowknife. **Sheldon Toner** operates a varied practice across the Northwest Territories and Nunavut. Based in Yellowknife, he has significant experience across administrative law, litigation and human rights disputes.

Field Law

What the team is known for Field Law continues to garner support for its strong practice in the North. The team is particularly adept at guiding clients through commercial transactions, including financings. The firm is active in the Northwest Territories and Nunavut.

Strengths

"The firm has a vast network of various lawyers who specialise in all types of law."

Notable practitioners

Ayanna Ferdinand Catlyn has a particular focus on real estate matters, including the sale of assets, construction projects and real estate

financing. She also assists public and private sector clients with governance and compliance matters. **Strengths:** *"She is knowledgeable and very organised."*

Band 4**Dubuc Osland, Barristers & Solicitors**

What the team is known for Dubuc Osland, Barristers & Solicitors is located in Ottawa and is active in Nunavut and the Northwest Territories. Team members practise employment, corporate and financing mandates with a focus on Inuit and First Nations development.

Strengths

"The team are committed to working in the North and work hard for their clients."

Notable practitioners

Alain Dubuc is a key contact.

Willms & Shier Environmental Lawyers LLP

What the team is known for Willms & Shier Environmental Lawyers operate out of Toronto but service their clients in environment, Aboriginal and energy matters across Northern Canada. The firm is active in Nunavut, the Northwest Territories and Yukon and has experience representing First Nation clients.

Notable practitioners

John Donihee brings expertise and experience in both Nunavut and the Northwest Territories within the fields of environmental, administrative and Aboriginal law. Well versed in representing clients in a variety of approvals, land claims and planning law mandates, he is also knowledgeable on matters in the Yukon. **Strengths:** *"He is rock solid and provides really solid advice."*

Other Ranked Lawyers

Alan Denroche of Denroche & Associates combines a prominent commercial and residential real estate practice with a comprehensive corporate offering throughout Nunavut and the Northwest Territories. Based in Yellowknife, he frequently represents a range of institutional and corporate clients in asset purchases and dispositions.

Larry Innes of Olthuis Kleer Townshend is renowned for his experience and activity within Aboriginal law in Northern Canada. With complementary expertise in environmental law, he is noted for his representation of First Nations in responding to mining, energy and forestry developments. He is based in Yellowknife but admitted to the Bars in Ontario, Alberta, Yukon, the Northwest Territories, and Newfoundland and Labrador.

Strengths:

"He is a brilliant lawyer providing excellent client service."

Bruce McRae of McRae Law has experience in environmental law and administrative law matters. He is based in Ottawa and services Nunavut and the Northwest Territories.

Teresa Meadows of Meadows Law provides reputable expertise in environmental, administrative and Aboriginal law. Experienced in representing public and private entities, she frequently advises on regulatory matters in the natural resources sector. She is based in Edmonton.

Strengths:

"She knows the North in a way few people do from a regulatory perspective."

Leaders' Profiles in Corporate/M&A**ARCHER, Marcus**

Norton Rose Fulbright, Calgary
Marcus.Archer@nortonrosefulbright.com

Featured in Corporate/Commercial (Alberta)

Practice Areas: Marcus Archer focuses on public and private debt and equity financings, mergers and acquisitions, restructurings, reorganizations and purchases and sales of businesses and assets, acting for corporations, private equity, investment banks and creditors. He also assists clients with corporate governance, regulatory compliance, continuous disclosure and general corporate matters. Mr. Archer joined our Calgary office as an articling student in 1998 and became a partner in 2006.

ATKINSON, Aaron J

Davies Ward Phillips & Vineberg LLP, Toronto
416.367.6907
aatkinson@dwpv.com

Featured in Corporate/Commercial (Ontario)

Practice Areas: Aaron's practice focuses on public and private mergers & acquisitions, shareholder activism, capital markets, and corporate governance. He advises Canadian and international businesses, private equity firms, shareholders and other market participants spanning a wide range of industry sectors, including mining, technology, infrastructure and financial services. A seasoned and strategic practitioner, Aaron has advised on some of the country's most high-profile domestic and cross-border transactions, including contested matters such

as unsolicited takeover bids and proxy contests, with wide-ranging experience advising bidders/activists as well as targets and target boards. Well versed in corporate governance, Aaron is also regularly called upon to advise boards and board special committees on transactional matters and complex governance issues. Select Recognition: Chambers Canada; IFLR1000; The Legal 500 Canada; Lexpert Special Editions on Agribusiness & Cannabis, Finance and M&A, Mining and Technology; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada; Lexpert's "Rising Stars: Leading Lawyers Under 40"; Who's Who Legal.

BHASIN, (Ricco) A.S.

Torys LLP, Toronto
416.865.7329
rbhasin@torys.com

Featured in Corporate/Commercial (Ontario)

Practice Areas: Co-head of the firm's Financial Services Transactions Group. Ricco focuses on public and private M&A, private equity, joint ventures and partnerships, supporting clients in domestic, cross-border and international transactions. He has extensive experience acting in the financial services and technology sectors for banks, private equity/pension funds, insurance companies, asset managers and other financial sector participants. Ricco works with clients on some of their highest-profile and most significant transactions, including domestic, U.S. and international loyalty programs,

partnerships, asset and wealth management, insurance, bank and bancassurance transactions. He also regularly advises senior management and boards on governance and sensitive matters. Ricco additionally acts for clients spanning a wide range of other industries, including industrials, diversified, food and beverage and mining. With a dual call in New York and Ontario, Ricco routinely acts for clients in material cross-border and international deals involving New York or other U.S. or international laws. Ricco is co-head of the firm's Asian Lawyers Group and conversant in Punjabi and Hindi.

CANN, Nicholas
McKercher LLP, Saskatoon
+1 (306) 565-6526
n.cann@mckercher.ca

Featured in Litigation (Saskatchewan)

Practice Areas: Insurance Law Medical Malpractice Defense Privacy and Information Protection

Professional Memberships:

Member, Law Society of Saskatchewan Member, Canadian Bar Association Member, Saskatchewan Trial Lawyers Association Member, Board of Directors, Pro Bono Law Saskatchewan

CHERNEY, Richard
Davies Ward Phillips & Vineberg LLP, Montréal
+1 514 841 6457
rcherney@dwpv.com

Featured in Corporate/Commercial (Québec)

Practice Areas: Richard is a senior partner in the M&A, Capital Markets & Securities, Private Equity practices. He has advised public and private companies, including Alimentation Couche-Tard, New Look Vision Group, the Kaycan group of companies and Air Canada, on their most important transactions, investments and capital raising. Richard is also a key adviser to a number of national investment dealers regarding public and private financings. He is currently director, corporate secretary and counsel of New Look Vision Group Inc., a director of Uniboard Canada Inc. and ExcellThera Inc., and chairman of the Board of Mackinnon Bennett & Company Inc., a private equity fund manager and eStruxture Data Centres. He also served as a director of several other public companies. He is often called to advise boards of directors regarding their strategic decision-making. Richard is also the outgoing chairman of The Montréal General Hospital Foundation. A long-time member of Davies' Management Committee, Richard was Managing Partner in the Montréal office from 2000 to 2015.

CLAYARDS, Jason
McKercher LLP, Regina
Featured in Litigation (Saskatchewan)

Practice Areas: Administrative Law Civil Litigation Construction and Infrastructure Law Corporate and Commercial Litigation Insurance Law

COCKBURN, Matthew W
Torys LLP, Toronto
(416) 865-7662
mcockburn@torys.com

Featured in Private Equity (Nationwide – Canada), Corporate/Commercial (Ontario)
See under Private Equity for profile.

CONLIN, Jon
Fasken, Vancouver
jconlin@fasken.com

Featured in Corporate/Commercial (British Columbia)

Practice Areas: Jon Conlin is a member of the firm's Mergers and Acquisitions Group, Private Equity & Venture Capital Group and Technology Group. Jon's practice includes a wide range of complex business transactions; with a focus on M&A, strategic investments, private equity transactions and related corporate law matters. He also advises high-growth technology companies, founders and venture capital funds on private financings and other strategic transactions. Further, Jon regularly advises CEOs, boards of directors and special committees on corporate governance matters.

DIPAULO, Adrienne
Torys LLP, Toronto
adipaolo@torys.com

Featured in Corporate/Commercial (Ontario)

Practice Areas: Adrienne works closely with some of Canada's largest companies and institutional investors in their capital markets, securities law and corporate governance matters. With deep experience in both public and private M&A, Adrienne frequently acts for bidders and targets in both negotiated and contested transactions. She also provides ongoing advice to companies, directors and shareholders on corporate governance and securities compliance matters. Adrienne also supports both issuers and investment banks in a variety of public offerings.

EMANOILIDIS, John
Torys LLP, Toronto
+1 416 865 8145
jemanoilidis@torys.com

Featured in Corporate/Commercial (Ontario)

Practice Areas: John has a broad range of experience in complex M&A, transactional, securities, private equity, regulatory, governance, activism and compliance matters. With an international range of clients, John represents domestic and foreign acquirors, private equity sponsors, targets, special committees, boards of directors and investment banks in all aspects of M&A (both public and private), including hostile takeover bids, strategic review processes, proxy contests, going-private transactions, private equity transactions and negotiated acquisitions. John regularly advises companies, directors and shareholders on corporate governance, crisis management, activism, compliance and other critical situations. He also has extensive experience in corporate finance transactions, representing issuers, underwriters and investors in domestic

and international debt and equity public offerings and private placements.

FERRARA, Justin
Norton Rose Fulbright, Calgary
+1 403 267 8393
justin.ferrara@nortonrosefulbright.com

Featured in Corporate/Commercial (Alberta)

Practice Areas: Justin Ferrara's main practice is in securities law, with a focus on mergers and acquisitions and corporate finance. Mr. Ferrara has represented a number of both publicly traded and privately held clients in a broad range of matters, including mergers and acquisitions, public and private equity financings, corporate reorganizations and corporate governance issues. Mr. Ferrara has also advised special committees regarding numerous types of strategic and related-party transactions.

GREENSTONE, Elliot
Davies Ward Phillips & Vineberg LLP, Montréal
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egreenstone@dwpv.com

Featured in Corporate/Commercial (Québec), Life Sciences (Nationwide – Canada)

See under Life Sciences for profile.

GROVE, Janet
Norton Rose Fulbright, Vancouver
janet.grove@nortonrosefulbright.com

Featured in Corporate/Commercial (British Columbia)

Practice Areas: Janet Grove is the Canadian head of our life sciences and healthcare sector. Building on her experience and knowledge from years spent in corporate development and legal roles within industry, Janet helps clients in the technology and health sciences sectors – IT, health sciences, telecommunications and clean-tech. She is sought out for her expertise and business approach to structuring and negotiating both merger and acquisition transactions and complex commercial relationships to develop, commercialize and acquire technology. This includes assisting with a variety of research and development, supply and licensing arrangements and developing and advising on novel programs and collaborations involving technology. Ms. Grove's client base includes a wide range of organizations from early-stage technology and biotechnology clients, to large public and private companies, educational institutions, healthcare authorities, hospitals and research institutions throughout Canada. Ms. Grove has advised on some of BC's most significant technology transactions and brings a depth of understanding to complex transactions that clients find invaluable. Having worked for eight years in-house at a global biopharmaceutical company then listed on the TSX and NASDAQ, she also appreciates the ever-expanding role of corporate counsel and how best to support clients in those roles. During her years in industry, she held the position of vice-president and corporate counsel,

corporate secretary and business ethics officer, providing legal advice to the board and management on all aspects of the business, including corporate and technology acquisitions and divestures, issues related to research, clinical and pharmaceutical manufacturing projects and agreements. Ms. Grove is the former managing partner of our Vancouver office.

HIRSCHFELD, Collin
McKercher LLP, Saskatoon
c.hirschfeld@mckercher.ca

Featured in Litigation (Saskatchewan)

Practice Areas: Administrative Law Alternative Dispute Resolution Bankruptcy, Insolvency and Receivership Civil Litigation Construction and Infrastructure Law Education Law Health Care Medical Malpractice Defense Professional Responsibility and Ethics
Career: McKercher LLP Partner, 2005 Queen's Counsel Appointment, 2016
Professional Memberships: Past Chair, National Construction and Infrastructure Law section of the CBA Past President, Saskatoon Bar Association Fellow, Canadian College of Construction Lawyers

JUGNAUTH, Neville
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njugnauth@torys.com

Featured in Corporate/Commercial (Alberta)

Practice Areas: Neville practises corporate and securities law with a focus on M&A, private equity and corporate finance transactions. With transactional experience in both Canada and the United States, Neville has significant experience working with financial sponsors on their M&A activity, private equity investments, joint venture transactions and partnering arrangements in the upstream and midstream sectors of Canada's oil and gas industry. Neville also regularly advises clients on public offerings, securities law and stock exchange compliance issues, and corporate governance matters.

KELLY, Stephen
Norton Rose Fulbright, Montréal
+1 514 249 9087
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Featured in Corporate/Commercial (Québec)

Practice Areas: Stephen Kelly is the Canadian national chair of our business law group. He practises corporate and securities law, with particular emphasis on corporate finance and mergers and acquisitions. He regularly acts for large public companies, underwriters and investors in public offerings, including initial public offerings, bought-deal transactions and cross-border offerings as well as private placement transactions. Mr. Kelly frequently advises on public and private mergers and acquisitions both nationally and internationally and has advised numerous boards of directors and independent committees in the context of M&A, compliance, corporate investigations and governance matters generally. He also advises

clients on corporate reorganizations, continuous disclosure obligations, corporate governance matters, preparing shareholders' meetings and other ongoing securities law questions.

KUJAVSKY, Brian

Davies Ward Phillips & Vineberg LLP,
Montréal
1-514-841-6401
bkujavsky@dwvp.com

*Featured in Corporate/Commercial
(Québec)*

Practice Areas: With a corporate and securities practice focused on mergers and acquisitions, Brian advises on complex cross-border transactions, both public and private. He has deep experience advising venture capitalists, family offices, private equity funds and entrepreneurs that regularly call on him for guidance as a trusted business adviser. Brian counsels Canadian, U.S. and international corporations, providing practical advice across a wide range of industries – including pharmaceuticals, retail, travel, music, clean technology, smart city infrastructure, cannabis and med tech. Brian frequently writes and speaks on issues related to the legalization of cannabis in Canada and the resulting regulations. Select recognition: Lexpert Special Edition: Agribusiness and Cannabis, Finance and M&A, Technology and Health Sciences; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada.

LABRECQUE, Nicolas

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*Featured in Corporate/Commercial
(Québec)*

Practice Areas: Nicolas Labrecque's practice focuses on mergers and acquisitions, corporate and commercial law and commercial real estate. Experienced in complex transactions of all sizes in various sectors such as manufacturing, transportation, services, renewable energy and retail, Mr. Labrecque is known for his business sense and his ability to find with our clients original and innovative solutions. His mergers and acquisitions experience includes numerous private and public Canadian, US and cross-border transactions where he has represented Canadian, US and European companies in acquisitions and sales of businesses in Canada, the United States and Latin America. In his real estate practice, Mr. Labrecque has represented owners, developers and industrial tenants in purchasing and leasing real property in Canada. Mr. Labrecque is Montréal chair of the business law group.

LONGHURST, Jennifer

McCarthy Tétrault LLP, Toronto

*Featured in Corporate/Commercial
(Ontario)*

Practice Areas: Jennifer F. Longhurst is a partner in McCarthy Tétrault's Business Law Group in Toronto, and a co-lead of the firm's M&A, Critical Situations & Shareholder Activism and Corporate Governance practice groups.

Jennifer is an industry leader advising executives, boards, committees and investors on public and private M&A, shareholder activism, corporate governance and private equity. Her extensive practice knowledge is matched by expertise across key Canadian industries, including in mining and energy, financial services, private equity, consumer services, real estate and pharmaceuticals, making her a trusted advisor on strategic and legal issues and broader business concerns. Select recognitions include: Lexpert/American Lawyer Leading 500 Lawyers in Canada; Best Lawyers in Canada – Leading Lawyer in Corporate Governance, Corporate Law, M&A and Mining; Lexpert Zenith Award – Mid-Career Excellence in M&A; Lexpert Special Edition Leading Lawyer – Finance, M&A and Mining; and Canadian Dealmakers Award – Deal Team of the Year.

Career: Ontario Bar, 2003.

Professional Memberships: Jennifer is involved with numerous professional and industry organizations: American Bar Association, Corporate Governance and M&A Committees - Ontario and Canadian Bar Associations, Corporate Governance Committee - Ontario Securities Commission, former Chair of Securities Advisory Committee - The Walrus, Member of the Board of Directors

Publications: She is a regular advisor, industry speaker and author of numerous publications on a wide range of shareholder activism, corporate governance, ESG, securities law and M&A topics.

Personal: Jennifer is actively involved in various community initiatives, including as a former Cabinet Member of Malachy's Soiree; former Adjunct Professor at Osgoode Hall Law School's Professional LLM Program teaching Corporate Transactions; and a former member of the Royal Ontario Museum's Royal Patrons Circle Committee.

MASICH, Christopher

McKercher LLP, Saskatoon

*Featured in Corporate/Commercial
(Saskatchewan)*

Practice Areas: Agriculture and Agribusiness Commercial and Secured Transactions Environmental Law Mergers and Acquisitions Mining, Oil and Natural Resources Real Estate and Land Development Securities, Finance and Investment

Professional Memberships: Member, Canadian Bar Association Member, Saskatoon Bar Association Member, Board of Directors, Ag-West Bio, Inc.

MASLECHKO, William

Burnet Duckworth & Palmer LLP,
Calgary

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wsm@bdplaw.com

*Featured in Corporate/Commercial
(Alberta)*

Practice Areas: William advises on corporate and securities matters including capital markets, M&A, corporate governance issues, shareholder activism. He clients range from TSX Venture Exchange and TSX listed issuers and

national and regional investment dealers.

Professional Memberships: Law Society of Alberta; Canadian Bar Association.

MCFETRIDGE, William J

Norton Rose Fulbright, Vancouver
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bill.mcfetridge@nortonrosefulbright.com

*Featured in Corporate/Commercial (British
Columbia)*

Practice Areas: Bill McFetridge has over 40 years of experience providing professional strategic counsel and advice to clients in a range of industries, including transportation, marine, real estate, construction, maritime, wholesale distribution and forestry. Mr. McFetridge is particularly knowledgeable on the process of buying and selling businesses. For 10 years, he chaired "Legal Strategies for Business Acquisitions" designed for senior practitioners in British Columbia. He is also very experienced in structuring and negotiating joint venture arrangements and long term supply agreements.

MERCIER, Vincent A.

Davies Ward Phillips & Vineberg LLP,
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*Featured in Corporate/Commercial
(Ontario)*

Practice Areas: Recognized by peers and clients as one of the leading M&A lawyers in Canada, Vince has acted on many of Canada's most important transactions, including the recent \$26B sale of Shaw Communications to Rogers Communications and Kansas City Southern's \$US33.6B merger with Canadian National Railway. His practical advice and methodical approach achieve significant success for public and private clients in transactions of all sizes, domestic and international. Vince represents acquirers, targets, controlling shareholders and committees of independent directors in public company acquisitions, both negotiated and hostile. He also acts for strategic and private equity buyers in private M&A transactions. He has extensive experience in cross-border transactions and across all industries, including financial services, communications and media, technology, mining and energy. Vince also advises public company Boards on activism defence and other corporate governance issues. Select Recognition: Chambers Global; IFLR1000; The Legal 500 Canada; Lexpert Special Edition: Energy, Finance and M&A and Technology; The Best Lawyers in Canada's Toronto Mergers and Acquisitions Law Lawyer of the Year 2018; Who's Who Legal: Canada.

MISRI, Nathaniel S

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*Featured in Corporate/Commercial (British
Columbia)*

Practice Areas: Nathaniel Misri practises predominately in the areas of corporate and commercial law, with a primary focus on mergers and acquisitions, corporate reorganizations and debt and equity financing transactions. Nate works with clients in a wide variety of industry sectors. Nate provides practical and timely legal and strategic advice to clients in connection with transactional matters as well as general corporate and commercial advice for large and small businesses alike. He also has broad experience in the maritime and shipping industry, having completed a year-long secondment to a major ship owner and worldwide leader in independent containership management. Nate has experience in the purchase and sale of vessels, negotiating charterparties, various forms of BIMCO agreements, as well as international shipping finance, contractual and dispute-related matters. Nate has a keen sense of how and when disputes blend with transactional matters, having completed a judicial clerkship at the British Columbia Supreme Court after finishing law school. Prior to joining Norton Rose Fulbright, Nate practised for four years in the financial services group of a leading Calgary law firm. Nate is called to the bar in New York, Alberta and British Columbia.

MOONEY, Joe

Norton Rose Fulbright, Calgary
1 403.267.8357

jo.mooney@nortonrosefulbright.com

*Featured in Corporate/Commercial
(Alberta)*

Practice Areas: Joe Mooney is a corporate and commercial lawyer. His practice is focused on banking and debt finance. Joe has acted for corporate borrowers, as well as national and international lenders in transactions across various industries, including energy, aviation, and aerospace. In particular, Joe's practice has focused on syndicated and bi-lateral lending arrangements in both the domestic and cross-border context. Additionally, Joe has experience with various types of project finance, merger and acquisition finance, reserve and asset-based lending, as well as distressed-debt arrangements. Prior to joining our Calgary office as a summer student in 2015, Joe worked in the legal department of a publicly traded drilling contractor. Joe returned to our office as an articling student in 2016, during which he completed a secondment in the legal department of Imperial Oil Limited.

OLASKER, Patricia L

Davies Ward Phillips & Vineberg LLP,
Toronto

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polasker@dwvp.com

*Featured in Corporate/Commercial
(Ontario)*

Practice Areas: Patricia acts on many of Canada's most complex M&A and capital markets transactions across all sectors and has extensive experience advising parties on both sides of proxy contests and shareholder activism.

Boards of directors, special committees and activist shareholders regularly consult her on their corporate governance and transaction-specific matters. She also specializes in public market derivatives, the development of innovative structured debt and equity products and MJDS offerings of equity/debt. She is an Adjunct Professor at Osgoode Hall Law School teaching Advanced M&A. She is a member of the OSC's CEO Advisory Council, former adviser to the chair of the OSC and past chair of the OSC's Securities Advisory Committee. She is Vice Chair of the Canadian Foundation for AIDS Research, President of the Osgoode Hall Law School Alumni Association and Vice Chair of the Royal Ontario Museum Foundation Board. Select Recognition: Named one of Canada's Top 100 Most Powerful Women by WXN; Chambers Global; The Legal 500 Canada; IFLR1000; Lexpert/ALM Guide to the Leading 500 Lawyers in Canada; Best Lawyers in Canada; Expert Guides' Women in Business Law; Lexpert Magazine's Top 25 Women Lawyers in Canada; Canadian Lawyer's Top 25 Most Influential Lawyers in Canada; Lexpert Zenith Award.

PASKARAN, Janan
Torys LLP, Calgary
1 800 505 8679
jpaskaran@torys.com

Featured in Corporate/Commercial (Alberta)

Practice Areas: Janan's practice focuses on corporate and securities law, with an emphasis on international transactions. He has an efficient, practical approach that comes from an extensive background of experience representing public and private issuers in a wide variety of financing, business combination and public and private M&A transactions. Janan also regularly counsels clients across sectors on their securities compliance matters, commercial transactions, and corporate finance, procedures and governance. Janan is the co-leader of Torys' Diversity & Inclusion Committee.

PEDLOW, Michael
Torys LLP, Calgary
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Featured in Corporate/Commercial (Alberta)

Practice Areas: Mike counsels public and private companies across a broad range of industries in the structuring and implementation of financings, mergers and acquisitions, corporate sales and recapitalization and reorganization transactions. He regularly advises syndicates of underwriters and agents in the structuring and the implementation of financings and related due diligence efforts. Mike also works closely with clients to provide them with comprehensive guidance on compliance and best practices with respect to stock exchange requirements, corporate governance matters and reporting obligations.

POPOFF, S. Steve
Blaney McMurtry LLP, Toronto
416-593-3972
spopoff@blaney.com

Featured in Corporate/Commercial (Ontario)

Practice Areas: Steve Popoff's long-standing corporate clients rely on him as their trusted advisor. Known for his prompt, pragmatic and cost-effective counsel, Steve approaches client challenges with a keen eye to his clients' strategic and business concerns. His clients appreciate his attentive and affable manner, and often comment that he makes them feel as if they are his only client. Steve's transaction-oriented practice includes complex transactions including acting for multi-national companies, mergers and acquisitions, debt and equity financings, public take-over bids, purchases and sales, related party transactions, and distribution and supply arrangements. Steve also advises his clients on competition, pricing, construction and regulatory matters. As an agent for other firms and as one of Blaney's TAGLaw representatives, Steve acts on domestic and cross-border matters involving general corporate, securities, and merger and acquisition work. With a background in chemical engineering, business and finance, Steve has both the technical knowledge and business acumen to understand each client's industry, goals and concerns. He provides counsel to a number of private equity, health, refinery, electronics, insurance, consumer products, manufacturing, construction, pharmaceutical and professional partnership clients. His practice also encompasses securities matters, business restructuring and insolvency and tax planning for entrepreneurs and professionals.

POWYS-LYBBE, Karrin
Torys LLP, Toronto
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kpowys-lybbe@torys.com

Featured in Corporate/Commercial (Ontario)

Practice Areas: Karrin is co-head of the firm's M&A Practice with a broad practice supporting clients across mergers and acquisitions, securities law, corporate finance and corporate governance. She is a longtime trusted advisor to many clients, including companies in the Brookfield group. Karrin is the former managing partner of Torys' New York office and a former member of Torys' Executive Committee.

PRINGLE, John
McKercher LLP, Saskatoon
Featured in Corporate/Commercial (Saskatchewan)

Practice Areas: Commercial and Secured Transactions Corporate and Commercial Law Corporate Governance Corporate/Project Finance and Securities Mergers and Acquisitions Mining, Oil and Resources Real Estate and Land Development Securities, Finance and Investment

Professional Memberships: Member, Canadian Bar Association

QUESNEL, Alicia
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Featured in Corporate/Commercial (Alberta), Energy & Natural Resources (Nationwide - Canada)

See under Energy & Natural Resources for profile.

RAYMOND, Paul
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Featured in Corporate/Commercial (Québec)

Practice Areas: Paul Raymond is experienced in corporate and securities law, financings and business acquisitions and sales. He has been involved in debt and equity financing of private and public corporations, governments and Crown corporations by way of private or public offerings in Canada and the United States, acting on behalf of issuers and underwriters. He has acted in various transactions for the purchase or sale of businesses as well as in mergers and reorganizations. Mr. Raymond has also been involved in various structured finance and infrastructure transactions in Canada and abroad.

ROSEN, Hillel
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Featured in Corporate/Commercial (Québec), Life Sciences (Nationwide - Canada)

See under Life Sciences for profile.

ROULEAU, Guy
Fasken, Montréal
1-514-299-6723
grouleau@fasken.com

Featured in Corporate/Commercial (Québec)

Practice Areas: Guy Rouleau is a partner in the Business Law Group in our Montreal office. With more than two decades of experience, he advises local and international clients from various sectors on complex commercial legal issues.

ROY, Sébastien
Davies Ward Phillips & Vineberg LLP,
Montréal
sroy@dwpv.com

Featured in Corporate/Commercial (Québec)

Practice Areas: Sébastien is a partner in the Capital Markets and Securities, M&A and Corporate Governance practices at Davies in Montréal. He advises on significant and complex public and private mergers & acquisitions, including contested transactions, and represents Canadian and U.S. issuers and underwriters in public offerings and private placements of equity and debt securities. Sébastien works extensively with REITS, financial institutions, and financial technology and life science companies. Clients regularly turn to him for assistance with their most sensitive securities regulations and corporate

governance assignments, including shareholder activism matters. Sébastien has also taught securities regulations at McGill University as a sessional lecturer. Select Recognition: IFLR1000; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada.

RUF, Franziska
Davies Ward Phillips & Vineberg LLP,
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fruf@dwpv.com

Featured in Corporate/Commercial (Québec)

Practice Areas: As a partner who focuses on capital markets, corporate governance, mergers & acquisitions, private equity and pension funds, Franziska advises on Canadian and international public and private acquisitions, divestitures, investments and joint ventures. She frequently advises domestic and foreign corporations, private equity firms, pension funds and financial advisers on public and private cross-border M&A. Known for her expertise in corporate governance, Franziska regularly advises boards of directors, special committees, senior management and shareholders on a wide range of transactions, public disclosure issues and corporate governance matters. Franziska is a director of Saputo Inc., La Fondation Le Châinon and The Institute of Corporate Directors, Québec Chapter, as well as co-chair of the Québec Chapter of Women Corporate Directors. She is also a former member of Davies's Management Committee. Select Recognitions: Chambers Global; IFLR1000; Legal 500 Canada; Lexpert ALM 500; Lexpert Special Edition: Finance and M&A; Best Lawyers in Canada: Corporate Governance Practice Lawyer of the Year 2018, Montréal, Corporate Law Lawyer of the Year, 2017 and 2020, Montréal, Leveraged Buyouts and Private Equity Law Lawyer of the Year 2019 and 2024 Montréal, M&A Law Lawyer of the Year, 2018 and 2021, Montréal, Securities Law, 2024 and Venture Capital Law 2024.

SANANES, Solomon
Norton Rose Fulbright, Montréal
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solomon.sanan@nortonrosefulbright.com

Featured in Corporate/Commercial (Québec)

Practice Areas: Solomon Sananes practises corporate finance and securities (including both private placements and public financings), mergers and acquisitions, and corporate governance. In corporate financing, he acts in numerous Canadian and Canadian/US cross-border offerings of debt, equity and derivative instruments on behalf of issuers, selling shareholders and underwriters. In mergers and acquisitions, he participates in a variety of significant transactions, acting for both buyers and sellers of public and private companies. He also advises a number of Canadian public companies on continuous disclosure obligations, governance issues and the conduct of shareholders' meetings.

SEIFRED, Brett

Davies Ward Phillips & Vineberg LLP,
Toronto
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*Featured in Corporate/Commercial
(Ontario)*

Practice Areas: Brett is a partner in the Mergers & Acquisitions, Corporate and Capital Markets & Securities practices at Davies. He acts for clients in a broad range of transactions, including the sale and acquisition of public and private companies, public offerings of debt and equity, private placements, going-private transactions and corporate reorganizations. Brett advises public companies on Canadian securities regulation and corporate governance matters on an ongoing basis. He works with clients across a variety of industries, including telecommunications and media, manufacturing, energy, mining and private equity. Brett previously taught an advanced course in corporate law at Queen's University's Faculty of Law. Select Recognition: IFLR1000; The Canadian Legal Lexpert Directory; The Legal 500 Canada; Lexpert Special Edition: Finance and M&A; The Best Lawyers in Canada.

SENF, Dezarae

McKercher LLP, Regina
+1 (306) 565-6584
d.senft@mckercher.ca

*Featured in Corporate/Commercial
(Saskatchewan)*

Career: McKercher LLP Partner, 2023

Professional Memberships:

Member, Law Society of Saskatchewan Member, Regina Bar Association Member, Canadian Bar Association Member, Law Society of Alberta

SHISHLER, Melanie

Davies Ward Phillips & Vineberg LLP,
Toronto
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*Featured in Corporate/Commercial
(Ontario), Energy & Natural Resources
(Nationwide - Canada)*

See under Energy & Natural Resources for profile.

SOLIMAN, Walied

Norton Rose Fulbright, Toronto
+1 416 216 4820
walied.soliman@nortonrosefulbright.com

*Featured in Corporate/Commercial
(Ontario)*

Practice Areas: Walied Soliman is the Canadian chair of Norton Rose Fulbright and co-chair of the Special Situations team. He is widely regarded as one of Canada's leading lawyers in his field, having been involved in some of the most significant and complex M&A transactions and proxy battles in the country, advising buyers and sellers, boards, hostile bidders and shareholder activists. In addition, his practice focuses on restructurings, corporate finance, governance and structured products. Mr. Soliman was mandated in

2020 by the government of Ontario to chair the Capital Markets Modernization Taskforce. In 2019, Mr. Soliman was chosen by the United Nations Association in Canada to be its Global Citizen Laureate for his professional merit and service to the community. He was the only lawyer featured in The Globe and Mail's Report on Business Magazine Power 50 list in 2017, was designated as a "Star Lawyer" by Acritas for ranking in the top 28 lawyers globally, and he has been continuously recognized by the most prestigious legal rankings over the years, including Chambers & Partners and Legal 500. Mr. Soliman sits on the boards of the BlackNorth Initiative against anti-Black racism, Ryerson University, and the Toronto SickKids Hospital Foundation.

SPROULE, James

McKercher LLP, Saskatoon
1-306-664-1322

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*Featured in Corporate/Commercial
(Saskatchewan)*

Practice Areas: Agriculture and Agribusiness Commercial and Secured Transactions Corporate and Commercial Law Mining, Oil and Natural Resources Real Estate and Land Development
Professional Memberships: Member, Canadian Bar Association Member, Lawyers Associated Worldwide

STEINER, Daniel

Norton Rose Fulbright, Vancouver
dan.steiner@nortonrosefulbright.com

Featured in Corporate/Commercial (British Columbia)

Practice Areas: Dan Steiner is a partner on our business team and the head of our Vancouver office's mergers and acquisitions team. He advises public and private companies, private equity funds and pension plans regarding mergers and acquisitions, joint ventures, the purchase and sale of businesses, the formation and financing of business ventures and general corporate law matters. Mr. Steiner has advised parties involved with three transactions that have won ACG British Columbia's "Dealmakers of the Year" award (2016, 2014, and 2010). Mr. Steiner has extensive experience in Canada-US and domestic transactions. He has advised clients involved in the infrastructure, technology, manufacturing, resource, entertainment, hospitality and transportation industries.

STEVENS, Eric

Norton Rose Fulbright, Montréal
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*Featured in Corporate/Commercial
(Québec)*

Practice Areas: Eric Stevens practices business law. With a bachelor's degree in accounting and finance, he has over the past 20 years concentrated his practice on mergers and acquisitions, corporate law and private financings. In 2008, Mr. Stevens was a recipient of

Lexpert's "Top 40 Lawyers and Corporate Counsel Under 40" award and has since received several other awards. Mr. Stevens has been involved for many years in various charitable causes close to his heart as a member of various corporate boards.

STIMPSON, Stephanie C.

Torys LLP, Calgary
001 4037763748

sstimpson@torys.com

*Featured in Corporate/Commercial
(Alberta)*

Practice Areas: Stephanie manages a diverse corporate and transactional practice, working with oil and gas companies in Canada and internationally to support all aspects of their business, including board and governance matters, securities and regulatory compliance, mergers and acquisitions, debt and equity financings, corporate structuring, labour matters and commercial arrangements, including joint ventures and contractor arrangements. Throughout each stage of a transaction, from strategic discussion to deal completion, Stephanie is actively involved, often coordinating the roles across a large team of advisers in many jurisdictions and managing the government and partner approval processes. Her transactional experience extends beyond Canada and the United States to the Middle East, Turkey, Argentina, Africa, China, Colombia, Ireland, the Netherlands and other jurisdictions. At the board level, Stephanie advises on best practices for governance, fiduciary duties, disclosure, compliance, corporate ethics and social responsibility, anti-corruption and other legal matters. She often acts in the role of in-house counsel and as corporate secretary for international oil and gas companies.

VINEBERG, Justin D.

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*Featured in Corporate/Commercial
(Québec)*

Practice Areas: Justin is a partner in the Mergers and Acquisitions, Corporate, Retail, Life Sciences, Technology and Communications & Media practices. His clients — primarily venture capitalists; private equity funds; entrepreneurs; large Canadian, US and international enterprises; and high-net-worth individuals — turn to him for advice in structuring and negotiating mergers & acquisitions, divestitures, private placements, shareholder agreements and joint ventures in Canada and abroad. Justin regularly advises Canadian companies and foreign companies looking to do business in Canada on issues such as product development, strategic alliances, distribution, franchising, collaboration; and licensing. He has significant experience in advising Canadian and international retailers. He is a member of Davies's Management

Committee. He was chair of the International Private Equity Committee and vice-chair of the M&A Committee of the American Bar Association's International Section. He is a former director of AOL Canada Inc. Justin presently sits on the board of the Juvenile Diabetes Research Foundation (Canada) and is a member of the Governance Committee of Sir Mortimer B. Davies Jewish General Hospital Foundation. Select Recognition: Lexpert ALM 500; Lexpert Special Edition: Energy; Lexpert Special Edition: Technology; Lexpert Special Edition: Health Sciences; Canadian Legal Lexpert Directory; Best Lawyers in Canada; Lexpert Rising Stars: Leading Lawyers Under 40.

WARSABA, Patricia

McKercher LLP, Regina
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*Featured in Corporate/Commercial
(Saskatchewan)*

Practice Areas: Agriculture and Agribusiness Commercial and Secured Transactions Corporate and Commercial Law Entertainment Law Intellectual Property, Trademark and Information Technology International Business Transactions Real Estate and Land Development Securities, Finance and Investment

Professional Memberships: Member, Canadian Bar Association Member, Law Society of Saskatchewan Member, Board of Directors, Canadian Chamber of Commerce Vice-Chair and Board Member, Buffalo Pound Water Treatment Corporation Vice-Chair, RCMP Heritage Centre Corporate Secretary of SSC Security Services Corp. Member, Lawyers Associated Worldwide Honorary Consul for Saskatchewan, Embassy of Iceland

ZAWALSKY, Grant A

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*Featured in Corporate/Commercial
(Alberta)*

Practice Areas: Grant's practice involves advising clients on public and private financings, mergers, acquisitions and takeover bids, corporate governance, shareholder activism and stock exchange listing matters and regulatory compliance. Grant recently acted for the Special Committee of Shaw Communications Inc. in their proposed merger with Rogers Communications Inc. and lead counsel to ARC Resources Ltd. in connection with its merger with Seven Generations Energy Ltd. Grant is the Director of a number of public and private issuers including NuVista Energy Ltd., PrairieSky Royalty Ltd., Spur Petroleum Ltd., and Whitecap Resources Inc. He also serves as the Corporate Secretary of ARC Resources Ltd.

Professional Memberships: Law Society of Alberta; Canadian Bar Association; Calgary Bar Association.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Criminal Law

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

Contents:

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Crime

Crime
Leading Firms
Stockwoods LLP
Leading Individuals
Band 1
Addario Frank <i>Addario Law Group LLP (ORL)</i> ◇
Fenton Scott <i>Fenton Smith Barristers (ORL)</i> ◇
Gover Brian <i>Stockwoods LLP</i>
Greenspan Brian <i>Greenspan Humphrey (ORL)</i> ◇
Henein Marie <i>Henein Hutchison Robitaille LLP (ORL)</i> ◇
Peck Richard <i>Peck and Company (ORL)</i> ◇
Band 2
Battista Giuseppe <i>Battista Turcot Israel Corbo (ORL)</i> ◇
Chan Gerald <i>Stockwoods LLP</i>
Hasan Nader <i>Stockwoods LLP</i>
Humphrey David <i>Greenspan Humphrey (ORL)</i> ◇
Sandler Mark <i>Cooper, Sandler, Shime & Bergman (ORL)</i> ◇
Smart William B. <i>Hunter Litigation Chambers (ORL)</i> ◇
Wolson Richard <i>Gindin Wolson Simmonds (ORL)</i> ◇
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Stockwoods LLP

What the team is known for Stockwoods LLP is a Toronto-based litigation boutique offering expertise across the full spectrum of litigation from civil to administrative and criminal litigation. Its noteworthy criminal department demonstrates extensive expertise representing clients in traditional criminal cases, such as homicides and sexual offences, as well as white-collar and cyber-crimes. It is also well placed to assist with cases involving national security.

Strengths

"Stockwoods has an exceptional team of partners and associates supporting its criminal litigation practice."

"They provide elite legal services."

"They're highly responsive and provide excellent service."

Work highlights Acting on behalf of Cheyenne Sharma, Stockwoods filed a constitutional challenge to certain provisions of the Criminal Code that precluded judges from imposing a conditional sentence in lieu of jail for a class of offences, including certain drug offences.

Notable practitioners

Toronto-based **Brian Gover** has a front-running criminal defence practice. He has over three decades of experience representing clients in a wide range of criminal proceedings, including homicide, sexual assault and white-collar matters. He is also frequently sought out to assist with cases related to Aboriginal law. **Strengths:** *"Brian Gover is a fantastic legal counsel." "A phenomenal lawyer."* **Gerald Chan** is a highly capable criminal defence lawyer, with significant strength in traditional criminal offences. He is also well placed to assist clients with white-collar crime mandates. **Strengths:** *"Gerald Chan has a fantastic mastery of the law." "A wonderful lawyer." "He is extremely intelligent, thinks about the issues from all sides and is most pleasant to work with."* **Nader Hasan** is commended for his expertise handling traditional criminal offences, as well as constitutional and white-collar matters. **Strengths:** *"Nader Hasan is an excellent litigator with exceptional constitutional law expertise." "He is a fantastic, thoughtful and knowledgeable advocate."*

Other Ranked Lawyers

Frank Addario of Addario Law Group LLP is a highly respected Toronto-based criminal lawyer. He is admired for the breadth of his criminal law experience, covering both serious traditional criminal offences and financial crime.

Strengths:

"Frank Addario is a highly regarded and respected member of the criminal law Bar."

Giuseppe Battista of Battista Turcot Israel Corbo Avocats, based in Montréal, is a well-regarded criminal defence lawyer with notable expertise in white-collar work.

Scott Fenton of Fenton Smith Barristers is a highly respected Toronto-based criminal lawyer. His skills cover a range of traditional criminal offences, including homicide and sexual assault, as well as financial and white-collar matters.

Strengths:

"Scott Fenton is a member of the elite criminal Bar. He is a good counsel and a very sound strategist who is able to understand the law, as well as the interpersonal dynamics that go along with that

work."

Toronto-based **Brian Greenspan** of Greenspan Humphrey Weinstein remains one of Canada's most accomplished criminal lawyers. He has a distinguished practice representing clients on a wide range of matters ranging from drug offences to corruption charges.

Strengths:

"Brian Greenspan is one of the best criminal lawyers in Canada."

Marie Henein of Henein Hutchison Robitaille LLP is a stellar criminal defence lawyer, operating at both provincial and nationwide levels. She is frequently sought out by clients to represent them in some of Canada's most high-profile and controversial criminal cases.

Strengths:

"Marie Henein is a highly regarded criminal lawyer."

David Humphrey of Greenspan Humphrey Weinstein is well placed to assist clients with high-profile criminal defence cases. He is regularly sought out to represent individuals and corporations facing criminal investigations, as well as regulated professionals responding to allegations of professional misconduct.

Richard Peck KC of Peck and Company, based in Vancouver, has a market-leading criminal defence practice. He is renowned for his wealth of experience acting on extremely high-profile defence cases.

Strengths:

"Richard Peck is one of the deans of the criminal law Bar in British Columbia."

Mark Sandler of Cooper, Sandler, Shime & Bergman LLP enjoys a strong reputation for his criminal defence practice, with clients benefiting from his deep experience in the space.

Strengths:

"Mark Sandler is a superb lawyer."

William Smart KC of Hunter Litigation Chambers is recognised for his four decades of experience representing clients in criminal cases. He is a go-to for criminal defence work.

Winnipeg-based **Richard Wolson KC** of Gindin Wolson Simmonds Roitenberg has a strong reputation for his criminal defence practice, with clients benefiting from his deep experience in criminal trials.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Employment, Labour & Pensions

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Employment & Labour

Employment & Labour
Leading Firms
Band 1
Borden Ladner Gervais LLP
Fasken
McCarthy Tétrault LLP
Norton Rose Fulbright
Band 2
Blake, Cassels & Graydon LLP
Hicks Morley Hamilton Stewart Storie LLP
McLennan Ross LLP
Osler, Hoskin & Harcourt LLP
Roper Greyell LLP
Stikeman Elliott LLP
Band 3
Dentons Canada LLP
DLA Piper (Canada) LLP
Filion Wakely Thorup Angeletti LLP
Harris & Company
Mathews, Dinsdale & Clark LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais offers stellar coverage across labour and employment law in Canada, with superb practices in Québec and Ontario, as well as providing strong support in both British Columbia and Alberta. The firm possesses in-depth knowledge of federally regulated industries and is well versed in a wide range of matters, from collective bargaining to transaction-related labour relations, human rights and grievance arbitrations. Nationally, the firm also assists with employment policies, dismissals and occupational health and safety issues. It has further expertise representing clients before various courts and tribunals, and has an enviable client roster featuring noted players from the retail, construction, healthcare, education and transportation sectors.

Strengths

"They possess both the business sense and the legal knowledge to do the right thing for the employee while also understanding and accommodating the business."

"The partners we work with are absolutely top-notch. They have the full scope of knowledge and experience of the law."

BLG always provides practical advice to us when we contact them. They can take a complicated matter and can communicate it in a less complicated manner."

Work highlights Borden Ladner Gervais advised WestJet in multiple civil lawsuits alleging unjust dismissal related to previous group terminations arising out of the COVID-19 pandemic.

Notable practitioners

André Royer is a key contact for clients.

Fasken

What the team is known for Fasken operates a full-service employment and labour group with market-leading practices in Ontario, Québec and British Columbia. The firm's lawyers are regularly sought out for their experience advising federally regulated employers on matters of national significance. The labour, employment and human rights team advises on a broad range of mandates, including occupational health and safety, labour relations, collective bargaining and issues stemming from mergers, takeovers and disposals. In the fields of employment and labour, Fasken also has a strong track record of appearances before arbitrators, labour relations boards, tribunals and the Supreme Court of Canada. The firm represents clients from a wide range of industries, including transportation, finance, energy and communications.

Strengths

"Fasken is one of the best teams in Canada in this field of law."

"The Fasken team has expertise and proven experience in handling complex files. It has an understanding of global issues and particularities as well as attention to detail."

"Fasken's lawyers are very responsive, practical, candid and thoughtful."

Work highlights Fasken advised Air Canada in defending a variety of allegations, including wrongful dismissals, challenges to its vaccination policy and various grievance claims, relating to measures implemented in response to COVID-19.

Notable practitioners

Karen Sargeant, Stéphane Fillion and David Wong are key contacts.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is a highly regarded law firm with nationwide capa-

bilities, a highly distinguished employment and labour team in Ontario, and further robust practices both in Québec and across Western Canada. The team's specialisms across the different Canadian regions ranges from occupational health and safety and labour relations to assistance with transactional mandates, acting for clients from both the private and public sectors. The firm is regularly noted for its impressive contentious practice, representing clients in labour board proceedings and arbitration. Its expertise also encompasses collective agreement negotiations, labour litigation, legislative compliance and transactional advice.

Strengths

"The McCarthy Tétrault lawyers find the best solutions to answer to our company's needs. They are creative. They listen and they adjust accordingly."

"They are good for difficult files."

"The various teams at McCarthy Tétrault have a lot of expertise in their areas, which is always matchless."

Work highlights McCarthy Tétrault defended Bank of Montreal following a class action alleging it failed to provide vacation and holiday pay to certain employees on their variable compensation.

Notable practitioners

Tim Lawson is a key contact.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright demonstrates exceptional breadth and depth of coverage in the key Canadian markets, with standout employment and labour departments in both Québec and Ontario as well as an accomplished team in British Columbia. The firm offers extensive experience of labour, employment and human rights litigation and arbitration, appearing before labour relations boards and courts. It also advises on union certification and business mobility issues. The Norton Rose team is equally well experienced in employment and labour matters arising from M&A transactions. Its workload comprises matters of provincial, national and international scope occurring in sectors such as retail, manufacturing, financial services and transportation.

Strengths

"I appreciate their responsiveness and the time they allocate to support clients. They provide very quick and thoughtful advice, which is very handy"

alongside the strategy behind it.”

“Our environment is as complex as it comes, and the advice and support is sophisticated, practical and tailored to our business environment.”

“Norton Rose Fulbright have handled incredibly complicated and sophisticated matters for us on a regular basis.”

Work highlights Norton Rose acted for the Maritime Employers Association in negotiating the renewal of its collective bargaining agreement with its longshoremen, including acting for the Association in mediation proceedings.

Notable practitioners

Herb Isherwood is a key contact for clients.

Band 2

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is an acclaimed law firm with a well-established employment team in Ontario and highly skilled lawyers also based in Alberta, Québec and British Columbia. Regularly sought after to advise on the labour and employment aspects of substantial corporate transactions, the team has additional experience acting on employment litigation and executive employment arrangements. Blakes’ clients include both public and private sector employers from various industries, including banking, natural resources, manufacturing and technology. Additionally, the firm is noted for its market-leading pensions and benefits practice, and for acting on behalf of numerous energy and natural resources companies.

Strengths

“I think very highly of them. I appreciate that they are very helpful at finding creative solutions, rather than just stating the law. They are very solution-oriented.”

“I don’t know how we would have gotten through the last year in particular without the guidance we got from Blakes.”

Work highlights Blakes advised Royal Bank of Canada on employment-related issues arising in the Bank’s acquisition of HSBC Bank Canada.

Notable practitioners

Andrea York is a key contact.

Hicks Morley Hamilton Stewart Storie LLP

What the team is known for Hicks Morley Hamilton Stewart Storie is an Ontario employment and labour boutique with offices in Toronto, Ottawa, Kingston, London and Waterloo. The firm is esteemed for its representation of clients under federal jurisdiction. It houses a sizeable group of dedicated employment and labour lawyers well versed in acting for major public sector bodies. The firm has extensive experience advising on high-profile and pressing labour issues, ranging from strikes and lockouts to union certification defence. Hicks Morley is well known within Ontario as a leading employment and labour law firm with a strong focus on the representation of management in human resources law. Its industry expertise covers construction, education, financial services and hospitality among other sectors.

Strengths

“It is a very strong boutique employment firm with great client service.”

Notable practitioners

Stephen Shamie is based in Toronto and is a key contact.

McLennan Ross LLP

What the team is known for McLennan Ross is a significant law firm for management-side labour and employment issues in the Alberta market. It is respected throughout the country, with offices in Calgary, Edmonton and Yellowknife affording it considerable coverage in Western Canada and the Northwest Territories. The team is further recognised for its prowess in labour relations and its notable expertise in the natural resources, broadcasting and education sectors, among others. Its lawyers often provide high-level strategic advice to clients in the context of labour planning for industrial projects and other matters in the construction industry.

Strengths

“They’ve been excellent, they’re very technically capable at all levels and in various industries.”

Work highlights McLennan Ross advised Air Products Canada on its labour relations plan for its Net Zero Hydrogen Energy Complex project outside Edmonton.

Notable practitioners

Tom Ross, KC and Maurice Dransfeld are key contacts.

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt operates a well-respected employment and labour team in Toronto supported by an impressive practice in Calgary. The firm is frequently called upon to advise national and international companies across various industry sectors such as retail, finance and mining. Its specific areas of expertise within employment and labour include executive compensation, workplace investigations and workplace restructurings. The Osler team also advises clients on retention arrangements, privacy law and terminations. It is further noted for its regular assistance with employment issues arising from acquisitions, compensation matters and sensitive executive hiring and severance issues.

Strengths

“Regardless of the level of complexity, we have always received sound advice and excellent service from Osler. They understand the intricacies and nuances of our organisation and advise us with that understanding in mind.”

“They’re very client and service-focused.”

Work highlights Osler advised Dream Industrial REIT on employment issues arising in its acquisition of Summit Industrial Income REIT.

Notable practitioners

Allan Wells is a key contact.

Roper Greyell LLP

What the team is known for Roper Greyell wins recognition as a prominent Vancouver-based boutique working exclusively in employment, labour and related areas. The firm is noted for its expertise representing national companies in relation to their Western Canadian operations, as well as

for its experience in the public sector. Other areas of expertise include management-side labour law, human rights law, wrongful dismissal litigation, privacy law and workers’ compensation. Its work spans a broad range of industry sectors, including healthcare and energy.

Strengths

“Roper Greyell is a go-to firm for us when we are faced with complex and challenging situations.”

Notable practitioners

Thomas Roper KC is a key contact.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is a prestigious full-service law firm respected for its provision of day-to-day employment advice to national and international companies. It houses able employment and labour lawyers across its offices in Ontario, Québec and Alberta. The firm operates extensively at both the federal and provincial levels, advising on individual employment relationships and matters relating to unionised environments. The team is well versed in assisting with the employment aspects of major transactions and restructurings as well as litigation and arbitration. Its experience covers all areas of employment and labour law, including occupational health and safety, executive employment agreements, restrictive covenants and labour standards issues. Stikeman acts for employers hailing from a range of industries including energy, technology and retail.

Strengths

“I have found Stikeman Elliott to be very strong, in particular because they understand nuances and are able to acknowledge business issues and realities and incorporate this into their legal advice.”

“I have received great legal advice from all levels of the firm; from junior associates to senior partners.”

Work highlights Stikeman Elliott advised a co-founder and several former employees of DIRT Environmental Solutions following claims brought by the company alleging they breached employment and post-employment obligations.

Notable practitioners

Gary Clarke, Nanc Ramalho and Patrick Essiminy are key contacts.

Band 3

Dentons Canada LLP

What the team is known for Dentons’ unrivalled international platform offers national and multinational clients an excellent platform to advise on cross-border labour and employment concerns, with a wealth of resources to call upon in key business centres worldwide. Its team excels in the full gamut of employment concerns, including notable expertise in the retail, industrials, professional services and public sectors.

Strengths

“I am always impressed with how Dentons understands not only the legal aspect of the matter, but the business aspect as well.”

Work highlights Dentons advised Chatters GP to bring claims against two former employees and their new employer, Cobia Salons, alleging unlawful competition and interference with con-

tractual relations.

Notable practitioners

Andy Pushalik is a key contact.

DLA Piper (Canada) LLP

What the team is known for Lawyers in DLA Piper's Calgary, Toronto and Vancouver offices are regularly engaged to advise on provincially and federally regulated labour relations, executive employment and occupational health and safety matters. In all provinces in which it acts, the firm demonstrates strong expertise in representing private sector employers across the energy, telecoms and healthcare sectors. The DLA Piper team also has notable expertise in collective bargaining, wrongful dismissals and human rights law. The firm leverages its considerable global footprint and extensive client base to good effect in this field.

Notable practitioners

Michael Ford KC and Richard Nixon are key contacts.

Filion Wakely Thorup Angeletti LLP

What the team is known for Filion Wakely Thorup Angeletti is an Ontario-based boutique with a dedicated labour and employment focus. The firm regularly represents national and federally regulated clients in contentious and non-contentious labour matters. It has experience of heavyweight labour relations work – including collective bar-

gaining negotiations – as well as arbitration and litigation. Filion Wakely acts for a wide range of executives, managers and human resources professionals in both the private and public sectors, with the team's industry expertise covering healthcare, construction, utilities and hospitality. The firm is also noted for its work on numerous eye-catching cross-border mandates as well as for the broad bench of specialised practitioners based across its Toronto, Hamilton and London offices.

Strengths

"They are extremely knowledgeable, as well as personable."

Notable practitioners

James Knight is a key contact.

Harris & Company

What the team is known for Harris & Company is a Vancouver-based boutique that is a popular choice for employment and labour law advice in Western Canada. The firm frequently advises on federal matters under the Canada Labour Code and regularly assists clients with issues arising in both union and non-union workplaces. The Harris team advises several significant clients in both the public and private sectors on issues including wrongful dismissal litigation, workplace human rights and workers' compensation. It also offers considerable knowledge of the healthcare, financial services and education sectors, as well

as a growing litigation practice, and is well versed in representing clients before labour relations boards and human rights tribunals.

Notable practitioners

Eric Harris KC and Geoffrey Litherland are key contacts.

Mathews, Dinsdale & Clark LLP

What the team is known for Mathews, Dinsdale & Clark is a specialist employment and labour law firm providing valued support on either side of the country, with a particularly strong practice in Toronto and support in Vancouver and Calgary. The firm also has an office in Halifax, providing a wealth of employment and labour expertise to clients in Atlantic Canada. Mathews enjoys a solid reputation for its representation of provincial and federal clients alike in a regular caseload of occupational health and safety mandates, workplace investigations, management-side labour relations matters and arbitration hearings. The firm also advises on individual employment contracts, retention plans and employment standards.

Strengths

"Mathews, Dinsdale & Clark always provide well-thought-out guidance and advice."

Notable practitioners

David Defrancesco and Keith Murray are key contacts.

Employment & Labour British Columbia

Employment & Labour
Leading Firms
Band 1
Fasken
Harris & Company
Roper Greyell LLP
Band 2
Borden Ladner Gervais LLP
Lawson Lundell LLP
Mathews, Dinsdale & Clark LLP
Band 3
Pulver Crawford Munroe LLP
Farris LLP
Gall Legge Grant Zwack LLP
McCarthy Tétrault LLP
Norton Rose Fulbright
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1 Employment & Labour

Fasken

What the team is known for Fasken is an esteemed national law firm with a highly respected employment and labour practice in

Vancouver. It is appointed by employers ranging from regional companies to national and multinational corporations in sectors as diverse as retail, technology and energy. The firm advises on a broad array of matters, including collective bargaining agreements, labour relations and wrongful dismissal complaints. It possesses further expertise in human rights issues, including in relation to allegations of sexual harassment, and regularly handles matters relating to the employment aspects of large M&A transactions.

Strengths

"Fasken's lawyers are very responsive, practical and thoughtful."

"Fasken's team can provide alternative thoughts and recommendations, so I am very confident in reaching out to different team members."

Work highlights Fasken represented Vancouver Canucks before the BC Human Rights Tribunal following a human rights complaint made by a former employee.

Notable practitioners

David McDonald is based in Vancouver. He acts for federal clients both in BC and across

Western Canada, most significantly on collective agreements, strike actions and judicial review.

Strengths: *"I continue to be impressed by David McDonald. I appreciate his practical advice, experience and depth of knowledge about our company."*

Clayton Jones is a prominent lawyer in Vancouver when it comes to labour arbitration, most significantly acting for clients in the forestry and infrastructure sectors. He exhibits further strengths in advising on the employment aspects of corporate restructurings. **Strengths:** *"Clayton puts his time and heart into our files and we get fantastic service from him."* **Lorene Novakowski** is based in Vancouver and is particularly highly regarded for her expertise in privacy law. Her recent work also includes wrongful dismissal litigation and advisory work on behalf of various educational institutions in BC. **Strengths:** *"Lorene has provided wonderful advice and results in relation to litigation and investigations."* **Stephanie Gutierrez** has fast become a go-to lawyer for numerous national and provincial clients in collective bargaining and contentious labour matters. She is based in Vancouver. **David Wong** is based in Vancouver and has

Employment & Labour
Senior Statespeople
Senior Statespeople: distinguished older partners
Gallivan M. Patricia <i>Pulver Crawford Munroe LLP</i>
Hume Gavin <i>Harris & Company</i>
Roper Thomas A. <i>Roper Greyell LLP</i>
Leading Individuals
Band 1
Gall Peter A. <i>Gall Legge Grant Zwack LLP</i>
Sartison Delayne <i>Roper Greyell LLP</i>
Band 2
Heywood Gregory <i>Roper Greyell LLP</i>
McDonald David <i>Fasken</i>
McHardy Christopher <i>McCarthy Tétrault LLP</i>
Mitha Nazeer T. <i>Mitha Law Group (ORL) ◇</i>
Murray Keith <i>Mathews, Dinsdale & Clark LLP</i>
Sider Robert A. <i>Lawson Lundell LLP</i>
Band 3
Howcroft Michael <i>Blake, Cassels & Graydon LLP (ORL) ◇</i>
Isherwood Herb <i>Norton Rose Fulbright *</i>
Jones Clayton <i>Fasken</i>
Kassarisi Eleni <i>Dentons Canada LLP (ORL) ◇</i>
Kondopulos James D. <i>Roper Greyell LLP</i>
Korbin Michael H. <i>Farris LLP</i>
Litherland Geoffrey <i>Harris & Company</i>
Mitchell Shelley-Mae <i>Borden Ladner Gervais LLP</i>
Munroe Craig <i>Pulver Crawford Munroe LLP</i>
Novakowski Lorene A. <i>Fasken</i>
Plomp Donovan <i>McCarthy Tétrault LLP</i>
Scorer Gabrielle <i>Roper Greyell LLP</i>
Skuggedal Nicole <i>Lawson Lundell LLP</i>
Zwack Andrea <i>Gall Legge Grant Zwack LLP</i>
Band 4
Crawford Dean A. <i>Pulver Crawford Munroe LLP</i>
Csiszar Peter <i>Harris & Company</i>
Fantini Jennifer <i>Borden Ladner Gervais LLP</i>
Gibson Colin <i>Harris & Company</i>
Gutierrez Stephanie <i>Fasken</i>
Mackie Taryn <i>Norton Rose Fulbright *</i>
Pulver Paul <i>Pulver Crawford Munroe LLP</i>
Tyler Gradin <i>Mathews, Dinsdale & Clark LLP</i>
Winder Steve M. <i>Borden Ladner Gervais LLP</i>
Wong David <i>Fasken</i>
Up-and-coming individuals
Allen Katy <i>Lawson Lundell LLP</i>
Devins Jennifer <i>Roper Greyell LLP</i>
<small>* Indicates individual with profile.</small>
<small>◇ (ORL) = Other Ranked Lawyer.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

developed a notable reputation for his capabilities in a variety of employment issues, from labour relations and collective bargaining to grievance arbitrations and human rights cases. **Strengths:** “David is very diligent, he gives thoughtful advice and is very responsive.”

Harris & Company

What the team is known for Harris & Company is a first-rate boutique law firm with a deep bench of experienced lawyers. Based in Vancouver, it specialises in employment and labour law and offers a well-honed practice that caters to high-profile public institutions and private employers, notably in the healthcare and education sectors. The team is capable of handling a variety of matters ranging from collective bargaining agreements to human rights and wrongful dismissals. It also handles

Employment & Labour: Labour for Unions
Leading Firms
Band 1
Koskie Glavin Gordon
Victory Square Law Office LLP
Band 2
Black Gropper
Hastings Labour Law Office
Moore Edgar Lyster
Senior Statespeople
Senior Statespeople: distinguished older partners
Rogers John <i>Victory Square Law Office LLP</i>
Leading Individuals
Band 1
Bavis Craig <i>Victory Square Law Office LLP</i>
Buchanan Chris <i>Hastings Labour Law Office</i>
Glavin Anthony <i>Koskie Glavin Gordon</i>
Gordon Charles <i>Koskie Glavin Gordon</i>
Band 2
Clements Will <i>Koskie Glavin Gordon</i>
Edgar Richard <i>Moore Edgar Lyster</i>
Fries E. Murphy <i>Koskie Glavin Gordon</i>
Gould James L. <i>Hamilton Howell Bain & Gould (ORL) ◇</i>
Howell Nicole <i>Hamilton Howell Bain & Gould (ORL) ◇</i>
Rogers Steven <i>Victory Square Law Office LLP</i>
Tarasoff David <i>Hastings Labour Law Office</i>
Waddell Lindsay A. <i>Moore Edgar Lyster</i>

matters involving allegations of discrimination, including on the basis of sex and disability, and the firm is well recognised for its dynamic litigation practice.

Strengths

“Harris & Company provide great comfort and are very reassuring.”

Notable practitioners

Gavin Hume KC is based in Vancouver and is highly esteemed for his experience representing employers before labour relations boards, arbitration panels and the BC Supreme Court. He is particularly valued for advising clients on the strategic aspects of workplace employment issues. **Geoffrey Litherland** is well respected for his capabilities in contentious labour matters and collective bargaining agreements. Based in Vancouver, he regularly represents both provincial and national clients in these areas, most notably in the aviation industry. **Strengths:** “Geoffrey has strong commercial awareness and a significant depth of knowledge in employment and labour matters.” **Peter Csiszar** is based in Vancouver, where he is highly esteemed for his strengths in human rights issues and collective agreement negotiations. He often represents clients from the healthcare and education sectors. **Colin Gibson** is a Vancouver-based lawyer who is highly skilled in collective bargaining and human rights complaints. He is best known for acting on behalf of clients in the education sector, with additional expertise in healthcare. **Strengths:** “Colin is very courteous and very effective.”

Roper Greyell LLP

What the team is known for Roper Greyell is a top-tier employment and labour law firm with a stellar reputation in British Columbia. Its accomplished bench of lawyers has expertise in areas such as collective bargaining, wrongful dismissals,

occupational health and safety and employment contracts. The firm regularly represents public and private sector employers in high-profile mandates. It is experienced in dealing with unions and advising on applications to unionise. Roper’s extensive client base spans industries such as retail, agriculture and financial services.

Strengths

“Roper Greyell provides thorough, practical advice, and has excellent market knowledge and sector awareness.”

“They are a go-to firm for us when we are faced with complex and challenging situations.”

“Its lawyers are very attentive to client needs, extremely timely and on point.”

Work highlights Roper Greyell represented BC Hydro & Power Authority in winning an arbitration regarding its implementation of a mandatory vaccination programme against COVID-19.

Notable practitioners

Thomas Roper KC is a widely revered, long-standing Vancouver-based lawyer with extensive experience in labour relations and employment strategic planning. His practice also includes acting on matters involving unions, including strike applications. **Strengths:** “Thomas is the guru of labour law.” “His advice has always been exceptionally well thought out. He remains very calm in difficult situations and offers a very high level of strategic insight.” **Delayne Sartison KC** is based in Vancouver and is distinguished for her strength in management-side labour law, with wide-reaching experience across the public and private sectors. She is especially skilled in human rights issues as well as labour relations in the healthcare sector. **Strengths:** “She is an exceptional and pragmatic lawyer with a strong understanding of our business.”

“Delayne is an expert in her field.” **Gregory Heywood** is based in Vancouver and is best respected as a labour litigator whose practice encompasses wrongful dismissals, grievance arbitrations and human rights tribunals. His recent work also includes union certifications and discrimination cases on the basis of family status. **Strengths:** “Gregory consistently provides strategic and practical advice on a wide range of complex matters. He has a wealth of knowledge and experience in all aspects of employee and labour relations.” “He is an incredibly strong, practical lawyer.” **James Kondopulos** is highly proficient in workplace disputes, frequently representing clients in human rights litigation and administrative tribunals. A Vancouver-based lawyer, he has appeared before all levels of the BC courts, including the Court of Appeal. **Strengths:** “James provides excellent client service and is a practical problem solver.” “He is practical, knowledgeable and up to date with all the relevant case law. He is also very good at articulating the different options and risks associated with each, and is prompt in his responses.” **Gabrielle Scorer** has a broad range of skills covering grievance arbitrations, human rights issues and workplace discrimination matters. She is based in Vancouver and also excels in court actions and matters brought before labour boards. **Strengths:** “Gabrielle is an outstanding lawyer.” “Gabrielle always thinks outside the box.” **Jennifer Devins** is a Vancouver-based lawyer who has a broad clientele within both the public and private sector.

Her recent work includes workplace disputes and human rights issues. **Strengths:** *“Jennifer is extremely diligent, hard-working and provides excellent client service.” “She is incredibly knowledgeable about labour and employment and is very thoughtful in the advice she gives.”*

Band 2 Employment & Labour

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais maintains a dynamic employment and labour practice in Vancouver which is aided by the firm’s strong national footprint. The firm offers a range of employment and labour-related services, advising on human rights issues, labour relations, terminations and other litigation. The team also has experience handling the employment aspects of mergers and acquisitions. It represents public and private companies hailing from sectors such as manufacturing, healthcare and construction. The firm also retains extensive knowledge of federally regulated industries such as banking, railways, airlines and shipping.

Strengths

“They possess both the business sense and the legal knowledge to do the right thing for the employee while also understanding and accommodating the business.”

“The partners we rely on at Borden Ladner Gervais are top notch in their fields.”

Work highlights Borden Ladner Gervais represented Cathay Pacific Airways in litigation before the BC Supreme Court relating to compensation entitlement of a terminated employee.

Notable practitioners

Shelley-Mae Mitchell is based in Vancouver, where clients appreciate her adept advice on a range of employment issues, from workplace human rights to wrongful dismissals. She is also experienced in collective bargaining and applications to the labour board. **Strengths:** *“Shelley-Mae is concise, articulate, and an outstanding problem solver. She goes above and beyond to protect her clients and think through all possible angles and outcomes.” “Shelley-Mae has been able to assist with a level of sophistication that far exceeds my expectations.”* **Jennifer Fantini** is a highly regarded Vancouver-based lawyer who is qualified to the Bar in both Ontario and British Columbia. She is notably skilled in handling termination disputes and collective agreements for a variety of national and international clients.

Strengths: *“Jennifer is extremely good to work with as she is smart, responsive and an excellent communicator.”* **Steve Winder** is based in Vancouver and excels in employment litigation, most notably concerning wrongful dismissals. Furthermore, he is well respected for his strengths in non-contentious labour matters, including providing employment advice in the context of mergers and acquisitions.

Lawson Lundell LLP

What the team is known for Lawson Lundell is a well-regarded regional firm operating out of Vancouver and across Western Canada. It advises local and national employers on all aspects of

labour and employment law, with notable areas of expertise including collective bargaining agreements, grievance arbitrations, labour relations and pension and benefits litigation. The firm and its lawyers have experience acting for clients in the mining, hospitality and retail sectors, with workplace human rights issues, wrongful dismissals and privacy matters accounting for much of its robust workload. In addition to representing employers, the firm possesses further expertise in representing plaintiff employees.

Strengths

“Lawson Lundell has a large team of knowledgeable and experienced lawyers. They can provide a specialised team member to help, whatever the topic.”

“Their lawyers are very conscious of what is happening in the business world. They are always willing to learn more about the complexities of our sector.”

Notable practitioners

Robert Sider KC is a Vancouver-based lawyer who is renowned for his skill in wrongful dismissals, workers’ compensation claims and workplace investigations. Additionally, he has notable experience advising on the employment aspects of M&A transactions. **Strengths:** *“Rob has advised us on employment issues and he has been great.”* **Nicole Skuggedal** frequently acts on the labour and employment aspects of high-profile M&A transactions. She is based in Vancouver and also excels at advising on employment policies and executive terminations. **Katy Allen** is an increasingly prominent Vancouver-based lawyer who often assists with high-profile workplace investigations. She also excels at handling labour and employment aspects of M&A transactions. **Strengths:** *“Katy is fantastic at thinking outside of the box.” “Her responsiveness and thoroughness is appreciated.”*

Mathews, Dinsdale & Clark LLP

What the team is known for Mathews, Dinsdale & Clark is an experienced labour and employment boutique with capabilities across Canada and a particularly accomplished office in Vancouver. The firm offers expertise in a wide range of mandates, including collective bargaining, union certification and occupational health and safety. Its lawyers are especially strong at handling grievance arbitrations brought both by unions and individual employees. It also has notable experience representing employers from the food production and construction sectors in labour relations matters, and has also assisted with large-scale terminations as a result of restructuring.

Strengths

“Mathews, Dinsdale & Clark always provides well thought out guidance and advice. Each individual at the firm is well rounded but also has their area of expertise.”

Work highlights Mathews, Dinsdale & Clark acted for BC Corps of Commissionaires on a complaint filed before the BC Human Rights Tribunal alleging gender discrimination and sexual harassment.

Notable practitioners

Keith Murray is Mathews Dinsdale’s managing partner in Western Canada, dividing his time

between Vancouver and Calgary. He is especially experienced in handling matters involving unions, including grievance arbitrations. **Strengths:** *“Keith Murray is a very seasoned lawyer and is well versed in various areas. He is always willing to go out of his way to support our requests.” “Keith has been instrumental not only in guiding us through the process but also being our voice at the bargaining table.”* **Gradin Tyler** has an impressive reputation in matters such as termination agreements and union certification applications. He is based in Vancouver and is particularly experienced in appearing before the BC Labour Relations Board. **Strengths:** *“Grady is extremely easy to work with and is extremely responsive.” “He is very knowledgeable and a strong advocate, but is also practical.”*

Band 3 Employment & Labour

Pulver Crawford Munroe LLP

What the team is known for Pulver Crawford Munroe is an esteemed labour and employment boutique in Vancouver with a growing presence in the market. The team is adept at drafting employment agreements and has significant further capabilities in wrongful dismissals. Its sizeable team of lawyers has a wide range of experience in matters relating to unions, such as collective agreement negotiations and labour disputes. The firm is also proficient at handling matters before the Human Rights Tribunal, including sexual harassment claims.

Notable practitioners

Patricia Gallivan KC is a distinguished senior lawyer based in Vancouver who is widely respected for her extensive experience in collective bargaining and labour arbitration. Her knowledge of labour relations is complemented by her strength in human rights law, wrongful dismissal claims and workplace policy issues. **Craig Munroe** frequently represents employers from the public and private sectors in labour dispute resolution. Based in Vancouver, he is well versed in appearing before the courts, labour relations boards and human rights tribunals. **Dean Crawford KC** is a well-regarded, Vancouver-based lawyer who is best known for his skills in labour relations and employment litigation. He is particularly experienced in acting before courts and tribunals, including the British Columbia Labour Relations Board. **Paul Pulver** is an experienced lawyer who has amassed a significant reputation for his strengths in labour relations, regularly appearing before administrative tribunals. He also excels in labour arbitrations and is equally capable of representing clients from the public and private sectors. He is based in Vancouver.

Farris LLP

What the team is known for Farris offers a strong, full-service employment and labour practice in British Columbia. The firm has offices in Vancouver, Kelowna and Victoria, and is often selected to advise employers on both unionised and non-unionised workplace issues. It also frequently acts on employment contracts, strikes and lockouts, as well as unfair labour practice

cases. The lawyers also have experience handling human rights complaints, notably when pertaining to allegations of discrimination. Telecommunications, real estate and education are among the diverse range of sectors from which the team's client base originates.

Strengths

"Farris has excellent lawyers with excellent client relation skills."

Notable practitioners

Michael Korbin is based in Vancouver and operates a robust contentious employment practice. He acts for clients based provincially and federally on a range of issues, from human rights discrimination claims to both unionised and non-unionised grievance arbitrations.

Gall Legge Grant Zwack LLP

What the team is known for Gall Legge Grant Zwack is a highly regarded Vancouver-based labour and litigation law firm. It offers clients strong expertise in matters such as discrimination, workers' compensation, drug and alcohol policy and occupational health and safety. The firm capably represents clients before both provincial and federal courts, as well as advising on alternative dispute resolution. The firm's employment practice is complemented by remarkable capabilities in public law.

Notable practitioners

Peter Gall KC has acquired a stellar reputation in Vancouver as one of the leading figures in the BC labour market. With additional strengths in constitutional litigation, he is a regular feature before administrative tribunals and in high-profile employment cases. **Andrea Zwack** is a respected employment lawyer based in Vancouver. She acts for both public and private sector employers on human rights matters, unionisations and collective agreements.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is a distinguished national law firm with an accomplished labour and employment team in Vancouver whose lawyers are well practised across a range of matters. These include unionisations, wrongful dismissal claims and human rights complaints. The group is also adept at advising on the employment aspects of high-profile M&A transactions. Many of the firm's clients come from the telecoms, transport and financial services sectors.

Strengths

"McCarthy Tétrault are very responsive and do a great job in the work we give them."

"We are very grateful for the team at McCarthy. They are reliable, friendly and practical."

Work highlights McCarthy Tétrault advised Newcrest Mining on its application for decertification of the United Steelworkers.

Notable practitioners

Christopher McHardy divides his time between Vancouver and Calgary and is best known for his strengths in advising on employment matters relating to M&A transactions. He is also well versed in contentious labour matters such as union applications and wrongful dismissal claims. **Strengths:** *"Chris is great to work with*

and has deep insight into many areas of concern."

Donovan Plomp is a Vancouver-based lawyer who operates a broad practice in both contentious and non-contentious employment law. Alongside his experience advising on the employment aspects of M&A transactions, he is also adept at human rights matters, collective bargaining and grievance arbitrations. **Strengths:** *"Donovan Plomp is very proactive, responsive, and has a practical sense of commerciality in the advice he gives."* *"Donovan is incredibly pragmatic, which I very much appreciate."*

Norton Rose Fulbright

What the team is known for The Vancouver office of Norton Rose Fulbright houses a robust employment and labour practice which advises on a broad spectrum of matters. Its lawyers are regularly selected by employers to assist with collective agreements, human rights claims and labour disputes. The team's further experience includes advising on strike contingency planning and issues concerning pensions. The firm has a broad client base that includes government entities, municipalities, regulatory authorities and health-care providers, among others. It is further noted for its growing expertise in areas such as workplace mental health, post-employment restrictive covenants and alcohol and drug testing.

Strengths

"The firm always provides us with timely and quality legal advice."

"Norton Rose Fulbright have handled incredibly complicated and sophisticated matters for us on a regular basis."

Notable practitioners

Herb Isherwood (see p.142) is a well-regarded Vancouver-based lawyer who has a vast range of experience across the full gamut of labour and employment law. His clients include notable entities in the education, maritime and telecoms industries. **Strengths:** *"Herb is at the top of his game. He is very knowledgeable and understands client service exceptionally well."* **Taryn Mackie** (see p.142) is based in Vancouver, from where she chairs the firm's labour and employment practice in British Columbia. She advises a wide range of clients on policy grievances, collective agreements and workplace investigations. **Strengths:** *"Taryn is absolutely incredible in her work. Her legal services are second to none."*

Band 1 Employment & Labour: Labour for Unions

Koskie Glavin Gordon

What the team is known for Koskie Glavin Gordon is a Vancouver-based labour law firm which is regarded as a market leader for union-side representation. Its lawyers are sought out by trade unions and employees for their in-depth knowledge of collective bargaining, human rights, privacy law and workers' compensation issues. The team is further lauded for its experience in labour relations board proceedings and class actions. The firm acts for clients in sectors including construction, transportation, education and mining and also benefits from its affiliation with Koskie

Minsky in Toronto, which provides representation for unions in Ontario.

Notable practitioners

Anthony Glavin has an acclaimed practice focused on union-side labour law within Vancouver, with his work spanning across the public and private spheres. He regularly appears before labour relations boards and human rights tribunals, representing workers in the healthcare, education and municipal sectors. **Charles Gordon KC** is a prolific union-side litigator based in Vancouver who has represented clients at all levels of the court system, including the Supreme Court of Canada. He is also well regarded for representing individual employees before administrative tribunals and labour boards. **Will Clements** has accrued a strong reputation for representing unions in workers' compensation claims, judicial review and civil litigation matters. Based in Vancouver, he also regularly advises on collective agreements. Vancouver-based **Murphy Fries** gains strong recognition as a skilled union-side lawyer in the field of labour law. She has notable expertise in collective agreements, labour relations and workers' compensation matters.

Victory Square Law Office LLP

What the team is known for Victory Square is a first-rate team of labour lawyers operating out of both Vancouver and Victoria. It regularly represents unions in certification matters, collective agreement negotiations and unfair labour practice complaints. The firm acts for public and private sector unions operating in sectors such as healthcare, mining and education. It is highly rated for its handling of arbitrations, injunctions, disciplinary hearings and class actions, and also has extensive experience in wrongful dismissal claims and pensions and benefits matters.

Notable practitioners

John Rogers KC is a well-established, highly distinguished union-side lawyer who possesses a formidable track record before labour board tribunals and all levels of the courts. He is based in Vancouver and represents unions across both the public and private spheres. **Craig Bavis** is based in Vancouver, where he offers notable experience representing unions in wrongful dismissals, human rights cases and disability benefit disputes. On such matters he has acted before the courts, arbitrators, human rights tribunals and labour relations boards. **Steven Rogers** is an increasingly well-regarded labour lawyer who is best known for advising unions on arbitrations and labour relations issues. Splitting his time between Vancouver and Victoria, he also demonstrates a prolific practice in wrongful dismissal litigation and human rights law.

Band 2 Employment & Labour: Labour for Unions

Black Gropper

What the team is known for Black Gropper is a respected law firm based in Vancouver that gains recognition across British Columbia for its experience handling traditional labour disputes. The firm's lawyers are well versed in regulatory

employment matters and are particularly experienced in handling mediations and arbitrations. Other areas of the team's expertise include collective agreements and unfair labour practice claims.

Notable practitioners

Jessica Burke is a key contact.

Hastings Labour Law Office

What the team is known for Hastings Labour Law Office is a highly regarded labour boutique based in Vancouver which services trade unions across a broad range of sectors. The firm offers counsel on the full gamut of labour law matters, from collective bargaining and grievance arbitrations to strike and picketing issues. Its expertise also covers human rights complaints, workers' compensation questions and privacy law. The firm often serves clients in the emergency services, education and retail sectors as well as government employees.

Notable practitioners

Chris Buchanan is widely regarded as a leading lawyer in the field of union-side labour law, both in providing strategic advice and in representing clients in litigation. He is based in Vancouver and is equally well placed to represent unions from both the public and private sectors. **David Tarasoff** is based in Vancouver and is well respected for his representation of unions in collective bargaining matters. He also frequently appears before labour arbitration boards and tribunals as well as advising on mediation.

Moore Edgar Lyster

What the team is known for Moore Edgar Lyster is a well-respected Vancouver law firm com-

mended for its dedicated representation of trade unions and employees. It provides adept guidance on matters pertaining to labour relations in both the public and private sectors. The group garners particular recognition for its human rights practice and has significant experience acting for employees on wrongful dismissal cases.

Notable practitioners

Richard Edgar is well respected for his litigation practice and excels at representing trade unions in matters such as wrongful dismissals, defamation proceedings and insurance claims. Based in Vancouver, he also possesses a robust experience of the appellate courts. Vancouver-based **Lindsay Waddell** has gained considerable prominence in union-side labour law. She represents both public and private sector unions in litigation before all levels of the courts, with experience covering human rights law and judicial reviews.

Other Ranked Lawyers

James Gould is based in Vancouver and is managing partner of BC labour law firm Hamilton Howell Bain & Gould. He is experienced representing unions in arbitration and mediation, most significantly before the Labour Relations Board and Human Rights Tribunal, alongside his strengths in litigation before the provincial and Supreme Courts.

Michael Howcroft leads the Vancouver employment team at Blakes. He excels in a vast range of matters, from advising on drug policy and occupational health and safety to employment contract negotiations. He is also skilled in union relations

and executive terminations.

Strengths:

"Michael is excellent to work with and has a strong knowledge of labour and employment law."

"He is commercial, very client-friendly, super responsive and very smart."

Nicole Howell is a skilled lawyer based in Vancouver who covers a wide range of labour and employment expertise, including unfair dismissal claims. She has extensive experience representing clients before all levels of the courts.

Eleni Kassaris is based in Vancouver and leads the employment and labour practice at Dentons. She is a highly experienced lawyer who advises clients on a range of employment litigation including wrongful dismissals, union applications and grievance arbitrations.

Strengths:

"Eleni is very pragmatic and commercially astute. She always gives practical advice in a responsive manner."

"She is a pleasure to work with and she is reasonable, practical and fair."

Nazeer Mitha KC commands considerable respect for his wide-ranging experience representing both plaintiffs and employers before the courts and labour relations boards. Based in Vancouver, he has particularly significant experience concerning union-related matters such as strikes.

Strengths:

"Nazeer is a top-notch labour and employment lawyer. He is very practical and understands when it makes sense to fight and when it doesn't."

"Nazeer is always looking to solve issues."

Employment & Labour Alberta

Employment & Labour
Leading Firms
Band 1
Bennett Jones LLP
McLennan Ross LLP
Band 2
Burnet Duckworth & Palmer LLP
Neuman Thompson
Osler, Hoskin & Harcourt LLP
Stikeman Elliott LLP
Band 3
Borden Ladner Gervais LLP
Dentons Canada LLP
DLA Piper (Canada) LLP
Gowling WLG (Canada) LLP
McCarthy Tétrault LLP
Band 4
Blake, Cassels & Graydon LLP
Field Law
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1 Employment & Labour

Bennett Jones LLP

What the team is known for Bennett Jones is a renowned Calgary-headquartered law firm that maintains a robust employment and labour practice with noted expertise in high-level mandates arising from M&A transactions. The team has further strengths in complex, high-value litigation concerning issues such as wrongful dismissal, privacy, occupational health and safety, and workers' compensation. The firm also handles union and labour issues. It offers advice to clients in sectors such as real estate, energy and natural resources.

Strengths

"The lawyers are always available or get back to us right away."

"The team's commercial awareness is superior to any other lawyers we have previously worked with."

"I have always found the team to be very knowl-

edgeable and able to explain complex matters in a way that is easy to understand."

"The lawyers that handle our company account are very thorough in handling delicate matters such as employment law and are very knowledgeable and up to date on current matters regarding employment law."

"The team is knowledgeable, very quick and efficient in its responses, and provides clear and easily understandable explanations on complex legal matters."

Work highlights Bennett Jones acted for Decarbonization Plus Acquisition Corporation IV on the employment law aspects of its CAD1.39 billion business combination with Hammerhead Resources, including advising on corporate reorganisation and the amendment of executive contracts.

Notable practitioners

John Gilmore has a significant reputation for his work advising on the employment aspects

Employment & Labour
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
McPhail Hugh <i>Neuman Thompson</i>
Neuman Craig <i>Neuman Thompson</i>
Ross David <i>McLennan Ross LLP</i>
Eminent Practitioners
Thiessen Brian <i>Osler, Hoskin & Harcourt LLP</i>
Leading Individuals
Band 1
Clarke Gary T <i>Stikeman Elliott LLP</i>
Gilmore John R <i>Bennett Jones LLP</i>
Band 2
Bailey Damon <i>McLennan Ross LLP</i>
Cascadden Will <i>Gowling WLG (Canada) LLP</i>
Chomyn Dwayne W. <i>Neuman Thompson</i>
Ford Michael <i>DLA Piper (Canada) LLP</i>
Mitchell Timothy <i>McLennan Ross LLP</i>
Ross Thomas <i>McLennan Ross LLP</i>
Wolch Shana <i>McCarthy Tétrault LLP</i>
Band 3
Kosten April <i>Dentons Canada LLP</i>
Lane Chris <i>McLennan Ross LLP</i>
Marsden Duncan <i>Borden Ladner Gervais LLP</i>
Miller Birch K. <i>Blake, Cassels & Graydon LLP</i>
Plante Christine <i>Bennett Jones LLP</i>
Ross Gina A. <i>Burnet Duckworth & Palmer LLP*</i>
Steele Richard F. <i>Burnet Duckworth & Palmer LLP*</i>
Torrens Jean <i>MLT Aikins LLP (ORL) ◇</i>
Wilkie Jill <i>Miller Thomson LLP (ORL) ◇</i>
Band 4
Batzel John <i>Miller Thomson LLP (ORL) ◇</i>
Bouwmeester Loretta <i>Mathews, Dinsdale (ORL) ◇</i>
Brunette Maxwell <i>Gowling WLG (Canada) LLP</i>
Eichler Steve <i>Field Law</i>
Franceschi Fausto <i>Dentons Canada LLP</i>
Graham Bob <i>Burnet Duckworth & Palmer LLP</i>
Mensch Laura <i>Borden Ladner Gervais LLP</i>
Molnar Frank <i>Field Law</i>
Mullen Lindsay <i>Norton Rose Fulbright (ORL) ◇*</i>
Nicholson Kelly <i>Field Law</i>
Noonan Kristopher <i>Stikeman Elliott LLP</i>
Parker Shaun <i>Osler, Hoskin & Harcourt LLP</i>
Up-and-coming individuals
Dixon Andrew <i>Fasken (ORL) ◇*</i>
Dunnigan Laura <i>Mathews, Dinsdale & Clark LLP (ORL) ◇</i>
Turc Justin <i>McCarthy Tétrault LLP</i>
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

of large-scale M&A transactions and corporate restructurings, as well as advising on collective bargaining agreements. Based in Calgary, he has equally notable experience advising on labour disputes relating to vaccination policy and bonus payments. He moves into the top band this year on the back of impressive feedback from clients. **Strengths:** "John has added tremendous value and results in complex employment matters. John has a strong understanding of a nuanced industry and has provided a number of strategic and creative solutions for difficult and complex scenarios." "John is excellent and effective." "He is an extraordinary guy who is very approachable and always happy to share his knowledge. He is incredibly responsive, which I appreciate." "He is excellent strategically in how to frame contracts and arguments so that

Employment & Labour: Labour for Unions
Leading Firms
Band 1
Blair Chahley Lawyers
Chivers Carpenter Lawyers
McGown Cook
Severyn Scott
Leading Individuals
Band 1
Blair J. Robert W. <i>Blair Chahley Lawyers</i>
Chahley Leanne <i>Blair Chahley Lawyers</i>
Cook Clayton <i>McGown Cook</i>
McLeod Kristan <i>Chivers Carpenter Lawyers</i>
Nugent Patrick <i>Nugent Law Office (ORL) ◇</i>
Scott Dan <i>Severyn Scott</i>
Scott Karen <i>Severyn Scott</i>
Band 2
O'Halloran Kara <i>Chivers Carpenter Lawyers</i>

our interests are protected and I have to say I thoroughly enjoy working with him." **Christine Plante** has established a strong reputation for wrongful dismissal claims and human resources matters in Alberta. She is based in Calgary, where she has a prolific practice representing clients in litigation surrounding employment and oppression claims, as well as allegations of harassment and abuse. On the non-contentious side, she assists clients with the employment law aspects of corporate transactions. She moves up in the rankings following a number of positive comments from referees. **Strengths:** "Christine's service and guidance were invaluable. She was efficient, effective and a great communicator." "Christine is extremely smart and couples that with a very strong business sense. She is 100% solution-focused for her clients." "Christine is a pleasure to work with. She is very responsive and has displayed exceptional judgement in our complex employment matters." "Christine is always very responsive, knowledgeable on the issues we have covered and concise in her manner of providing relevant information."

McLennan Ross LLP

What the team is known for McLennan Ross is a leading Alberta law firm with top-tier offices in both Calgary and Edmonton. It houses a large and respected team of lawyers who cover a broad spectrum of labour and employment mandates on behalf of big-name management clients. The highly rated team handles numerous heavyweight matters, addressing issues such as breaches of union representation rights and the coordination of labour relations. It also has notable strengths representing clients in the construction, oil and gas, and manufacturing sectors, with additional reach extending to the healthcare and education spheres. The firm is particularly well known for providing strategic labour planning advice in the context of major industrial projects. In addition to the firm's dominance in Alberta, its Yellowknife office further contributes to its influence in Western and Northern Canada.

Work highlights McLennan Ross advised Air Products Canada on its labour relations plan for a new CAD1.6 billion hydrogen energy complex near Edmonton. The lawyers were involved in strategy preparation, obtaining government approval and negotiating collective agreements.

Notable practitioners

David Ross KC is based in Edmonton. He is a hugely influential figure in the field of labour relations in Alberta and continues to provide high-level strategic advice to employers on matters involving labour relations plans. **Damon Bailey KC** is well respected for his labour relations practice, often advising on unfair practice complaints and employee rights concerning holidays. **Timothy Mitchell** is a well-known Calgary-based lawyer who maintains a very notable practice in labour relations. He is best known for his abilities in collective bargaining agreement, union certification and representing clients before the Alberta Human Rights Tribunal. **Strengths:** "He is very active and seems very strong in this area." **Thomas Ross KC** advises clients on strike protection and issues relating to union dues. He also acts on contentious mandates relating to employment policies and terminations. **Chris Lane KC** splits his time between Edmonton and Yellowknife. He has wide-ranging expertise in the field of labour relations, advising on strike protection, labour relations plans and collective bargaining matters. He also acts on disputes relating to vaccination policies.

Band 2 Employment & Labour

Burnet Duckworth & Palmer LLP

What the team is known for Burnet Duckworth & Palmer operates from a well-established office in Calgary. It acts for a variety of major employers. The firm assists clients with a diverse array of issues, including collective agreements, labour relations matters, the drafting of employment contracts, executive terminations and wrongful dismissal cases. The employment and labour group also advises on transactional employment mandates and employment-related litigation. It is capable of representing defendants and plaintiffs alike.

Notable practitioners

Gina Ross (see p.143) is a Calgary-based lawyer who is best known for advising clients on the employment aspects of M&A transactions. She also advises on employee fiduciary matters and drug testing policy. **Richard Steele** (see p.144) is highly experienced in representing clients in a wide variety of contentious proceedings, including before the Alberta Labour Relations Board. Based in Calgary, he also advises employers on termination strategy. **Bob Graham** is regularly mandated on terminations, downsizings and workplace human rights issues. He is based in Calgary and also excels in advising employers on the employment aspects of transactions and on drug and alcohol policies. **Strengths:** "He works quite a bit on corporate transactions representing executive teams. He is very good."

Neuman Thompson

What the team is known for Neuman Thompson is a noteworthy employment and labour law boutique that occupies a strong position in the Edmonton market. It is particularly focused on labour relations and employment litigation. The firm comes highly recommended for its rep-

resentation of management interests, with its strengths including collective bargaining, arbitrations, and health and safety matters. The team often represents government bodies and agencies, as well as a range of other public and private sector clients. It is active throughout Alberta, as well as in Saskatchewan and Northern Canada.

Notable practitioners

Hugh McPhail KC is lauded by sources for his capabilities in labour relations, which range from strategic advice to arbitrations covering human rights and wrongful dismissal claims. He is well known as one of the most experienced employment and labour lawyers in Edmonton and is particularly adept at representing government entities. **Strengths:** *“He is well regarded in the market.”* **Craig Neuman KC** is a highly experienced Edmonton lawyer who demonstrates a wealth of expertise acting for employers from both the public and private spheres on collective bargaining mandates, employment standards claims and arbitration proceedings. He is distinguished by his extensive experience representing government entities. **Strengths:** *“He is a well-regarded and well-respected labour lawyer.”* **Dwayne Chomyn KC** is based in Edmonton and is well versed in contentious labour matters, including rights arbitrations, labour relations board hearings and wrongful dismissal litigation. His clients stem from both the public and private sectors and include government entities at the provincial and municipal levels.

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is a national law firm with a respected employment team in Alberta that can advise on a broad range of labour and employment matters, such as labour arbitration and termination of senior executives, as well as harassment claims. It is also capable of handling human rights cases, workplace investigations and complex labour relations litigation. Osler’s Calgary office often advises major national and international companies in the energy and natural resources sector, with additional industry expertise covering financial services and technology.

Strengths

“The lawyers at Osler have a strong ability to simplify matters.”

“The team at Osler is very nimble.”

Work highlights Osler Hoskin & Harcourt defended a national telecoms company in claims alleging breach of pension plan terms.

Notable practitioners

Brian Thiessen KC offers notable experience in internal investigations and the termination of senior employees. He is the managing partner of the firm’s Calgary office. **Strengths:** *“Brian is a very effective, service-oriented lawyer.”* **Shaun Parker** has a track record of impressive activity in contentious employment law matters, with particular recent expertise in disputes relating to COVID-19 policies. He often represents clients in grievance arbitrations, as well as claims of harassment and wrongful dismissal. **Strengths:** *“He is really strong, capable and efficient.”*

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is a major national firm with a well-respected labour and employment team in Calgary. It frequently acts for both provincial and federal clients on transactional employment issues, including the employment aspects of high-profile M&A. The team is also active in contentious matters including class actions and grievance arbitrations. Stikeman’s client list for employment and labour matters features major employers from the energy, chemical, and oil and gas sectors. Its lawyers also represent clients in the separation of senior executives.

Strengths

“Stikeman is one of those firms that makes you feel like you’re its only client.”

“We have always been impressed with the skill and talent of the Stikeman lawyers.”

“We are always provided with detailed answers that empower us to make decisions understanding the associated risks and liabilities.”

Work highlights Stikeman Elliott assisted Mars with the employment law aspects of its acquisition of Champion Petfoods.

Notable practitioners

Gary Clarke is highly regarded for his broad employment law practice that encompasses contentious matters, including class actions concerning wages, as well as non-contentious mandates such as the employment aspects of corporate transactions. He is highly experienced in executive terminations and disputes relating to breaches of confidentiality. **Strengths:** *“Gary is our go-to in Canada.”* *“Gary provides solid advice and acts with urgency.”* *“Gary is very practical, responsive, concise and effective.”* **Kristopher Noonan** often advises clients on the employment law aspects of corporate transactions. In addition, he assists with executive terminations and grievance arbitrations. His recent work has also included advising companies on the impact of the COVID-19 pandemic. **Strengths:** *“He is excellent and very good to deal with.”*

Band 3 Employment & Labour

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais fields a comprehensive employment and labour practice in Calgary which covers a broad spectrum of issues. Its client list features leading employers from the construction, retail, transportation, energy and healthcare industries. BLG’s Alberta team is highly experienced in all forms of employment litigation, including wrongful dismissal claims and investigations into possible employee misconduct. Team members represent employers in grievance arbitrations and before the Human Rights Tribunal. The firm also offers complementary expertise in occupational health and safety matters.

Strengths

“The lawyers are always timely and proactive.”

Work highlights BLG represented Calgary Exhibition and Stampede in litigation concerning wrongful dismissal complaints, including one claim of unjust termination on the basis of sexual

assault allegations.

Notable practitioners

Duncan Marsden is held in high esteem for his work in employment disputes relating to unjust terminations, breaches of confidentiality and employee misconduct. He also assists clients with policy and handbook reviews. **Strengths:** *“He takes the time to explain the options and the strategies.”* *“He is aware of the nuances of the file and the people involved, which makes his advice all the more helpful.”* **Laura Mensch** frequently represents employers in contentious matters, particularly human rights complaints and unjust dismissal complaints. She also advises on occupational health and safety issues and workplace relations. **Strengths:** *“She has encyclopedic knowledge of statutory and case law that comes into play, and she couples that with lots of real-life experience.”* *“She provides cogent advice.”*

Dentons Canada LLP

What the team is known for Dentons offers a well-regarded employment practice in Alberta with expertise based across both its Calgary and Edmonton offices. The team has experience in both litigation and advisory employment work, acting for clients in sectors such as oil and gas and education. It represents clients in disputes over unfair dismissals and terminations with cause. Team members have notable experience in employment law arbitrations.

Strengths

“The team is very responsive and communicative during our cases.”

“The responsiveness from this team is incredible.”

“We find Dentons’ advice very practical in the area of employment. The lawyers help us to minimise risk and move through issues very practically.”

Work highlights Dentons represented Investors Group Financial Services in a dispute relating to a possible breach of contract.

Notable practitioners

April Kosten regularly advises on contentious employment matters, including litigation relating to dismissals and breaches of contract. She represents clients in a number of grievance arbitrations and disputes relating to employer status for contractors. **Strengths:** *“She always provides relevant insight, and is very responsive and easy to interact with.”* *“She is an excellent representative for her clients – calm, cool, collected and with a good head on her shoulders.”* *“She is quick to respond and provides excellent legal advice while understanding the individual needs of our business. She is always friendly and pleasant, and it is clear she cares about delivering value to us as a client.”* **Fausto Franceschi** assists clients with employment law advice on workplace policies and diversity and inclusion initiatives. He also advises clients on employment agreements and represents them in arbitration hearings. **Strengths:** *“Fausto is very business-minded. He understands the clients and their business, and is very practical.”* *“He always makes time for his clients and maintains a strong relationship with us.”*

DLA Piper (Canada) LLP

What the team is known for DLA Piper operates a noteworthy regional employment team based out

of Calgary. The firm leverages its considerable international capabilities to service employers from a diverse range of industries, including transportation. The Alberta employment and labour group has expertise in issues such as wrongful dismissal, health and safety, human rights and privacy. Moreover, it has experience concerning both unionised and non-unionised environments, as well as handling employment litigation at various court and tribunal levels. The firm is particularly renowned for its representation of clients in education and the public sector, working with universities and higher education institutions, and it is also singled out for its experience of labour relations within federally regulated industries.

Work highlights DLA Piper defended the Calgary Drop-In and Rehabilitation Centre in a number of allegations of workplace harassment.

Notable practitioners

Michael Ford KC has notable experience defending clients in high-profile allegations of harassment. He also advises on employee dismissals, possible breaches of privacy and disputes over pay rates. **Strengths:** *"He is one of the more seasoned, senior lawyers in Calgary."*

Gowling WLG (Canada) LLP

What the team is known for The Calgary office of Gowling WLG is home to a dynamic employment and labour practice which advises clients ranging from startups and SMEs to large international corporations operating in sectors such as oil and gas, transportation and technology. The firm is capable of advising on the employment law aspects of corporate restructurings, including employee terminations. In addition, team members represent employers in internal investigations and employment law disputes.

Strengths

"The lawyers at Gowlings have been incredibly responsive and attempted to accommodate my urgent needs."

"Gowlings have built a capable and sizeable team of associates, which improves responsiveness and brings important bench strength for complex matters."

"The lawyers provided well-thought-out and practical advice."

Notable practitioners

Will Cascadden often assists employers with employee terminations. He also has experience in matters involving occupational health and safety.

Strengths: *"He can get to the heart of the problem very quickly, explains and advocates for our position in the best way, and takes complex work and cuts through the legalities in simple, plain language."* **Maxwell Brunette** assists employers with internal investigations and litigation concerning allegations of wrongful dismissal and human rights claims. **Strengths:** *"His commitment to his clients is excellent, and his practical approach to resolving employment issues is on point with the ever-important need for organisational efficiency."* *"Max is an excellent, experienced employment lawyer who provides timely and business-friendly, employer-based advice."*

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault's Calgary office advises on a range of employment and labour matters, with particular areas of expertise including terminations and workforce reduction, occupational health and safety matters, and collective agreements. The firm regularly acts as employment counsel on M&A transactions and also has expertise in human rights, data protection and regulatory compliance issues. The practice works on behalf of many employers in the energy and oil and gas sectors, as well as acting for education and hospitality clients.

Strengths

"The information provided is timely and thorough."

"It is one of most responsive groups I have worked with."

Work highlights McCarthy Tétrault defended Garda World in a dispute concerning the late payment of wages.

Notable practitioners

Shana Wolch often assists clients with the employment law aspects of acquisitions. In addition, she advises on issues regarding employee status for foreign workers, employee terminations and grievances under collective agreements. **Strengths:** *"She has demonstrated a very high level of sophistication, competence and reliability as she works through our risk issues."* *"Shana is a pleasure to work with. She is personable and deeply knowledgeable."* *"Shana is an excellent employment lawyer and has a good handle on the business aspects that are important to her clients."* *"Shana knows our business and our team really well, which has made a big difference in the advice and guidance we get from her. We have complete trust in her ability to provide us solid legal advice as well as practical business advice."* **Justin Turc** offers a broad employment law practice covering both contentious mandates, such as grievance arbitrations, and non-contentious matters, including the employment law aspects of corporate transactions. **Strengths:** *"Justin is responsive and provides great information and resources for any decision-making for the corporation."* *"Justin's straightforward approach to labour relations is a primary reason why we work with McCarthy Tétrault in Alberta."*

Band 4 Employment & Labour

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon often provides employment and labour advice relating to complex corporate transactions. In addition, team members demonstrate expertise in negotiating new and ongoing employment agreements and in workforce management issues. The firm also represents clients in labour litigation, including claims of wrongful dismissal. The team frequently assists clients from the energy and oil and gas sectors.

Strengths

"The team has been able to support all of our needs."

"They seem to have multiple highly capable lawyers and subject matter experts for all the issues we bring."

"I'm always pleasantly surprised by the level of service. The lawyers respond to emails quickly and produce high-quality work products in a timely manner."

Work highlights Blake, Cassels & Graydon advised Strathcona Resources on the employment law aspects of its CAD2.3 billion acquisition of Serafina Energy, including negotiating the transfer of employees.

Notable practitioners

Birch Miller often assists clients with the employment law aspects of corporate transactions. She also assists with hirings, terminations and employment agreements and policies. **Strengths:** *"Birch has been a pleasure to work with. She is responsive, engaged and provides helpful and practical advice."* *"Birch is reliable, approachable and knowledgeable."* *"Birch is very genuine and approachable. It is easy to connect with her on a personal and professional level. She makes her clients feel at ease and taken care of."*

Field Law

What the team is known for Field Law operates from offices in both Calgary and Edmonton. It maintains an experienced employment and labour practice whose notable areas of expertise include occupational health and safety, business immigration law, and drug and alcohol policy, including in relation to the decriminalisation of cannabis. When it comes to employment disputes work, the team handles workplace human rights matters and internal investigations, in addition to termination litigation.

Notable practitioners

Steve Eichler is applauded by sources for his extensive experience in occupational health and safety matters and drug and alcohol policy. Dividing his time between Calgary and Yellowknife, he also excels in administrative law and human rights issues in addition to employment-related work. **Frank Molnar KC** is based in Calgary, from where he operates a varied and longstanding practice dedicated to employment and labour in Alberta. His work includes a focus on workplace human rights issues, as well as education law.

Kelly Nicholson chairs the Field Law employment and labour group from his base in Calgary. He is best known for his capabilities in privacy law, wrongful dismissal claims, collective agreements, and drug and alcohol policy.

Band 1 Employment & Labour: Labour for Unions

Blair Chahley Lawyers

What the team is known for Blair Chahley Lawyers is a top-tier labour law firm that focuses on union-side representation and operates out of Edmonton. Clients include individual employees, as well as labour unions from the public and private sectors, notably in the healthcare, energy and construction industries. The firm also acts for universities and their staff and faculty associations. It is highly rated for its expertise in labour arbitrations, unionisation matters, occupational health and safety issues, and workplace human rights disputes.

Notable practitioners

Bob Blair is widely considered one of the best union-side labour lawyers in Alberta. He is a leading authority on labour issues in Edmonton and has vast experience representing labour unions before courts, arbitration panels, human rights tribunals and labour relations boards. **Leanne Chahley** is a top Edmonton-based labour lawyer who is renowned for her capable representation of trade unions from both the public and private sectors. She has experience representing some of the best-known unions in Alberta at all levels of the court system, as well as in arbitration and before labour relations boards.

Chivers Carpenter Lawyers

What the team is known for Chivers Carpenter is an esteemed law firm in the labour relations space in Alberta. Its top-tier team of lawyers is lauded for its dedicated representation of both labour unions and individual employees, acting on a variety of matters such as wrongful dismissals and the drafting of employment contracts. Well known in Edmonton and across Alberta, the firm also provides expert guidance on termination disputes, workplace harassment claims, and pensions and benefits matters. It is well equipped to handle human rights and administrative litigation, regularly appearing before labour relations boards and tribunals as well as assisting with judicial reviews.

Notable practitioners

Kristan McLeod is based in Edmonton and is a seasoned labour practitioner. Her many years of experience have seen her represent unions in proceedings at all levels of the courts and before numerous labour relations boards. **Kara O'Halloran** has a strong focus on contentious employment law matters, both before the Labour Board and the Appeals Commission.

McGown Cook

What the team is known for McGown Cook is a market-leading Calgary law firm with a focus on union-side representation in labour matters. The team is in high demand, providing top-level advice to some of the best-known names in the market. Well known in Alberta, McGown Cook's lawyers advise unions on wrongful dismissals, union certification, collective bargaining and grievance arbitration, in addition to acting on human rights and workplace health and safety matters. The firm's impressive strength in these matters is reinforced by its experience of torts and constitutional law.

It is further noted for its skilful representation of major unions in the courts of first instance and at the appellate level, in addition to appearing as advocates before labour relations boards and other administrative tribunals.

Notable practitioners

Clayton Cook is based in Calgary and has a substantial practice in the areas of human rights law and labour litigation. A leading labour lawyer in Alberta, his clients include both trade unions and individual employees, whom he represents before human rights tribunals, arbitration boards and labour relations boards.

Seveny Scott

What the team is known for Seveny Scott is a highly respected union-side labour law firm based in Edmonton. Its much-praised team has extensive experience advising on grievance arbitrations, collective agreement disputes and workplace investigations. The group is well versed in representing trade unions from both the public and private sectors and additionally advises individual employees on matters ranging from constructive dismissal claims to contract negotiations.

Notable practitioners

Dan Scott is based in Edmonton and is known for his accomplished practice representing unions before courts, arbitration panels and labour relations boards. He also represents individual employees in wrongful dismissal and fiduciary duty matters. **Karen Scott** is based in Edmonton, where she regularly acts for unions on collective bargaining matters. She is deeply experienced in representing union clients before all levels of the courts, with further proficiency appearing in arbitrations and before labour relations boards. She also advises individual employees on constructive dismissal claims and workplace investigations.

Other Ranked Lawyers

John Batzel is currently based at the Calgary office of Miller Thomson. He is particularly well known for providing advice on collective agreements and compensation agreements. He also acts on employment litigation, including wrongful dismissal claims.

Loretta Bouwmeester has a strong practice focus on occupational health and safety matters, also advising on workplace investigations, regulatory proceedings and privacy law. Dividing her time between the Calgary and Vancouver offices

of Mathews, Dinsdale & Clark, she represents employers before the Labour Relations Board and at all levels of the Alberta courts.

Andrew Dixon (see p.141) of Fasken advises clients on human resources issues, as well as representing them in contentious employment matters.

Strengths:

"He has an encyclopedic knowledge of labour and employment law."

"He has been great working with us. He does a good job analysing risks and has great recommendations so is a real joy to work with. He is wonderful with the business partners."

Laura Dunnigan is based in Mathews, Dinsdale & Clark's office in Calgary and is recognised for acting for employers on advisory matters. She is also well versed in litigation, including wrongful dismissal and human rights claims.

Lindsay Mullen (see p.143) is a senior partner of Norton Rose Fulbright Canada, based in Calgary. She is well versed in occupational health and safety matters and also well regarded for her experience assisting employers with workplace investigations and fatality inquiries, in addition to advising on wrongful terminations and regulatory compliance issues.

Patrick Nugent is the principal of Edmonton-based Nugent Law Office. He operates a leading practice representing employees and trade unions in grievance arbitrations, human rights proceedings and matters before labour relations boards.

Jean Torrens is a key partner for employment and labour work at MLT Aikins. She is particularly capable of advising employers on collective bargaining, human rights claims and termination matters. Based in Calgary, her expertise extends to occupational health and safety issues and matters relating to the use of recreational cannabis.

Jill Wilkie of Miller Thomson is based in Calgary. She is accomplished in a variety of labour matters ranging from wrongful dismissal claims to grievance arbitrations.

Strengths:

"Jill is excellent to work with, very responsive and attentive to matters."

"We are always impressed with her guidance and support. Jill works closely with us to achieve our goals, reviewing in detail all the possible ways to get there. We deeply value her expertise and the care she takes when servicing our needs."

Employment & Labour Ontario

Employment & Labour		Employment & Labour	
Leading Firms		Senior Statespeople	
Band 1		Senior Statespeople: distinguished older partners	Gilbert Douglas <i>Fasken</i>
Fasken		Burkett Brian W <i>Fasken</i>	Knight James <i>Filion Wakely Thorup Angeletti LLP</i>
Hicks Morley Hamilton Stewart Storie LLP		Leading Individuals	
McCarthy Tétrault LLP		Band 1	Band 5
Norton Rose Fulbright		Charney Richard <i>Norton Rose Fulbright*</i>	Brooks John <i>Hicks Morley Hamilton Stewart Storie LLP</i>
Band 2		Shamie Stephen J <i>Hicks Morley Hamilton Stewart Storie</i>	Cabel Lisa <i>KPMG Law LLP (ORL) ◇</i>
Borden Ladner Gervais LLP		Band 2	Chevalier Kathleen <i>Stikeman Elliott LLP</i>
Filion Wakely Thorup Angeletti LLP		Avraam George <i>Baker McKenzie</i>	Christie Hugh A <i>Ogletree, Deakins, Nash, Smoak (ORL) ◇</i>
Osler, Hoskin & Harcourt LLP		Kapur Sunil <i>McCarthy Tétrault LLP</i>	D'Andrea Donna <i>Hicks Morley Hamilton Stewart Storie</i>
Band 3		Lawson Tim <i>McCarthy Tétrault LLP</i>	Gallop Anne <i>Norton Rose Fulbright*</i>
Blake, Cassels & Graydon LLP		Lisi Lorenzo <i>Aird & Berlis LLP</i>	Hart Clifford <i>Borden Ladner Gervais LLP</i>
Mathews, Dinsdale & Clark LLP		Mastoras John <i>Norton Rose Fulbright*</i>	Hiscocks Darryl R <i>Torys LLP*</i>
Miller Thomson LLP		Sargeant Karen <i>Fasken</i>	Jeffries Daryn <i>Rae Christen Jeffries LLP</i>
Rae Christen Jeffries LLP		Sherrard Michael G <i>Sherrard Kuzz LLP</i>	Jessome Laurie <i>Cassels Brock & Blackwell LLP</i>
Sherrard Kuzz LLP		Wells Allan C <i>Osler, Hoskin & Harcourt LLP</i>	Lawson Trevor <i>McCarthy Tétrault LLP</i>
Band 4		Band 3	Mitchell Jeffrey <i>Borden Ladner Gervais LLP</i>
Dentons Canada LLP		Contini Mark <i>Mathews, Dinsdale & Clark LLP</i>	Mortimer Simon <i>Hicks Morley Hamilton Stewart Storie</i>
Stikeman Elliott LLP		Craig John <i>Mathews, Dinsdale & Clark LLP</i>	Pigott Christopher <i>Fasken</i>
Band 5		Crossley Sarah <i>Filion Wakely Thorup Angeletti LLP</i>	Pushalik Andrew <i>Dentons Canada LLP</i>
Aird & Berlis LLP		Dinsdale Henry <i>Hicks Morley Hamilton Stewart Storie</i>	Reid Holly <i>Blake, Cassels & Graydon LLP</i>
Baker McKenzie		Emond Jacques A <i>Emond Harnden</i>	VanDerMeulen Jackie <i>Fasken</i>
Cassels Brock & Blackwell LLP		Goodfellow Lisa <i>Miller Thomson LLP</i>	Band 6
Emond Harnden		Kuzz Erin <i>Sherrard Kuzz LLP</i>	Black Dan <i>Caravel Law (ORL) ◇</i>
Gowling WLG (Canada) LLP		Nixon Richard <i>DLA Piper (Canada) LLP (ORL) ◇</i>	Henry Michelle <i>Borden Ladner Gervais LLP</i>
Rubin Thomlinson LLP		Poysa Sven <i>Osler, Hoskin & Harcourt LLP</i>	Herber Alix P. <i>Fasken*</i>
Torys LLP		Rae Angela <i>Rae Christen Jeffries LLP</i>	McAleese Seann <i>Davies Ward Phillips (ORL) ◇*</i>
* Indicates individual with profile.		Rubin Janice <i>Rubin Thomlinson LLP*</i>	McDonald Daniel <i>Norton Rose Fulbright*</i>
◇ (ORL) = Other Ranked Lawyer.		Thomlinson Christine <i>Rubin Thomlinson LLP</i>	McNeill-Keller Kate <i>McCarthy Tétrault LLP</i>
Alphabetical order within each band. Band 1 is highest.		York Andrea <i>Blake, Cassels & Graydon LLP</i>	Regenbogen Sonia <i>Mathews, Dinsdale & Clark LLP</i>
		Band 4	Up-and-coming individuals
		Bayne Robert <i>Filion Wakely Thorup Angeletti LLP</i>	Bernardo Jennifer <i>Baker McKenzie</i>
		Certosimo Matthew <i>Borden Ladner Gervais LLP</i>	Blumenfeld Laura <i>Blake, Cassels & Graydon LLP</i>
		Christen Brett <i>Rae Christen Jeffries LLP</i>	Bratt Andrew <i>Gowling WLG (Canada) LLP</i>
		Dyer Hugh R <i>Miller Thomson LLP</i>	Dickie Steven <i>Osler, Hoskin & Harcourt LLP</i>
		Edwards Cheryl <i>Mathews, Dinsdale & Clark LLP</i>	O'Ferrall Kelly <i>Osler, Hoskin & Harcourt LLP</i>
		Jarvis Donald B. <i>Filion Wakely Thorup Angeletti LLP</i>	Russell Caitlin <i>Cassels Brock & Blackwell LLP</i>
		Ramalho Nancy <i>Stikeman Elliott LLP</i>	Shaw Andrew <i>Baker McKenzie</i>
		Rix Craig <i>Hicks Morley Hamilton Stewart Storie LLP</i>	Associates to watch
		Talbot Lisa <i>Torys LLP*</i>	Fimiani Marco <i>McCarthy Tétrault LLP</i>
		Taylor Kristin <i>Cassels Brock & Blackwell LLP</i>	Holloway Diana <i>Osler, Hoskin & Harcourt LLP</i>
		Vassos George <i>Littler Mendelson, PC (ORL) ◇</i>	Kara Irfan <i>Torys LLP*</i>

The editorial is in alphabetical order by firm name.

Aird & Berlis LLP

What the team is known for Ontario-based employment practice of Aird & Berlis assists with a wide range of matters, including contract drafting, compliance and contentious matters. The group handles disputes in various ways, including arbitration, human rights and civil litigation as well as representation before the civil courts and employment tribunals. The team also advises on matters related to collective bargaining and unionised activity. The team's clients include multinationals as well as notable Canadian names.

Strengths

"They are careful strategists who understand the company's principles. All team members are thoughtful and experienced practitioners."

"We have a very good relationship."

Work highlights Aird & Berlis advised PepsiCo on a variety of labour and employment issues.

Notable practitioners

Lorenzo Lisi is a Toronto-based employment lawyer based at Aird & Berlis. He is accomplished in representing clients against unionised and non-unionised employee claims. He is also highly capable in collective bargaining and grievance arbitrations. **Strengths:** "Lorenzo is a trusted and valued adviser to us." "I enjoy working with Lorenzo. What sets him apart is his practical and pragmatic approach to cases."

Baker McKenzie

What the team is known for Toronto-based employment team at international firm Baker McKenzie is regularly seen assisting with a variety of disputes, including wrongful dismissals, human rights, discrimination claims and grievance. The lawyers also advise on union organising matters. The team represents a number of academic institutions, state employers and commercial clients, including multinationals.

Strengths

"We rely on them heavily to help guide us through complex employment matters."

"I appreciate the fact that they make a point of keeping us up to date."

"They have not only a grasp on the case law and regulations but also practical experience which helps to lead to acceptable outcomes on a cost-efficient basis."

"They provided great support and the simplification of processes."

Work highlights Baker McKenzie defended McMaster University's mandatory COVID-19 vaccination policy in four cases in court.

Notable practitioners

George Avraam is based in Toronto and is distinguished for his representation of provincial and national clients in employment litigation. He regularly appears before provincial and appellate courts and is also experienced in arbitration.

Strengths: "He is amazing, is unbelievably responsive, understands our needs, our culture our context. He gives us clear advice and is always aligned with the bigger picture." "George provides great guidance and advice. He understands the business, our risk tolerance and the direction we like to take matters." "He has a great ability to devise strategy for complex matters." **Jennifer Bernardo** assists with a variety of contentious matters, including representation in court as well as administrative proceedings. She is based in Toronto. **Strengths:** "She is a very effective negotiator." "She gives

Employment & Labour: Labour for Unions
Leading Firms
Band 1
CaleyWray
Cavalluzzo LLP
Goldblatt Partners LLP
Koskie Minsky LLP
Paliare Roland Rosenberg Rothstein LLP
Band 2
Dewart Gleason LLP
Ursel Phillips Fellows Hopkinson LLP
Wright Henry LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Cavalluzzo Paul J J Cavalluzzo LLP
Goldblatt Howard Goldblatt Partners LLP
Minsky Alan Koskie Minsky LLP
Paliare Chris Paliare Roland Rosenberg Rothstein LLP
Roland Ian Paliare Roland Rosenberg Rothstein LLP
Wray Douglas J CaleyWray
Leading Individuals
Band 1
Barrett Steven Goldblatt Partners LLP
Wright Michael Wright Henry LLP
Band 2
Church Michael CaleyWray
Eady Donald Paliare Roland Rosenberg Rothstein LLP
Ellickson Denis CaleyWray
Flood Craig Koskie Minsky LLP
Gleason Timothy Dewart Gleason LLP
Hanson Bernie Cavalluzzo LLP
Ursel Susan Ursel Phillips Fellows Hopkinson LLP
Band 3
Bloom David Cavalluzzo LLP
Fellows Ian Ursel Phillips Fellows Hopkinson LLP
Henry Tracey Wright Henry LLP
Jones Nini Jones Pearce LLP (ORL) ◇
Kronick Melissa CaleyWray
Phillips Josh Ursel Phillips Fellows Hopkinson LLP
Schirru Ernie Koskie Minsky LLP
Up-and-coming individuals
Reid Megan Dewart Gleason LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

really helpful advice. Her analysis is always good and helps us to understand the context of the decision-making." **Andrew Shaw** is an increasingly recognised employment lawyer based at Baker McKenzie in Toronto. He regularly counsels employers on wrongful dismissals, workplace investigations and collective bargaining matters. **Strengths:** "Andrew provides valuable and effective guidance." "Andrew provides us with great support and is very well prepared."

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a stellar national firm with a compact, highly effective employment team based in Toronto and Ottawa that climbs a tier up this year. It provides significant capabilities in both transactional and contentious employment matters for a range of provincial, federal and international clients. It is capable of advising on all employment aspects of M&A, including drafting contracts and handling occupational health and safety mat-

Employment & Labour Non-Unionised Employees
Leading Firms
Paliare Roland Rosenberg Rothstein LLP
Whitten & Lublin PC Employment Lawyers
Leading Individuals
Heeney James Heeney Vokey LLP (ORL) ◇
Lublin Daniel Whitten & Lublin PC Employment Lawyers
Sammon Matthew Lenczner Slaght (ORL) ◇ *
Shapiro Nancy Koskie Minsky LLP
Whitten David Whitten & Lublin PC Employment Lawyers

ters. Furthermore, its experience encompasses constructive dismissals, harassment claims and human rights issues.

Strengths

"The firm's counsel are extremely thoughtful, responsive and practical in all aspects of the legal counsel they have provided. They take special care to understand our business needs and provide highly effective guidance based on that understanding."

"We often send them high-priority, time-sensitive items and they're always able to accommodate our timelines."

"I don't know how we would have gotten through the last year in particular without the guidance we got from Blakes."

"They provided clear, concise advice on various labour-related issues."

Work highlights Blake, Cassels & Graydon advised Sycamore Partners on its acquisition of Lowe's Companies, Canadian retail businesses including Lowe's Canada and Rona stores, including the employment aspects of the transaction.

Notable practitioners

Toronto-based **Andrea York** is head of the firm's national employment and labour practice and the co-chair of its privacy group. She is well respected for advising on the employment aspects of corporate and M&A transactions, and is equally capable of representing clients in disputes as well as providing strategic employment advice. **Strengths:** "Andrea's knowledge and expertise have navigated us through significant transformations over the years across a wide range of complex issues."

"We continue to appreciate her skill, knowledge, responsiveness and counsel." "Our employment suits were handled well and resolved." "She is very responsive, thorough and knowledgeable." **Holly Reid** is an adept lawyer based in Toronto who has wide-ranging experience in employment issues. She is particularly well regarded for her expertise assisting clients with harassment and misconduct allegations in the workplace and also excels in advising on the employment aspects of corporate transactions. **Strengths:** "Holly is responsive, knowledgeable and helps me learn as we go through situations." "She has a good idea of how we like to do things. She's very practical and she is an expert problem solver." "She is very easy to talk to and drills down into the issues very quickly." **Laura Blumenfeld** assists with employment compliance as well as contentious matters, including handling grievances. **Strengths:** "Sometimes when we are in the depths of an issue, I am emotional and she will be the voice of reason. She will adapt to our wants and has a clear vision of where we need to go with things." "She goes into the details. She works

tirelessly at refining the issues."

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais is a robust law firm recognised for its strong national footprint in employment. Its Ontario team based in Toronto and Ottawa advises on a range of employment and labour mandates, including employment and labour issues arising from major M&A transactions. The team is involved in a substantial volume of alternative dispute resolution proceedings including arbitration, and possesses notable experience representing employers in the healthcare, education, retail and construction sectors. From collective bargaining to mental health, the team has experts across many areas. It is particularly experienced in representing clients before the Human Rights Tribunal of Ontario.

Strengths

"BLG always provides practical advice to us when we contact them. They can take a complicated matter and can communicate it in a less complicated manner."

"The team at BLG are knowledgeable. They provide excellent response and customer service."

Work highlights Borden Ladner Gervais successfully represented FCA Canada in relation to grievances filed challenging its mandatory COVID-19 vaccination policy, under which over 300 employees were placed on ongoing unpaid leaves of absence.

Notable practitioners

Matthew Certosimo excels in representing employers across both the public and private sectors. Based in Toronto, he continues to represent major national clients in the full gamut of labour and employment matters. He is also adept at grievance arbitrations and collective bargaining. **Clifford Hart** is a Toronto-based lawyer who is widely respected for representing both provincial and national clients in labour and collective agreement arbitrations, with further skills in human rights issues. He also excels in providing strategic advice on wrongful dismissals and employment-related class actions. **Strengths:** "He puts a lot of time and effort into understanding our work." "He is very good at finding practical solutions and he helps us solve issues." **Jeffrey Mitchell** is most notably experienced in representing national clients in cases before the Human Rights Tribunal of Ontario. He also defends employers in dismissals, workplace investigations and disciplinary issues, with further skills in union grievance arbitrations. **Strengths:** "Jeff Mitchell listens and calibrates advice accordingly and is willing and able to understand where the client is coming from and provide the necessary support." "Jeffrey's advice is practical and well thought out and he helps us function day to day in the business." **Michelle Henry** is held in particularly high esteem for her expertise in contentious employment matters. **Strengths:** "She is responsive and provides practical advice without the legal jargon." "She meets deadlines and manages expectations."

CaleyWray

What the team is known for CaleyWray is a respected labour law firm based in Toronto which offers counsel to trade unions on a range

of labour-related issues, including certification attempts, grievance arbitrations, collective bargaining and workers' compensation matters. The team provides skilful representation before labour boards, tribunals and courts and is notably active handling human rights claims and workplace health and safety cases. It is active in a variety of key sectors, including construction, transportation and healthcare.

Notable practitioners

Douglas Wray is widely considered a market leader in union-side labour law in Toronto. He has represented a number of trade unions in front of several courts, including the Superior Court of Ontario and the Supreme Court of Canada. He offers notable experience of construction labour relations. **Michael Church** is a deeply respected and highly experienced lawyer who has represented unions in a variety of matters including drug and alcohol testing, judicial reviews and benefit plans. He is equally adept at acting in front of courts, labour boards and tribunals. He is based in Toronto. **Strengths:** "Michael is very experienced and can condense complex matters into solutions that are proactive." Toronto-based **Denis Ellickson** is the managing partner of CaleyWray and excels in a wide range of issues concerning labour relations. He is well known for his work on grievance arbitrations, human rights and wrongful dismissals. **Melissa Kronick** is renowned for her representation of unions in litigation, including termination and certification applications. She also acts on non-contentious labour matters in both the public and private sectors, most notably in the construction sphere.

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell is a large Toronto-headquartered firm with a significant employment and labour practice group. The team regularly advises clients from the finance, aviation and food and drink sectors on the employment aspects of corporate transactions. It also handles human resources issues, employee relations, and employment standards compliance, and employment litigation involving wrongful dismissal claims.

Strengths

"The firm representative is always able to provide insights and perspective to ensure that we are well informed on the risks in order to decide on the appropriate strategies for our organisation."

"Cassels understands our firm and the unique challenges of our business."

"Cassels was really helpful and did a great job at explaining difficult concepts in an easy-to-understand manner."

Work highlights Cassels Brock & Blackwell assists CDW with ongoing employment matters, including related litigation.

Notable practitioners

Toronto-based **Kristin Taylor** is commended for her skills in both contentious and transactional employment matters. She is especially well versed in employee terminations and harassment cases, and serves as the firm's managing partner. **Strengths:** "Kristin has been extremely thorough and has a solid grasp of our business. We appreciate the guidance and counsel she has provided to the

broader HR team." "She is a good negotiator and she is very reactive in getting back to clients. She is on the ball." Toronto-based **Laurie Jessome** advises provincial and national clients on issues ranging from human resources to harassment claims and workplace investigations. She regularly advises companies on employment matters stemming from corporate transactions. **Strengths:** "I am always impressed by her approach to matters and her ability to represent us strongly in court." "She has always been a great partner, a legal sounding board. She's reliable and understands our organisation and the industry." "She responds quickly to requests and provides very thorough advice."

Caitlin Russell assists with a variety of employment issues from hiring and compliance to the related disputes. **Strengths:** "I am fully confident and trust her advice and heavily rely on her for all employment needs."

Cavalluzzo LLP

What the team is known for Cavalluzzo is an acclaimed Toronto-based law firm which is regarded as a leader in union-side representation. The team advises professional associations and non-unionised employees from sectors such as healthcare, construction and education as well as federally regulated industries. Its expertise covers a wide range of labour and employment matters including collective bargaining, wrongful dismissals, class actions, grievances and civil liberties. The firm is recognised for its robust pensions practice and leading expertise in occupational health and safety and workers' compensation issues.

Notable practitioners

Paul Cavalluzzo boasts a formidable track record in labour law alongside his strengths in administrative law. He has appeared before the Ontario courts and the Supreme Court of Canada, as well as acting before a series of labour tribunals.

Bernie Hanson is best known for his strengths in union-side representation in labour arbitrations in both the public and private sectors. He is especially well versed in the education sector, where his work includes advising teacher federations on collective agreements. **David Bloom** possesses strong experience representing public sector unions in arbitrations and agreement advice. He is particularly skilled in education law matters. His further areas of expertise include human rights and collective agreement rights.

Dentons Canada LLP

What the team is known for Dentons is a major international firm with notable employment capabilities based in Ontario, with partners in both Toronto and Ottawa. The department provides a broad offering with experience ranging from wrongful dismissal litigation to labour arbitration. Its non-contentious practice includes advising major national clients in the transport and life science sectors on employment matters relating to corporate transactions. The team is also accomplished in health and safety matters.

Strengths

"I am always impressed with how Dentons understands not only the legal aspect of the matter, but the business aspect as well."

"They bring a strong and practical commercial lens based on real-world experiences on projects that adds significant value."

"They are always willing to support and assist with our practical business needs."

"Their support is thoughtful, comprehensive and balanced. They provide pros and cons and guide you into what is best for the company."

Work highlights Dentons represented JLL Canada on a transaction by Manulife Investment Management to outsource its property management and building operations functions for its Canadian real estate portfolio that affected 275 employees.

Notable practitioners

Toronto lead **Andrew Pushalik** is a well-regarded lawyer in the field of employment law, with particularly notable experience advising clients on compliance and health and safety regulations. He is also well versed in labour arbitrations and wrongful dismissal litigation. **Strengths:** "Andrew brings a strong sense of the practical that helps solve problems and finds a path forward quickly." "He doesn't just give you the legal aspects, he also has an understanding of business impacts and listens well." "He is thoughtful, he asks very good questions to make sure we are aligned instead of making assumptions."

Dewart Gleason LLP

What the team is known for Dewart Gleason is a prominent union-side law firm based in Toronto that represents clients across collective bargaining matters and litigious issues. Its experience includes acting before arbitrators, labour relations boards and courts including the Supreme Court of Canada. The team's areas of expertise range from regulatory matters to workers' compensation and health and safety, as well as representing individual employees in dismissal cases.

Notable practitioners

Timothy Gleason enjoys an excellent reputation for both labour litigation and collective bargaining for unions. Having appeared before the Supreme Court, he is also skilled in administrative and civil proceedings. **Megan Reid** is an increasingly prominent union-side labour lawyer who has considerable experience in collective bargaining before arbitrators and labour relations boards. She also advises on employee benefits and representation rights, and previously served as counsel for the Air Canada component of CUPE.

Emond Harnden

What the team is known for Emond Harnden is a well-respected Ottawa-based labour and employment boutique with experience ranging from employment arbitration to wrongful dismissal. It offers particular expertise in collective bargaining negotiations, in which the firm capably provides both strategic advice and contentious mediation, as well as arbitration counsel. The team is highlighted for its work on behalf of public sector clients and demonstrates key strength in the education, aviation and hospitality sectors.

Notable practitioners

Jacques Emond is an esteemed senior lawyer based in Ottawa. He is adept at acting for both public and private sector employers before

administrative tribunals. He is also experienced in advising on collective agreements and wrongful dismissal disputes.

Fasken

What the team is known for This highly respected employment and labour team operates on both a provincial and federal level. Fasken's Toronto office has established a deep practice able to service high-profile national clients including private corporations and government entities. The group is active across a range of sectors, including transportation, telecommunications and banking, and often assists clients with international labour issues. It has extensive experience working with the government and employers on provincial labour and employment legislation, as well as handling significant mandates for noteworthy education and healthcare industry clients.

Strengths

"Fasken is one of the best teams in Canada in this field of law."

"The group at Fasken is extremely experienced and able to take in very complex and sensitive matters."

"They are well respected as leading experts across the employer community."

"We have had many complex employee issues and Fasken has helped us navigate through all of them."

Work highlights Fasken assisted Rogers with drafting executive contracts as well as negotiating with labour unions.

Notable practitioners

Toronto-based **Brian Burkett** is a highly experienced senior employment lawyer who continues to advise high-profile federal clients on collective agreements and bargaining. He is also esteemed for providing companies with strategic employment advice, including on policy and legislative initiatives. **Strengths:** *"Brian's knowledge, wisdom and skills are second to none. His customer service is top of the pile. He is as good as it gets."* **"He's one of the best!"** **Douglas Gilbert** continues to be widely respected for his skills in assisting federal clients with a broad range of labour and employment matters. Based in Toronto, his recent work includes advising on employment policy, collective agreements and other employment matters resulting from organisational changes or restructurings. **Karen Sargeant** co-chairs Fasken's labour and employment group in Toronto. She wins praise for representing both provincial and federal clients in the healthcare, education and industrial sectors and is particularly skilled in collective bargaining agreements, arbitration and employment-related litigation. She also advises on the employment aspects of corporate transactions. **Strengths:** *"Karen is calm, practical and direct. She knows the law and, even better, she knows how to apply it to real situations. As things evolve, she is able to quickly take in new information and provide advice."* *"She is a pleasure to deal with and a trusted adviser."* *"She can speak to a union counsel in a way that gets through to them."*

Christopher Pigott is a highly regarded labour lawyer who is well versed in collective bargaining and employment-related disputes, providing strategic advice to both federal and provincial clients. He is particularly skilled in human rights cases and advising on federal policy initiatives. He is sin-

gled out for his representation of clients in court.

Strengths: *"Chris is incredible at strategy - that is really his strength. He is extremely thoughtful."* *"He provides timely, relevant and useful advice."*

Jackie VanDerMeulen is a well-regarded labour and employment lawyer who has notable experience in contentious employment matters such as wrongful terminations and discrimination claims. She represents both provincial and national clients, and her expertise also extends to workplace human rights and collective bargaining issues. **Strengths:** *"She provides us with reasonable advice that has practical application."* *"Jackie is very responsive, smart and keen."* **Alix Herber** (see p.141) advises on employment issues related to transactions and assists with labour union negotiations and contentious matters. **Strengths:** *"Alix is our go-to resource. She is an extraordinary resource and guide through our most challenging legal issues."* *"She is very knowledgeable, easy to work with, very practical and responsive."*

Filion Wakely Thorup Angeletti LLP

What the team is known for Filion Wakely Thorup Angeletti is a large employment and labour law boutique which enjoys a stellar reputation in the Ontario market, with offices in Toronto, London and Hamilton. The firm handles high-profile work throughout the province, acting for a diverse client base ranging from SMEs to large multinational corporations, with an active presence in both the private and public sectors. It has notable expertise in collective bargaining, labour arbitration, wrongful dismissal cases and human rights issues, acting for clients in the manufacturing, entertainment and retail sectors, among others.

Strengths

"They are extremely knowledgeable, as well as personable."

Notable practitioners

Managing partner **James Knight** is an employment lawyer who enjoys a stellar reputation and a strong track record acting before the courts, labour tribunals and arbitration boards. His primary areas of expertise include health and safety cases, human rights matters and disputes over employment standards. He works out of the firm's Toronto and Hamilton offices. **Strengths:** *"He is incredibly knowledgeable, fair-minded and enjoyable to work with. Jamie is particularly astute at informing us of any potential risks."*

Sarah Crossley runs an extensive practice in employment law, most significantly advising on wrongful dismissals, workplace investigations and unionised employment matters. In these areas she has acted for clients in the education, pharmaceutical and energy sectors. **Strengths:** *"She is knowledgeable and gives quick answers. I find her very efficient when it comes to advising or drafting."* *"She is very approachable and practical. She understands the management side of the business."* Toronto-based **Robert Bayne** is a well-known employment lawyer who represents clients in the hospitality, retail and manufacturing sectors. Alongside providing advice on legislative reform, he is also accomplished in labour relations and collective bargaining. **Strengths:** *"There is no case too complex, no situation too dire for Robert to understand and resolve in the most effective*

manner." *"Rob has been a very good sounding board for me on issues: he sets strategy and thinks through the risks of implementing it."* **Donald Jarvis** is an employment lawyer who acts for both public and private employers, including those in manufacturing, healthcare and municipal government. He is adept at human rights matters, wrongful dismissals and employment litigation. **Strengths:** *"Donald is meticulous and well prepared."*

Goldblatt Partners LLP

What the team is known for Goldblatt Partners is an eminent union-side law firm with offices in Toronto and Ottawa. Advising clients on both provincial and federal matters, it is often cited as a leading practice and is noted for its vast capacities across a range of contentious and non-contentious employment and labour matters, such as grievances, class actions and human rights law. The firm is notably active in construction labour relations, and is also well respected in the pensions and benefits space. Its clients include numerous trade unions, labour federations and employee associations. The team is additionally well versed in administrative and constitutional law as well as in appellate and judicial review matters.

Notable practitioners

Howard Goldblatt is a widely respected senior labour and employment lawyer who possesses a strong track record in grievance arbitrations. He also acts for trade unions on matters before labour relations boards, ranging from unfair labour practices to illegal strikes. **Steven Barrett** is the managing partner of Goldblatt Partners. He excels in representing various trade unions in collective bargaining, grievance arbitrations and labour relations board applications. His experience also includes representing non-unionised employees in class actions. **Strengths:** *"He's a very determined problem solver."*

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG is an international firm commanding an impressive provincial footprint, with offices in Toronto, Ottawa, Hamilton and Waterloo. The team acts as employment counsel to both major provincial and national clients on international corporate transactions. It is equally skilled in employment disputes, most significantly in wrongful dismissal litigation. Its expertise cuts across industry sectors including healthcare, insurance and food and beverages.

Strengths

"Gowlings are thorough and responsive. They have provided excellent service."

"Gowlings provide knowledgeable and actionable advice."

Work highlights Gowling assisted the Medical Council of Canada with respect to significant reorganisation and other related legal issues stemming from the COVID-19 pandemic.

Notable practitioners

Andrew Bratt enjoys an increasingly notable reputation for his experience providing employment advice on high-profile corporate transactions. He is also highly skilled in advising on employment litigation covering wrongful dismissal,

workers' compensation and human rights. Based in Toronto, he leads the firm's national employment, labour and equalities practice. **Strengths:** "Andrew not only understands the legal framework but gives great recommendations on how to move forward and has been instrumental with his advice."

Hicks Morley Hamilton Stewart Storie LLP

What the team is known for Hicks Morley is a first-rate employment and labour law boutique recognised for its considerable breadth and depth of practice. The team works across a range of industries, including construction, retail and transportation, assisting employers across Ontario with a multitude of issues, including strikes and lockouts, as well as a range of collective bargaining matters. It offers counsel to both public and private sector clients on provincial and federal mandates. The firm has offices in Toronto, Ottawa, Kingston, London and Waterloo and acts for both domestic and international employers.

Strengths

"We couldn't do it without them."

"It is a very strong boutique employment firm with great client service."

Notable practitioners

Toronto-based **Stephen Shamie** is a senior labour and employment lawyer with a formidable reputation in human resource law. He acts for both public and private clients on collective agreements, human rights hearings and labour board proceedings. He also frequently acts as labour counsel on corporate transactions. **Henry Dinsdale** provides accomplished employment advice to both provincial and national clients, as well as advising on collective bargaining. Based in Toronto, he possesses notable experience in several provinces across Canada alongside his considerable expertise in Ontario. **Strengths:** "Henry is really well thought of." **Craig Rix** has a wide-ranging employment and labour practice with experience in collective bargaining negotiations and rights arbitrations. He is also skilled in human resources law and advising on statutory and regulatory matters. Toronto-based **John Brooks** is well regarded for advising employers on unionisation and collective bargaining. He is also respected for his strengths in terminations, harassment and discrimination cases. **Donna D'Andrea** is well regarded for her work in the hospitality sector. Based in Toronto, she frequently acts for hotel chains and hospitality clients across the country on union negotiations. She also adeptly advises on dismissals, employment standards and human rights matters and is particularly well regarded in related disputes work. **Strengths:** "She is a force to be reckoned with." **Simon Mortimer** offers a wide range of labour and employment advice covering discrimination claims, as well as matters such as certifications and collective agreements. He is based out of Toronto. **Strengths:** "Simon is a very strong strategist who helps to employ law in a practical way."

Koskie Minsky LLP

What the team is known for Koskie Minsky operates a top-tier employment practice which services unions, employees and professional

groups. The team represents both public and private sector clients in sectors such as retail, entertainment and education in grievance and interest arbitrations, class actions and civil litigation. It is particularly renowned for its expertise in construction labour relations and highly rated for its handling of labour board proceedings and internal union disputes. Clients further benefit from the firm's stellar pensions and benefits practice. Based in Toronto, the firm benefits from its affiliation with Koskie Glavin Gordon in Vancouver, which provides representation for unions in British Columbia.

Notable practitioners

Alan Minsky KC is a highly experienced Toronto-based lawyer who continues to act on construction labour relations. He has regularly appeared before courts and employment tribunals on behalf of both public and private sector trade unions. **Craig Flood** is well versed in representing trade unions across a range of labour law matters, including bargaining rights, disciplinary issues, unfair practice and health and safety. He is based in Toronto and is experienced in appearing before a number of tribunals, including the Ontario Labour Relations Board and the Canada Labour Relations Board. **Ernie Schirru** is well regarded in labour relations with a notable track record representing trade unions from both the public and private sectors. Based in Toronto, he also excels in matters concerning human rights, collective agreements and grievance arbitrations. **Nancy Shapiro** is an accomplished lawyer in the field of non-unionised employment law. She is based at Koskie Minsky in Toronto and has represented employees in a range of disputes from human rights matters to discipline and termination issues. She is highly experienced in employment litigation, most notably in wrongful dismissals, discrimination and breaches of contract. **Strengths:** "I send her a ton of employee-side work."

Mathews, Dinsdale & Clark LLP

What the team is known for Mathews, Dinsdale & Clark is a management-side workplace law firm with a strong presence in Ontario and throughout the country. It maintains a strong focus on the private sector, typically representing manufacturing, retail and construction clients, as well as advising government-owned companies. The team's experience includes an array of employment and labour matters, from workplace incident investigations to wrongful dismissals and collective bargaining negotiations. It also has expertise in occupational health and safety and compensation issues. The firm has offices in Toronto, Sarnia and Sault Ste. Marie.

Strengths

"Mathews maybe have done one of the best jobs in expanding across the country."

Notable practitioners

Mark Contini regularly advises employers on both union and non-union issues before appellate courts and human rights tribunals. He possesses further strengths in collective bargaining and grievance arbitrations. Toronto-based **John Craig** is a highly regarded labour lawyer who acts for both federal and provincial clients. Alongside

his strengths in bargaining and collective agreements, he also acts on tribunals, arbitrations and appeals arising from employee complaints. Senior partner **Cheryl Edwards** is especially skilled in occupational health and safety, in which she has represented major employers in trials and appeals. She is also experienced in workers' compensation matters, with further expertise in employment litigation. Based in Toronto, she is also a former OHS prosecutor. **Strengths:** "Cheryl is one of the best occupational health and safety lawyers in the country." **Sonia Regenbogen** regularly assists with contracts and collective bargaining as well as representing clients in disputes and workplace investigations. **Strengths:** "She is a very sharp lawyer. She definitely knows her stuff - great to deal with."

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is a respected law firm noted for its employment practice in Toronto and nationally. The firm wins recognition for its strength in employment and labour issues relating to transactional work, as well as advising on a range of other matters including employment and labour disputes, collective agreement negotiations and compliance issues. It is particularly notable for its work in the transportation and education sectors. The group advises a variety of public sector clients, including provincial authorities, institutions and Crown corporations, and is highly reputed for its representation of the government of Ontario in major union negotiations.

Strengths

"The McCarthy Tétrault group has provided advice on many complex, unique and serious matters - they are never rattled by the presenting case."

"McCarthy are very familiar with the labour relations landscape in Ontario and understand and can anticipate the challenges and complexities."

"They are good for difficult files."

"We have had a number of complex situations where we were provided with the appropriate legal advice and options to make an informed decision."

Work highlights McCarthy Tétrault represented Bank of Montreal in a class action proceeding relating to vacation pay and holiday pay.

Notable practitioners

Toronto employment practice lead **Sunil Kapur** regularly represents government entities in high-profile collective bargaining matters. He is also skilled in advising clients in the education and finance sectors on arbitrations concerning wages and benefits. **Strengths:** "Sunil is an expert negotiator, knowledgeable about all facets of labour relations and employment law." "He is an extremely positive and approachable individual." "I can call him up at bad times with a crisis and he will just give me, within an hour, the lowdown on what he thinks." "He is knowledgeable and practical." **Tim Lawson** represents a number of major clients in employment litigation involving industrial relations, in which he has frequently appeared before the Supreme Court. His experience also includes acting on matters before the Ontario Labour Relations Board. Based in Toronto, he is the firm's national head of its employment and labour practice. **Strengths:** "Tim is a very good communicator

–he is always responsive to my e-mails and delivers whenever I have an urgent enquiry.” “If I have a complicated question, I know Tim and his team can provide a strategic and practical approach.” **Trevor Lawson** is an experienced lawyer in the field of labour relations who is esteemed for his involvement in arbitrations and the employment aspects of transactions. He often acts on behalf of clients concerning collective bargaining and employment-related legislation. He is based in Toronto. **Strengths:** “He is extremely responsive and proactive, often many steps ahead of the game.”

Kate McNeill-Keller often assists with collective bargaining and related contentious matters. **Strengths:** “She is client-centred and practical.”

Marco Fimiani is an associate often assists with the firm’s key matters relating to employment disputes. **Strengths:** “He is patient and respectful in dealing with unique or complex issues, ensuring we understand the rationale behind his advice.” “We feel heard and understood.”

Miller Thomson LLP

What the team is known for Miller Thomson provides a full-service employment law offering, acting for both provincial and national employers from industries such as healthcare, food and beverages, retail and finance. Its expertise spans labour relations, occupational health and safety, collective agreements, grievances, workplace safety and pay equity, among other matters. Additionally, the team offers expertise in restructuring, insolvency and alternative dispute resolution, representing clients in a variety of contentious employment matters, and is equipped to advise clients on the employment aspects of M&A. The firm has a suite of offices across Ontario, in Toronto, London, Kitchener-Waterloo, Guelph, Vaughan and Markham.

Strengths

“Miller has an excellent understanding of the organisation. The lawyers take the time to provide clear explanations and advice, gather information and present viable options.”

“They ask questions to get the full background and scope of the issue and provide alternatives for consideration.”

“They work with the client. It is their cooperative, iterative process which is very much appreciated.”

Work highlights Miller Thomson advised Cameco concerning a policy grievance filed by the United Steelworkers challenging the validity of Cameco’s Covid vaccination mandate at its Port Hope Ontario Conversion facility that was referred to arbitration.

Notable practitioners

Lisa Goodfellow is a highly regarded labour and employment lawyer who acts on both provincial and national matters from Toronto. She frequently advises on the employment and labour aspects of corporate transactions and is also capable of acting on grievance arbitrations and human rights complaints. **Strengths:** “She’s clear and responsive to our needs. Lisa is also compassionate, proactive and has great perseverance.” “Lisa’s advice and counsel is greatly helpful.” “Lisa’s advice results in solutions that work well for the organisation. She always has our best interests at the forefront.” “When I go to Lisa, I go to her for the complex

work.” Toronto-based **Hugh Dyer** is best known for advising clients in the healthcare industry on union grievance arbitrations. He also excels in collective agreements and acting before the Ontario Labour Relations Board. **Strengths:** “Hugh is a very personable lawyer with a breadth of knowledge and experience. His understanding of our needs, commitment to our requirements and work performance are excellent.” “He is very responsive and his availability around our schedules is excellent. He provides very solid, practical advice and alternatives for our consideration.”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright operates a top-notch employment and labour team combining its strengths in Ontario with a solid national practice. With offices in Toronto and Ottawa, the firm often represents federally and provincially regulated employers in large-scale contentious matters, including judicial review cases, labour relations board representations and defence of union certification attempts, as well as advising on human rights issues and non-compete agreements. The team is favoured by clients from the construction and infrastructure industries. It offers experience representing employers and associations in the electrical and energy sectors and an array of public sector clients including educational institutions, Crown corporations and professional bodies.

Strengths

“Our environment is as complex as it comes, and the advice and support is sophisticated, practical and tailored to our business environment.”

“Their experience is deep and the support is seamless.”

“They help us navigate our multiple, robust collective agreements to achieve desired business outcomes.”

Work highlights Norton Rose Fulbright represented the Maritime Employers Association in a union certification application before the Canada Industrial Relations Board.

Notable practitioners

Richard Charney (see p.141) is broadly considered to be a market-leading lawyer in management-side labour relations. His practice ranges from advising municipal government on collective agreements to representing provincial and federal clients in judicial review challenges. Based in Toronto, he heads Norton Rose Fulbright’s employment and labour practice globally. **Strengths:** “Richard is as good as there is in the labour space. He is practical and relentless, he will either out-work or out-litigate any lawyer he opposes.” “He is equally comfortable developing creative and sophisticated solutions to issues or litigating an outcome.” “Richard is an excellent lawyer and is incredibly hard-working.” **John Mastoras** (see p.142) is a highly regarded lawyer based in Toronto who is particularly experienced in contentious labour and employment matters, including both litigation and arbitration. He is also skilled in collective bargaining negotiations. **Strengths:** “He is a good lawyer who enjoys a good reputation in the market.”

Anne Gallop (see p.141) is an experienced Toronto-based lawyer who represents employers in a range of labour and employment

matters. She is especially skilled in providing related employment advice on corporate transactions. **Daniel McDonald** (see p.143) is a well-regarded employment litigator based in Toronto who gains notable recognition in the labour and employment space. He is particularly active in representing employers on discrimination and grievance claims. **Strengths:** “Daniel provides practical and useful advice and has excellent litigation skills.” “Daniel gives high-quality guidance in a timely fashion.”

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt’s employment department advises a range of regional, national and international clients from various sectors, including software, manufacturing, retail and food and drink. Lawyers from its Toronto and Ottawa offices regularly assist employers with workplace investigations, severance and compensation arrangements and employment-related litigation. The team is noted for its experience advising on employment and labour issues stemming from corporate transactions and internal restructurings, including workforce reductions.

Strengths

“Regardless of the level of complexity, we have always received sound advice and excellent service from Osler. They understand the intricacies and nuances of our organisation and advise us with that understanding in mind.”

“The team has extensive knowledge of Canadian employment laws, requirements and common practices.”

“Their risk-adjusted approach to complex legal issues is excellent.”

Work highlights Osler, Hoskin & Harcourt advised Q4 on two rounds of mass terminations, totalling over 16% of the workforce.

Notable practitioners

Allan Wells often acts for clients on the employment aspects of corporate restructurings, and also regularly represents employers before the Ontario Labour Relations Board. His experience also includes advising on wrongful dismissal claims and executive terminations. **Strengths:** “Allan is quick to understand and is responsive. He provides very good, solid legal advice.” “I found that he gave very good practical advice, was judicious with his time and very practical.” **Sven Poysa** is recognised for his work on the labour and employment aspects of company restructurings, having advised on several high-profile insolvency matters in Ontario. He has further capabilities in grievance arbitrations and executive terminations and also demonstrates strength in health and safety and employee benefits disputes.

Strengths: “Sven is strong on finding pragmatic solutions and understanding the risk tolerance and needs of our business.” “Sven understands the bargaining units and knows how to craft a strategy. He is very good at taking into account the bigger picture.” **Steven Dickie** assists with employment disputes, including in collective bargaining as well as mass dismissal matters. **Strengths:** “We get good real risk analysis. He understands our risk profile and advises appropriately.” “He is always very quick to respond and can distil his message for

non-legal executives to understand.” “Even when there is no clear answer to a problem, Steven still manages to offer thoughtful solutions to advance the matter to resolution.” “Steve is proactive and constantly looks out for our needs and interests.”

Kelly O’Ferrall assists clients with employment matters arising from transactions as well as executive employment contracts and remuneration and dismissal issues. **Strengths:** “She teases open the layers of potential issues and guides us so well through difficult terrain.” “Kelly is calm, thoughtful and parses well.” “She has practical business sense and gives advice relative to the business which she understands very well. She is able to provide creative solutions.” “She gives good advice in terms of where the risk lines should be drawn.” **Diana Holloway** is an associate who frequently assists with a wide range of employment mandates.

Paliare Roland Rosenberg Rothstein LLP

What the team is known for Paliare Roland Rosenberg Rothstein is an outstanding Toronto litigation boutique recognised for its first-rate employment and labour practice. The team services trade unions, employers and employees in a variety of sectors including law enforcement, education, energy and construction. It offers sought-after guidance on a range of issues, including termination disputes, labour arbitrations, collective bargaining and pensions matters. The firm is noted for its advice on human rights issues and on the labour and employment aspects of insolvencies. It further boasts a robust civil litigation practice and has notable experience handling class action cases. Its lawyers are experienced in appearing before all levels of court, labour and human rights tribunals and disputes boards. The team also represents non-unionised employees.

Notable practitioners

Chris Paliare is a senior Toronto-based lawyer who represents both unions and non-unionised employees in contentious employment matters. His recognised strengths in labour law are enhanced by his prolific practice in administrative law and civil litigation. **Ian Roland** is a senior practitioner well versed in labour law, especially regarding contentious matters. He is an experienced litigator and is also recognised by peers in Toronto for his capabilities in public and administrative law. **Donald Eady** represents trade unions in labour relations matters, with particular strength in union disputes, grievance arbitrations and workers’ compensation matters. On these issues he frequently appears before both trial and appellate courts as well as administrative tribunals.

Rae Christen Jeffries LLP

What the team is known for Rae Christen Jeffries is an increasingly prominent employment and labour boutique based in Toronto. It represents major provincial and national employers in collective agreement negotiations, and is also well placed to advise on grievance arbitrations, most significantly concerning labour relations in the construction industry. The firm’s employment practice covers severance negotiations and employee benefits.

Strengths

“The firm has very seasoned lawyers who understand our unions and business very well.”

“Our negotiations have been extremely complicated and they’ve not made one misstep.”

“They handle complicated matters very well and are particularly good at communicating complexities in a way that is easy for clients to understand.”

“Our cases have been extremely complex and we find the firm takes a strategic approach.”

Notable practitioners

Toronto-based **Angela Rae** possesses considerable strength in the field of collective bargaining. She is also highly experienced in grievance arbitrations and labour board proceedings, with particular skills in wrongful dismissal and human rights issues. **Strengths:** “She provides very sound advice and judgement and has helped navigate significant issues in a way that was supportive to staff while offering very good legal judgement.” “She will often respond with a number of options and will have a good analysis of pros and cons.” Toronto-based **Brett Christen** is a widely respected labour lawyer who acts for major national clients in relation to collective bargaining and mass layoffs. He is also seasoned in defending employers against union grievances. **Strengths:** “He has a very strategic legal mind.” “He has strategies on how to get to outcomes that are good for us. He knows how to mitigate.” “He has quickly become oriented to the issues, risks and opportunities and has provided superb legal, strategy and advocacy services to support our work.” **Daryn Jeffries** is based in Toronto and offers clients extensive support on grievance arbitrations and collective bargaining. He is experienced in representing a variety of public and private entities. **Strengths:** “He’s responsive and reasonable.”

Rubin Thomlinson LLP

What the team is known for Rubin Thomlinson is a Toronto-based boutique employment practice particularly renowned for its advice in the area of workplace and institutional investigations and assessments. Its expertise in harassment and misconduct includes experience advising on workplace human rights issues and wrongful dismissal cases. The firm acts for a varied client base that includes healthcare providers, public sector entities and private corporations.

Notable practitioners

Janice Rubin (see p.144) acts as co-managing partner of Rubin Thomlinson in Toronto and is widely considered to be one of the best-respected workplace investigators in Canada. She is particularly experienced in high-profile workplace harassment cases. Toronto-based **Christine Thomlinson** is co-managing partner of the firm and demonstrates strong expertise in workplace investigations and assessments. She regularly engages with clients on significant workplace harassment cases.

Sherrard Kuzz LLP

What the team is known for Sherrard Kuzz is a Toronto-based employment and labour law boutique often chosen by commercial and municipal clients for advice on an array of issues affecting their Ontario operations. It offers expertise in a

wide range of issues including workplace investigations, labour relations, employment litigation, occupational health and safety and human resources law. The firm is recognised for its strength in the specialist area of construction labour law. It also services clients from the manufacturing, transportation, retail and defence sectors.

Strengths

“They always deliver the information required and represent us with professional conduct.”

“They engage with us as to our thoughts on the matters and how we would like to move forward. They come in with very high technical expertise but also are very customer-centric.”

“The counsel have great understanding of our company and processes as well as the legal landscape when it comes to the types of matters we deal with.”

“They helped on a key decision.”

Notable practitioners

Michael Sherrard is equally capable of acting for employers in both the public and private spheres in Toronto and further afield. His broad-ranging practice incorporates collective bargaining, employment standards and grievance arbitrations. **Strengths:** “Michael is a thoughtful and clever strategist capable of addressing complex matters and offers a range of solutions.” “Mike has a unique balance of maintaining highly respected relationships with opposing counsel and adjudicators, while also being a fierce litigator who leaves no stone unturned.” “He is highly detail-oriented and creative in his approaches.” **Erin Kuzz** is an accomplished employment and labour lawyer based in Toronto who is well versed in grievance arbitrations and workplace investigations. She also excels in labour relations and collective bargaining matters. **Strengths:** “Erin is a shrewd, sophisticated litigator who is able to walk the line of vigorous advocacy in a proceeding but maintaining respectful and professional relations with all parties.” “She is a crisis manager and problem solver.” “She is very confident and knowledgeable and assisted us in a number of tricky situations.” “She’s thorough, reasonable and very articulate. She is readily available to assist in time-sensitive matters and has strong communication skills.”

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is a full-service national firm with a solid bench of employment experts in Toronto who service an impressive list of domestic and multinational clients. The team has worked on significant mandates for well-known employers in the food production, consumer products and e-commerce sectors. It advises on a broad range of employment litigation, including workplace disputes and wrongful termination claims, and also advises on the employment aspects of M&A transactions.

Strengths

“I have found Stikeman Elliott to be very strong, in particular because they understand nuances and are able to acknowledge business issues and realities and incorporate this into their legal advice.”

“It is helpful to be able to rely on the counsel you work with and develop a solid partnership and understanding of stylistic preferences.”

“They provide practical advice that can be applied.”

They provide clear guidance."

Work highlights Stikeman Elliott assisted Moderna with hiring as well as other employment-related matters at the start of the company's establishment in Canada.

Notable practitioners

Toronto-based **Nancy Ramalho** is well respected for advising clients on the employment aspects of corporate transactions. She also excels in employment matters ranging from terminations to human rights cases. **Strengths:** *"Nancy is a reliable partner. She is responsive and has a deep understanding of our business and preferences."*

Kathleen Chevalier is a skilled Toronto-based lawyer with a broad-ranging labour practice. She often represents both domestic and international companies in employment litigation, as well as advising on human rights matters and terminations. **Strengths:** *"Kathleen is direct, to the point and listens to the clients. We appreciate her feedback and her rundown of each scenario." "Kathleen finds practical solutions." "She is able to give me more than one feasible, reasonable option and is able to look at all sides and measure the risks of each option."*

Torys LLP

What the team is known for Torys fields a well-regarded group from its Toronto office that provides coverage on the full range of employment and labour matters. The team regularly advises clients on discrimination and harassment claims as well as collective bargaining agreements. Its lawyers also provide counsel to companies on employment issues relating to acquisitions or sales.

Strengths

"Torys is able to quickly understand our concerns, identify key risk areas for our business, and provide actionable advice that incorporates our risk tolerance for that particular matter."

"They anticipate our needs, are proactive in outreach and are always there when we need them."

"They provide clear, actionable advice, often on a very short turnaround. They always acknowledge our requests and set clear expectations for when they will be able to provide deliverables."

Work highlights Torys advised Deloitte in a class action alleging the misclassification of employees and breach of contract.

Notable practitioners

Lisa Talbot (see p.144) is based in Toronto and is best recognised for her skills in employment litigation, most notably in class actions and wrongful dismissals. As well as appearing before the courts, she regularly advocates for clients in front of human rights tribunals. She also advises on allegations of workplace harassment and bullying. Sources highlight her litigation skills. **Strengths:** *"Lisa helped me with a very sensitive and complex employment issue."*

Darryl Hiscocks (see p.141) is an increasingly prominent lawyer based in Toronto who advises clients on a range of employment issues relating to corporate transactions. He is also experienced in acting on wrongful dismissal litigation. **Strengths:** *"Darryl has provided practical and timely advice to us." "Darryl is an absolute pleasure to work with. He understands our risk tolerance level and is able to masterfully lay out in layperson's terms what I need to know about*

answers he is providing me." "His advice is always thoughtful and practical." **Irfan Kara** (see p.142) is a senior associate who assists with a variety of contentious employment matters, including wrongful dismissals. **Strengths:** *"In each situation, he demonstrated critical thinking and solutions to resolve and support the interests of the business." "He gave us sound and practical advice."*

Ursel Phillips Fellows Hopkinson LLP

What the team is known for Toronto-based Ursel Phillips Fellows Hopkinson is a respected employment and labour boutique law firm, specialising in the representation of trade unions, professional bodies and individual employees. Its experience covers a broad range of mandates, from health and safety and employment benefits issues, to disciplinary proceedings and dismissal disputes. The lawyers also possess extensive knowledge and expertise in the area of business human rights. The firm has particular strength advising educational institutions and the industrial sector, and on issues within the police force.

Notable practitioners

Toronto-based **Susan Ursel** is widely considered to be a leader in the field of human rights. With experience representing trade unions across both the public and private sectors, she has acted on arbitrations, judicial reviews and labour board issues. She is particularly proficient in representing unions in the education sector.

Ian Fellows is a prominent figure in union-side labour relations who frequently acts on labour board hearings and arbitrations. He is also highly capable in labour injunctions and judicial reviews.

Josh Phillips is the managing partner of Ursel Phillips Fellows Hopkinson and is well regarded for his strengths in labour and appellate law, having appeared before administrative tribunals and courts including the Supreme Court of Canada. He is particularly active in the education and policing sectors and is also skilled in human rights issues such as workplace drug and alcohol testing.

Whitten & Lublin PC Employment Lawyers

What the team is known for Whitten & Lublin is an acclaimed boutique in Toronto that specialises in acting for employees as plaintiffs in a range of employment matters. The firm's lawyers notably excel in litigation that involves wrongful and constructive dismissals as well as human rights cases. It also excels in negotiating in employment contracts and termination packages.

Notable practitioners

Daniel Lublin is a co-founding partner of Toronto-based employment law firm Whitten & Lublin. He is an adept litigator with significant experience representing both employers and employees. Demonstrating particular skills in human rights matters such as discrimination litigation, he is also well equipped to advise in relation to employment agreements, wrongful dismissals and severance.

David Whitten is a co-founder of Whitten & Lublin in Toronto. He operates a robust employment practice and has experience representing both employers and employees. On the employee side, he has acted on matters ranging from compensa-

tion agreements and severance packages to constructive dismissals.

Wright Henry LLP

What the team is known for Wright Henry is a prominent Toronto-based firm that fields market-leading practitioners with considerable experience acting for unions on collective bargaining and grievance arbitrations. Furthermore, it possesses significant capabilities representing individual employees and senior executives. Its lawyers are accomplished in employment litigation, most notably concerning pension and benefit plans.

Notable practitioners

Michael Wright founded Wright Henry in 2019, having previously practised with another prominent union-side law firm in Toronto. He is acclaimed for representing unions in collective agreement negotiations and arbitrations, and is noted by commentators for his recent appearances before the Supreme Court. Firm co-founding partner **Tracey Henry** is well versed in representing unions in grievance arbitrations before labour relations boards and administrative tribunals. Based in Toronto, she also regularly acts on collective agreement negotiations and human rights matters.

Other Ranked Lawyers

Toronto-based **Dan Black** of Caravel Law assists regional and federal clients with a variety of employment issues including compliance and contentious matters.

Strengths:

"He's very helpful, attentive to my questions and numerous e-mails. He is knowledgeable and always ready to assist me with recommendations and templates."

"He's able to quickly assess the situation. He can take our discussion and pull it together in a document."

"He takes time to explain his advice, so I can go back to our team and we can make informed, confident decisions."

Lisa Cabel is a seasoned lawyer who leads KPMG's labour and employment practice in Toronto. She regularly advises clients on drafting workplace policy and is particularly well regarded for her experience in negotiating collective bargaining agreements.

Strengths:

"Lisa always leaves us feeling confident in handling employment issues of any type or magnitude."

"Lisa is a trusted business partner and has supported our organisation through several very challenging matters."

"I enjoy working with her; she is quick and gets it done."

Hugh Christie is a longstanding employment lawyer based at Ogletree, Deakins, Nash, Smoak & Stewart in Toronto. He is acclaimed for representing employers both in the public and private sectors. He is particularly strong in drafting agreements, terminations, disciplinary matters and post-employment obligations.

James Heaney is a founding partner at Heaney

Vokey in Toronto who is widely recognised by the market for his representation of plaintiff employees in litigation. His expertise covers employment agreements, human rights matters and workplace investigations. He is also notably experienced in representing employers.

Nini Jones is a well-versed union-side labour lawyer who is especially praised for her skills in human rights issues. Sources commend her for her representation of police associations in labour relations and collective bargaining. She is also strong in employment standards and health and safety matters.

Toronto-based **Seann McAleese** (see p.143) of Davies Ward Phillips & Vineberg LLP assists with employment issues arising from transactions as

well as employment compliance.

Strengths:

"We made the decision to follow him because of his level of service, sophistication, commercial awareness and vision."

"He is a trusted partner and I can't imagine working with anyone else."

Richard Nixon is based in Toronto from where he co-chairs DLA Piper's employment and labour group in Canada. He is experienced in acting for both provincial and national clients on contentious employment matters before courts, human rights tribunals and labour relations boards.

Matthew Sammon (see p.185) is an acclaimed litigator at Lenczner Slaght in Toronto who is especially well regarded for his strength as counsel

to both employers and plaintiffs in employment disputes. He is particularly skilled in representing executives; his experience encompasses wrongful dismissal claims and breaches of contract.

Strengths:

"Matthew is responsive, practical and strategic. He is a zealous advocate who also has the soft skills to assist his clients through stressful litigation."

"We trust his ability to strategise in litigation."

George Vassos is based at Littler Mendelson in Toronto. He is highly regarded for representing clients in contentious employment matters before trial and appellate courts and labour relations boards. He also frequently defends employers against human rights claims.

Employment & Labour Québec

Employment & Labour	Employment & Labour
Leading Firms	Senior Statespeople
Band 1	Senior Statespeople: distinguished older partners
Borden Ladner Gervais LLP	Beaulieu R. Luc Norton Rose Fulbright *
Fasken	
Band 2	Leading Individuals
Langlois Lawyers, LLP	Band 1
Lavery, de Billy	Baril André McCarthy Tétrault LLP
McCarthy Tétrault LLP	Fillion Stéphane Fasken
Norton Rose Fulbright	Kaufer, Ad.E Danny Borden Ladner Gervais LLP
Band 3	Band 2
Blake, Cassels & Graydon LLP	Bussièrès Hélène Davies Ward Phillips (ORL) ◇ *
Stikeman Elliott LLP	Buswell Alexandre McCarthy Tétrault LLP
Band 4	Côté François Norton Rose Fulbright *
DS Avocats	Cournoyer-Proulx Magali Fasken
Loranger Marcoux, avocats	Lavoie Guy Lavery, de Billy
* Indicates individual with profile.	Band 3
◇ (ORL) = Other Ranked Lawyer.	Galizia Patrick Norton Rose Fulbright *
Alphabetical order within each band. Band 1 is highest.	Jetté Marie-Hélène Langlois Lawyers, LLP
	Leduc Jean Loranger Marcoux, avocats
	Perreault Rhéaume Fasken
	Rancourt Gilles Norton Rose Fulbright
	Sasseville André Langlois Lawyers, LLP
	Tremblay Maryse Borden Ladner Gervais LLP
	Band 4
	Benaroché Patrick L. Stikeman Elliott LLP
	Biron Catherine Langlois Lawyers, LLP
	Bussièrès Natalie Blake, Cassels & Graydon LLP
	De Stefano Corrado Borden Ladner Gervais LLP
	Deshaies Luc Gowling WLG (Canada) LLP (ORL) ◇
	Essiminy Patrick Stikeman Elliott LLP
	Gudas Aldona Blake, Cassels & Graydon LLP
	L'Heureux Dominique Fasken
	Le François Myriane McCarthy Tétrault LLP
	Leduc Daniel Norton Rose Fulbright *
	Massé Frédéric Borden Ladner Gervais LLP
	Pilon Josée DS Avocats
	Plamondon Marianne Langlois Lawyers, LLP
	Up-and-coming individuals
	Dandurand Virginie Dentons Canada LLP (ORL) ◇
	Jolicoeur Marie-Hélène Lavery, de Billy
	Associates to watch
	Bernier Caroline-Ariane McCarthy Tétrault LLP
	El-Khouri Charif Stikeman Elliott LLP
	Gagné Catherine Blake, Cassels & Graydon LLP

Band 1 Employment & Labour

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais has a market-leading labour and employment practice in Montréal that is noted for its impressive dispute resolution capabilities. The team assists clients with the full suite of employment and labour issues, with noted capabilities in workplace human rights claims, wrongful dismissal disputes, collective bargaining and occupational health and safety matters. It acts on behalf of both public and private entities from a range of industries, including retail, construction, healthcare and education. The group is also recommended for its expertise in immigration, pensions and benefits. It remains highly distinguished for acting as employment counsel for indigenous communities across Québec, and is further highlighted for its deep understanding of federally regulated industries.

Strengths

"Borden Ladner Gervais is very competent in handling our cases. Its team is always available to advise on aspects of employment relationships."

"We have a very good relationship with BLG. The lawyers display good communication skills; they meet our expectations."

"The partners we work with are absolutely top-notch. They are very available as well and they provide excellent support."

"They really get to know our business, which means their advice is more tailored."

Work highlights Borden Ladner Gervais represented Lightspeed in a civil claim relating to an alleged wrongful dismissal before the Superior

Court of Québec.

Notable practitioners

Danny Kaufer is based in Montréal and is considered to be a market leader in the field of collective bargaining agreements. He also regularly advises on employment arbitrations and negotiations and is regarded as a mentor in the wider field. **Strengths:** *"Danny Kaufer is extremely experienced and very thoughtful. He has been instrumental for us."* *"He is one of the best lawyers in the market. He is very strategic, hard-working and good with all sorts of cases."* **Maryse Tremblay** is a Montréal-based lawyer who is well versed in workers' compensation issues. She is experienced in advising national and provincial clients on

Employment & Labour: Labour for Unions
Leading Firms
Band 1
Melançon Marceau Grenier et Sciortino
Philion Leblanc Avocats s.a.
Rivest Schmidt
Band 2
Poudrier Bradet
Roy Bélanger Avocats
Senior Statespeople
Senior Statespeople: distinguished older partners
Melançon Claude G. Melançon Marceau Grenier et
Leading Individuals
Band 1
Cohen Michael Melançon Marceau Grenier et Sciortino
Morin Yves Roy Bélanger Avocats
Philion Bernard Philion Leblanc Avocats s.a.
Tardif Claude Rivest Schmidt
Band 2
Ataogul Sibel Melançon Marceau Grenier et Sciortino
Bradet Denis Poudrier Bradet
Cloutier Sophie Poudrier Bradet
Davis Michel Rivest Schmidt
Grenier Pierre Melançon Marceau Grenier et Sciortino
Lamoureux Jacques Lamoureux Morin Avocats (ORL) ◇
Moreau Pierre E. Robinson Sheppard Shapiro (ORL) ◇
Up-and-coming individuals
Houle-Gingras Nicolas Rivest Schmidt
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

employment disputes before courts and administrative tribunals, and is especially respected by market sources for her representation of federally regulated employers. **Strengths:** “Maryse Tremblay is great. She is an expert in working with federal companies.” **Corrado De Stefano** is skilled in collective bargaining matters and has experience representing clients before provincial authorities across Canada. He is based in Montréal and is also well versed in labour arbitrations and certifications. **Strengths:** “Corrado De Stefano is an excellent employment lawyer. He is always thorough and returns calls quickly.” “Corrado is great. He is a tremendous lawyer and is very passionate.” **Frédéric Massé** excels in collective labour matters, and maintains a practice emphasis on the entertainment sectors. He regularly represents Montréal-based clients in labour relations disputes.

Fasken

What the team is known for Fasken is a distinguished national law firm with a significant profile for employment and labour law in Québec. The team offers depth and breadth of expertise across a broad array of labour, employment and human rights matters, including collective bargaining, union grievances, termination disputes and labour standards issues. Its lawyers act for a range of national and international companies operating in both provincially and federally regulated settings, and are also seen to advise on international labour law matters. The team also represents significant Québec-based employers, including the provincial government, and offers notable expertise in construction labour relations. The law firm offers services out of both Montréal and Québec City.

Strengths

“Fasken has a wide variety of expertise applicable to all situations. It has a very large and diverse team.”

“Fasken’s service is excellent. The team can deal with all our cases and provides speedy responses.”

“The Fasken team have expertise and proven experience in handling complex cases. They have an understanding of global issues and particularities as well as attention to detail.”

“The service is fast and the quality of advice is phenomenal.”

“They are very solution-driven. We get succinct answers, which we like.”

Work highlights Fasken advised Doppelmayr on the negotiation of a five-year collective agreement.

Notable practitioners

Stéphane Fillion is based in Montréal, where he co-chairs Fasken’s Québec labour, employment and human rights group. He is esteemed for his activity on high-profile collective agreements, and also regularly represents federal clients in disputes involving a range of issues from health and safety matters to pensions and benefits.

Strengths: “Stéphane Fillion offers exceptional client service. He has huge expertise but can easily explain things to others who don’t know the law.” “He does an excellent job and is a team player.” **Magali Cournoyer-Proulx** is a prominent employment lawyer based in Montréal who is especially skilled in disputes involving executive terminations and negotiations. In these matters, she advises on both litigation and alternative dispute resolution.

Strengths: “Magali Cournoyer-Proulx is an exceptional lawyer and I love working with her. She is a true partner.” “Magali is a gem. She does great work and clients love working with her.” **Rhéaume Perreault** is a skilled labour lawyer with extensive experience in employment legislation matters out of Montréal. He is also seen handling collective agreement negotiations.

Dominique L’Heureux is based in Montréal and is widely recognised for his work on high-volume and complex collective bargaining agreements. He is also experienced in acting for both provincial and national clients across a range of industries during the arbitration of disputes. **Strengths:** “Dominique L’Heureux knows our business very well. His advice has always been relevant and appropriate.” “Dominique is really excellent in everything he does.”

Band 2 Employment & Labour

Langlois Lawyers, LLP

What the team is known for Langlois Lawyers is a respected law firm with a well-established employment and labour practice across Montréal and Québec City. The practice is experienced in working on a range of both contentious and non-contentious matters such as collective agreement negotiations, dismissals, harassment and discrimination claims as well as labour disputes. The team is further equipped to advise on pensions and benefits, and has an especially notable presence in the education sector, where it capably advises on strikes and individual dismissals. Clients include high-profile corporates,

individual executives, municipalities and professional associations.

Notable practitioners

Marie-Hélène Jetté is highly experienced in advising both provincial and national clients on collective bargaining agreements and executive terminations. Based in Montréal, she also excels in labour arbitrations and cases relating to workplace harassment. **Strengths:** “Marie-Hélène Jetté is intelligent, customer-focused and very savvy. She is also a very good coach and mentor to younger talent.” **André Sasseville** is based in Montréal and is reputed for his capabilities in litigious employment and labour matters. He is particularly esteemed for representing employers in the education and industrial spheres in disputes with unions. On these issues he has appeared before both the appellate courts and the Superior Court of Québec.

Catherine Biron is a well-established lawyer in the market and is recognised for her strengths in workplace harassment investigations and wrongful dismissal litigation. Based in Montréal, she is also adept in handling union certifications. **Strengths:** “Catherine Biron is a great lawyer, she is excellent.” **Marianne Plamondon** is a Montréal-based lawyer who possesses an increasingly strong reputation in litigation and conciliation matters relating to labour standards. Her other areas of expertise include collective agreements, harassment claims and occupational health and safety matters.

Lavery, de Billy

What the team is known for Lavery, de Billy operates a well-respected employment and labour practice with a strong regional footprint, with team members based in Montréal, Québec City, Sherbrooke and Trois-Rivières. The firm offers advice on a range of matters, such as union certification, collective bargaining and employment litigation as well as providing guidance on workplace human rights and health and safety matters. Its client roster features public bodies as well as local, national and international companies operating across various sectors, including healthcare, infrastructure, entertainment and transport. The team is a popular choice for referral work and has the capacity to represent both provincially and federally regulated employers. Its lawyers frequently act on constitutional issues, most significantly relating to federal versus provincial employment regulation.

Strengths

“Lavery, de Billy’s main strengths are their diligence and attention to detail. We are extremely satisfied with their representation.”

“Lavery is a hugely supportive firm. The lawyers are very keen to follow changes in the market and adjust their advice accordingly.”

“Response time is always something I appreciate about the firm. Its lawyers are very responsive and knowledgeable about the Québec market.”

“They take a creative approach to find solutions and tailor services to us.”

Work highlights Lavery, de Billy represented Nova Tube, Delta Tube and Novamerican Steel in a dispute following the closure of a steel plant in Montréal.

Notable practitioners

Guy Lavoie is a seasoned lawyer based in Montréal. He is noted for his work on wrongful dismissal matters and harassment investigations, and is well placed to provide strategic employment advice relating to corporate transactions and business restructurings. **Strengths:** "Guy Lavoie is extremely available. He knows us well enough to be able to navigate our business and the implications of our cases. He is a pleasure to work with." "Guy is very strategic and positive. He is very good to work with." **Marie-Hélène Jolicoeur** continues to garner recognition in the field of labour and employment. She is particularly reputed for her expertise in occupational health and safety law. **Strengths:** "Marie-Hélène Jolicoeur offers great availability and listening skills to ensure that she can understand everything and find solutions."

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault operates an esteemed labour and employment practice that leverages its significant national network to assist with a diverse array of matters in Québec, such as collective agreements, dismissals and grievance cases. The team also advises on occupational health and safety and on employment issues arising from reorganisations, acquisitions and outsourcing transactions. It often represents federal clients in provincial matters, most significantly in high-profile collective bargaining negotiations. The firm is noted for its experience in employment arbitration and its stalwart litigation practice. It offers services out of Montréal and Québec City.

Strengths

"McCarthy Tétrault's lawyers were extremely capable of handling our work. They were very skilled at public sector employment issues and were always available if needed."

"They are extremely competent. I also appreciate their client service; they provide instant responses."

"The lawyers find the best solutions to answer to our company's needs. They are creative, they listen and they adjust accordingly."

"They are rigorous and effective."

"We rely on the lawyers at McCarthy to handle complex and sophisticated matters and they are very strong at managing those. We always receive very timely responses and the service levels are exceptional."

Work highlights McCarthy Tétrault advised Rolls-Royce Canada on a series of employment matters relating to the COVID-19 pandemic.

Notable practitioners

André Baril is based in Montréal and maintains a stellar reputation for his expansive practice in collective bargaining negotiations, where he acts for national and federally regulated clients. His prolific practice also encompasses health and safety arbitrations, union certifications and human rights tribunals. **Strengths:** "André Baril is a pleasure to work with. I know he is always able to jump in as needed to provide guidance and insights." "André probably has the best network. He is exceptional."

Alexandre Buswell is a Montréal-based lawyer who is well regarded for representing both provincial and national clients in trade union disputes. He also provides strategic advice on labour relations and regularly acts for clients before

civil and appellate courts and labour tribunals. **Strengths:** "Alexandre Buswell is a tremendously pleasant lawyer. He is smart and business-minded. His advice is always sharp and tailored to our needs." "Alexandre is very responsive and available. He has deep knowledge that extends beyond employment law to the industries of his clients. He took the time to understand who we are and our business." **Myriane Le François** is an increasingly prominent lawyer based in Montréal who excels in providing employment advice on major corporate transactions. She also regularly assists clients with employment litigation, including claims of unfair dismissal. **Strengths:** "Myriane Le François is a creative thinker. She provides excellent client service and is solution-oriented." "She is great at guiding us and giving us options." **Caroline-Ariane Bernier** garners recognition for her practice in the employment and labour space. She has experience representing clients before administrative tribunals and civil courts, and is well placed to advise employers from a wide range of industries, including mining, transportation and healthcare. **Strengths:** "Caroline-Ariane Bernier is a pleasure to work with. She is extremely responsive and knowledgeable." "Caroline is competent, committed and determined to carry out her cases well."

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright possesses an excellent labour and employment practice that combines the firm's strength in Montréal and Québec City with a robust global offering. It combines broad expertise in both contentious and non-contentious employment and labour law, routinely assisting clients with employment litigation and labour arbitration, as well as collective bargaining, non-unionised mandates and workplace health and safety issues. The team represents provincial, national and international employers in both the public and private sectors in a wide variety of high-profile matters, including advising on the employment and labour law aspects of multi-jurisdictional corporate reorganisations, mergers and acquisitions. It has an especially noteworthy practice in the aviation sector. The department's broad industry expertise also spans manufacturing, financial services, defence and natural resources.

Strengths

"Norton Rose Fulbright has specialised expertise and great experience. Its size allows access at all times to a lawyer with the appropriate skills."

"The NRF team has an excellent ability to evaluate complex issues and submit recommendations. It has great experience and an excellent approach."

"I appreciate their responsiveness and the time they allocate to support clients. They provide very quick and thoughtful advice."

"The lawyers are experienced, agile, flexible and up to date with the latest trends."

"They understand our operations and business, which means they offer solutions and options that are very practical and pragmatic."

Work highlights Norton Rose Fulbright assisted Association provinciale des agences de sécurité with the negotiation of its national collective bargaining agreement.

Notable practitioners

Luc Beaulieu (see p.141) is widely applauded by sources as a leading practitioner in employment litigation and collective bargaining matters in Montréal. He is especially prolific in the aviation sector, where he has acted on a number of grievance arbitrations. **Strengths:** "Luc Beaulieu is a master in his field. He is available, reliable and strategic." **François Côté** (see p.141) is a Montréal-based lawyer who excels in acting for employers on grievances and occupational health and safety matters. He is well placed to advise clients in the energy and mining sectors. **Strengths:** "François Côté is an excellent lawyer. He has a strong ability to identify and understand complex problems and find workable and viable solutions." "François is a very personable lawyer. What stands out is his desire to understand our business and what he can do to better assist us. He guides us to the right path." "It is always a pleasure to work with François. He is an excellent pleader, a good strategist and fun to work with." **Patrick Galizia** (see p.141) is skilled at representing both provincial and federal clients in human rights complaints, employment tribunals and industrial accidents. Based in Montréal, he is also well versed in handling matters relating to strike action. **Strengths:** "Patrick Galizia is an outstanding partner. He has great commercial awareness." "He provides excellent service and expertise." **Gilles Rancourt** is a Québec City-based lawyer who is well versed in labour arbitrations and grievances, particularly in the health, education and insurance sectors. He is also skilled in collective bargaining agreements. **Strengths:** "Gilles Rancourt has a lot of experience and we really trust him." "Gilles is always connected to our needs. He understands our reality and proposes solutions that are applicable to our business. Moreover, he is always available, even when he is really busy. It is very much appreciated." **Daniel Leduc** (see p.142) is chair of Norton Rose Fulbright's employment and labour group in Montréal. His active practice sees him regularly advise on grievance arbitrations and collective bargaining agreements in the area. **Strengths:** "Daniel Leduc provides excellent service. He is able to respond quickly and take care of our needs. He is an excellent reference for our more complex cases." "Daniel has a great knowledge of the field. He allows you to think differently." "He is an excellent asset. He has done a great job on the case and was very invested."

Band 3 Employment & Labour

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is noted for its ability to provide advice on the employment aspects of M&A transactions. The team additionally handles employee transfers, pension plan and work-related accident matters. Its lawyers are well versed in employment disputes, including those pertaining to wrongful dismissal claims.

Strengths

"The team at Blake, Cassels & Graydon is always able to provide recommendations or alternatives to meet our requirements or needs."

"Blakes are able to answer questions I have on

employment, no matter what province. I can always rely on them to respond quickly when I need advice." "I think very highly of them. I appreciate that they are very helpful at finding creative solutions, rather than just stating the law. They are very solution-oriented."

Work highlights Blakes assisted Oshkosh with the employment aspects of its CAD25 million acquisition of Maxi-Métal.

Notable practitioners

Natalie Bussière is renowned for her work on labour and employment mandates, including advising on harassment and discrimination matters. She is also seen assisting with the transfer and termination of executives. **Strengths:** "Natalie Bussière is very friendly and quick to respond. She is very good at advising and helping us." "Natalie is a pleasure to work with and is a great partner. She is a good listener and is very knowledgeable."

Aldona Gudas is experienced in handling the employment aspects of corporate transactions. Based in Montréal, she is also well placed to advise on matters relating to terminations, contracts and human rights complaints. **Strengths:** "Aldona Gudas responds to all queries in a timely manner. Her advice and guidance through various labour issues has been of great value." "Aldona is very responsive and thoughtful." **Catherine Gagné** demonstrates extensive experience acting for clients on a range of employment matters, including wrongful dismissal claims and employee transfers. **Strengths:** "Catherine is wonderful to work with. She provides us with practical guidance on employment issues in Québec."

Stikeman Elliott LLP

What the team is known for Stikeman Elliott offers a full-service employment and labour team based in Montréal. The firm is experienced in representing clients in collective bargaining and at all levels of the federal and provincial courts. It advises on a range of matters, including occupational health and safety, employee privacy, non-compete issues, human rights and the dismissal of senior executives. The team is strong in acting as general counsel to major national clients for human resource operations. Its lawyers have considerable experience acting for international corporations and are frequently called upon to provide guidance on the employment aspects of major corporate transactions. The firm's expertise cuts across several sectors, including financial services, retail and real estate.

Strengths

"I love working with Stikeman Elliott. The firm has a great network in Canada."

"I felt well represented by the team at Stikeman Elliott. I have complete confidence in the lawyers."

"They handle all their cases in a practical and cost-effective manner, and have a very good business sense."

Work highlights Stikeman Elliott assisted BRP with the employment aspects of its acquisition of Kongsberg's Shawinigan operations.

Notable practitioners

Patrick Benaroch is best recognised for advising on human resources, employment agreements and workplace policy issues. Based in Montréal, he also possesses extensive expertise in pen-

sions and benefits. **Strengths:** "Patrick Benaroch meets all deadlines. He excels in providing strategic advice for difficult matters." "He is practical, has good knowledge of the law and makes me feel like I am his sole client." "We really trust him and his judgement." **Patrick Essiminy** is head of Stikeman Elliott's employment and labour group based in Montréal. He regularly advises on collective bargaining negotiations and is especially reputed for appearing before labour tribunals. He also frequently advises on the employment aspects of corporate transactions. **Strengths:** "I feel well represented by Patrick Essiminy." "He gets the job done in a timely fashion." **Charif El-Khoury** assists clients with a range of employment issues, including those relating to compensation, employee privacy and occupational health and safety. **Strengths:** "Charif El-Khoury is customer-centric and responsive."

Band 4 Employment & Labour

DS Avocats

What the team is known for DS Avocats advises on contentious and non-contentious labour mandates, including terminations and collective agreement negotiations. The team also assists with the employment aspects of corporate transactions. The lawyers are active across a range of sectors, including agribusiness, construction and transportation.

Strengths

"I appreciate their advice and how they present cases and strategies to us. They have shown a great understanding of our cases and their context. Everything went perfectly well."

"It is an extremely efficient and very available team, which is what I appreciate the most."

"The firm is very quick in terms of responses and recommendations. I can always reach the lawyers and they provide personalised services. I feel very special as their client."

Work highlights DS Avocats assisted Transelec Common with a dispute regarding an application for certification.

Notable practitioners

Josée Pilon is head of DS Avocats' litigation group in Montréal. She boasts an active employment and labour practice, including advising on dismissal processes, as well as the employment aspects of corporate transactions. **Strengths:** "Her advice is always very clear, and we are very satisfied with her service." "Josée is a truly excellent lawyer in every way and has a deep knowledge of labour law."

Loranger Marcoux, avocats

What the team is known for Loranger Marcoux is a highly regarded employment and labour boutique with a substantial list of management-side clients, including government entities and private corporations. The team regularly acts on high-end mandates, including the drafting of executive agreements and restrictive covenants, as well as workplace health and safety and human rights issues. Based in Montréal, the firm is also noted for its litigation expertise and adept handling of termination disputes, collective bargaining, grievance arbitrations and pay equity issues. Its

lawyers additionally field extensive experience handling contentious and non-contentious issues relating to union certifications.

Notable practitioners

Jean Leduc is a highly experienced Montréal-based lawyer with an extensive track record in grievance arbitrations, labour litigation and applications for judicial review.

Band 1 Employment & Labour: Labour for Unions

Melançon Marceau Grenier et Sciortino

What the team is known for Melançon Marceau Grenier et Sciortino has a highly regarded team of employment and labour law specialists based in Montréal. Often cited as one of the best union-side law firms in Québec, it operates a wide-ranging practice and offers counsel on matters such as union certification, collective bargaining, grievance arbitration, labour relations and class action lawsuits. Clients include trade unions, and professional and artists' associations, as well as non-unionised employees from both the public and private sectors. Its lawyers also provide expert advice on workplace health and safety, pension plans, pay equity issues and duty of fair representation.

Notable practitioners

Founding partner of the firm, **Claude Melançon** boasts a lengthy track record of representing trade unions and employees in both the public and private sectors in collective agreement negotiations and grievance arbitrations. Based in Montréal, he has also recently acted on international labour law and cooperation agreements. **Michael Cohen** is widely esteemed as a market leader in collective negotiations, judicial review and grievance arbitrations. Based in Montréal, he is particularly skilled in acting before industrial labour relations boards and administrative tribunals. **Sibel Ataogul** is based in Montréal and has a solid presence across labour law and human rights law. She is well versed in grievance arbitrations, constitutional challenges to regulation and occupational health and safety. She regularly appears before administrative tribunals and civil courts, including the Supreme Court of Canada. Based in Montréal, **Pierre Grenier** is well respected as a union-side labour litigator. He possesses notable experience acting before both courts and administrative tribunals on grievance arbitrations and judicial review matters.

Philion Leblanc Avocats s.a.

What the team is known for Philion Leblanc Avocats is a well-respected union-side labour law firm offering services out of Montréal and Québec City. The team provides expert guidance on the full gamut of labour and employment matters, including collective agreement negotiations, labour arbitrations, wrongful dismissals and human rights claims. It serves a variety of clients from both the private and public sectors. Its lawyers offer additional strength in health and safety issues, injunction and judicial review proceedings, and pensions and benefits matters.

Notable practitioners

Bernard Phillion is a Montréal-based lawyer who is highly accomplished in acting for unions in both the public and private sectors, including on collective agreements and health and safety matters.

Rivest Schmidt

What the team is known for Rivest Schmidt is a highly respected Montréal-based law firm widely regarded as a leader in that market. It offers expertise across the full gamut of employment and labour law issues, including pensions and benefits, collective bargaining, and occupational health and safety. The team also provides representation in human rights claims and class actions. Clients include trade unions, professional associations and employees from both the public and private sectors.

Notable practitioners

Claude Tardif is an esteemed union-side labour litigator based in Montréal. Boasting a market-leading practice, he regularly advises on pension plans, administrative law and collective agreement renewals. **Michel Davis** is a Montréal-based lawyer who is well respected for his capabilities in labour and administrative law. He is experienced in handling grievance arbitrations and occupational health and safety matters.

Nicolas Houle-Gingras is an increasingly prominent union-side lawyer based in Montréal. He represents both unions and individual employees in a range of issues, including those pertaining to labour relations and occupational health and safety.

Band 2 Employment & Labour: Labour for Unions

Poudrier Bradet

What the team is known for Poudrier Bradet is a well-rounded player in the labour law field, and is commended for its skilful representation of employees and unions before all levels of court and various administrative tribunals. The firm is regularly mandated to assist with union certifica-

tion disputes and collective agreement negotiations. It provides further guidance on health and safety, pay equity, labour insurance and pension matters. Its lawyers offer services out of both Montréal and Québec City.

Notable practitioners

Denis Bradet has an extensive practice in labour and administrative law, with capabilities advising both on individual employee contracts and on collective negotiations in the public sector. Based in Montréal, he is also well respected for pay equity and human rights matters. **Sophie Cloutier** is a prominent union-side labour lawyer based in Montréal. Alongside her track record before the provincial civil court, she has also appeared before the Supreme Court of Canada.

Roy Bélanger Avocats

What the team is known for Roy Bélanger Avocats is a well-established union-side law firm based in Montréal which fields an experienced bench of labour law experts. Particularly renowned for its representation of unionised municipal workers, the team also advises a wide range of private sector clients, including in the automotive, aerospace and food sectors. Its lawyers are well versed in collective bargaining, union grievances and arbitrations. The firm offers notable expertise in administrative and constitutional litigation and wins recognition for its focus on police trade union issues.

Notable practitioners

Yves Morin is a founding partner of the firm and is based in Longueuil. He is particularly well regarded for his assistance to unions in the public sector on grievance arbitrations, as well as his activity on matters before the industrial relations board.

Other Ranked Lawyers

Hélène Bussièrès (see p.141) of Davies Ward Phillips & Vineberg is highly accomplished in wrongful terminations, workplace investigations and employment matters related to corporate

restructurings. Based in Montréal, she is also esteemed for her ability to handle workers' compensation and human rights lawsuits.

Strengths:

"Hélène Bussièrès is a strong partner to any HR executive and leadership team. Her style and thoughtful approach to each case make a huge difference in the process."

"Hélène Bussièrès is excellent – thoughtful, thorough and confident. She completely understands the issues in her field."

Virginie Dandurand of Dentons is noted for her wide-ranging employment practice. She is well placed to advise on matters relating to human rights and executive dismissals.

Strengths:

"Virginie Dandurand is an incredible resource. She responds quickly and clearly, and has a very acute strategic approach to matters."

"Working with Virginie is a pleasure. She is ethical, intelligent and gives great advice."

Luc Deshaies is based in Gowling WLG's Montréal office. His extensive practice sees him advise on a range of employment and labour mandates, including those relating to collective bargaining agreements and grievance arbitrations.

Strengths:

"He responds very quickly to our messages. We really enjoy working with him."

"Luc Deshaies's friendly attitude makes our exchanges very cordial. His way of expressing himself in court is very eloquent and refined, allowing us to convince judges and arbitrators."

Jacques Lamoureux is a founding member of Lamoureux Morin Avocats and a well-respected union-side labour lawyer based in Longueuil. He is experienced in matters before the labour relations board as well as a variety of grievance arbitrations.

Pierre Moreau is a seasoned union-side lawyer based at Robinson Sheppard Shapiro in Montréal. He has amassed a considerable reputation for his work on labour board proceedings, arbitrations and terminations.

Pensions & Benefits

Pensions & Benefits
Leading Firms
Band 1
Blake, Cassels & Graydon LLP
Osler, Hoskin & Harcourt LLP
Band 2
Brown Mills Klinck Prezioso LLP
Koskie Minsky LLP
Lawson Lundell LLP
Band 3
Fasken
McCarthy Tétrault LLP
Band 4
Bennett Jones LLP
Dentons Canada LLP
Goldblatt Partners LLP
Hicks Morley Hamilton Stewart Storie LLP
Stikeman Elliott LLP
Torys LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon commands widespread respect for its national pensions and benefits practice, with lawyers in Toronto, Montréal, Calgary and Vancouver. The firm maintains a leading reputation across Canada, acting for clients such as government agencies, investment managers, trust companies, banks, and health and welfare funds. Its respected team often advises on heavyweight domestic and cross-border M&A transactions as well as pension fund structuring, governance and compliance, executive compensation arrangements and de-risking. The group handles a breadth of complex pensions matters, including litigation proceedings, insolvency and deficit cases and restructuring.

Strengths

“Blake, Cassels & Graydon provides excellent counsel. It has significant breadth and depth in pensions and benefits law.”

“The pensions and benefits group at Blakes shines when it comes to handling complex and sophisticated matters. They never disappoint.”

“The lawyers at Blakes really do their utmost to deliver fulsome but quick responses for us when we’re in a crunch.”

Work highlights Blake, Cassels & Graydon advised Royal Bank of Canada on its CAD13.5 billion acquisition of HSBC Canada, including the pensions aspects.

Notable practitioners

Kathryn Bush is a Toronto-based senior lawyer who possesses a wealth of experience acting on pensions litigation mandates and supporting clients in the pensions and benefits aspects of transactions. Her clientele includes pension funds and government entities, and market sources widely acknowledge her long-standing presence in the field. **Strengths:** *“Kathryn Bush has been absolutely exceptional in supporting our business*

Pensions & Benefits
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
Bush Kathryn M <i>Blake, Cassels & Graydon LLP</i>
Forgie Jeremy J <i>Blake, Cassels & Graydon LLP</i>
Gold Murray <i>Koskie Minsky LLP</i>
Zigler Mark <i>Koskie Minsky LLP</i>
Eminent Practitioners
Harrison Andrew <i>Borden Ladner Gervais LLP (ORL) ◇</i>
Mazzuca Mike <i>Koskie Minsky LLP</i>
Leading Individuals
Band 1
Brown Elizabeth M <i>Brown Mills Klinck Prezioso LLP*</i>
Campbell Murray <i>Lawson Lundell LLP</i>
Frazer Mitch <i>Mintz (ORL) ◇</i>
Litner Paul W <i>Osler, Hoskin & Harcourt LLP</i>
Band 2
Boctor Andrea <i>Osler, Hoskin & Harcourt LLP</i>
Burns Kenneth <i>Lawson Lundell LLP</i>
Nickerson Susan <i>McCarthy Tétrault LLP</i>
Philpott Susan <i>Goldblatt Partners LLP</i>
Sommers Jeffrey <i>Blake, Cassels & Graydon LLP</i>
Wright Hugh <i>Miller Thomson LLP (ORL) ◇</i>
Band 3
Bussière Natalie <i>Blake, Cassels & Graydon LLP</i>
Gascho Ross <i>Fasken</i>
Kalinowski Stephanie <i>Torys LLP*</i>
Klinck Terra <i>Brown Mills Klinck Prezioso LLP*</i>
Mills Lisa <i>Brown Mills Klinck Prezioso LLP*</i>
Ranger Julien <i>Osler, Hoskin & Harcourt LLP</i>
Sweatman Scott <i>Dentons Canada LLP</i>
Winfield Gregory <i>McCarthy Tétrault LLP</i>
Wolpert Michael <i>Fasken</i>
Band 4
Chamzuk Lisa <i>Lawson Lundell LLP</i>
Chan Level <i>Stewart McKelvey (ORL) ◇</i>
Dumoulin Josée <i>Gravel2 avocats (ORL) ◇</i>
Fremont Jordan <i>Bennett Jones LLP</i>
Hobday Tina <i>Langlois Lawyers, LLP (ORL) ◇</i>
Seller Susan G <i>Bennett Jones LLP</i>
vandenHoven Natasha <i>Stikeman Elliott LLP</i>
Waldock Deron P <i>McCarthy Tétrault LLP</i>
Band 5
Archer Simon <i>Goldblatt Partners LLP</i>
Bell Scott <i>McCarthy Tétrault LLP</i>
Firman Mark <i>Stikeman Elliott LLP</i>
Hayhurst Daniel <i>Gowling WLG (Canada) LLP (ORL) ◇</i>
Kaneen Megan <i>Lawson Lundell LLP</i>
Marin Jonathan <i>Osler, Hoskin & Harcourt LLP</i>
Maxwell Sean <i>Blake, Cassels & Graydon LLP</i>
McLeod Lindsay <i>Brown Mills Klinck Prezioso LLP*</i>
Prezioso John <i>Brown Mills Klinck Prezioso LLP*</i>
Tomassini Roberto <i>Koskie Minsky LLP</i>
Up-and-coming individuals
Lynch Kelleher <i>McCarthy Tétrault LLP</i>
Monkman Natasha <i>Hicks Morley Hamilton Stewart</i>
Ngan Adam <i>Blake, Cassels & Graydon LLP</i>
Stevenson Tom <i>Torys LLP*</i>

with the breadth of her experience and the depth of her knowledge.” “It is an absolute pleasure working with Kathryn. Her guidance is always appropriately researched and properly explained.” “She is very well respected in the industry.” **Jeremy Forgie** is a senior practitioner with considerable regulatory

experience. His work includes advising on the pensions and benefits elements of restructurings. Based in Toronto, he is also skilled in de-risking pension plans and advising on tax structuring. **Strengths:** *“Jeremy Forgie is extremely knowledgeable and his practical advice adds value to matters.” “Jeremy has always been reliable and he has a brilliant legal mind.”* **Jeffrey Sommers** is highly active on pension plan governance matters, as well as advising on pensions and benefits issues arising from M&A. He is based in Toronto and is also experienced in pension restructurings, de-risking work and asset and liability transfers. **Strengths:** *“Jeffrey Sommers is our go-to lawyer for all things pension. He is highly skilled and practical, and is a pleasure to work with.” “Jeff is fantastic to work with. He provides detailed advice, often on tight turnarounds. He is a valued partner.” “He has a very straightforward and comprehensible approach to explaining the law and implications of proposed actions. He works with me to work out the solutions.”* **Natalie Bussière** is a Montréal-based lawyer with a notable presence in pensions litigation, particularly with regard to pensions surplus issues and contributions holidays. Her clients include pension committees and pension plans. **Strengths:** *“We really appreciate Natalie’s insights, explanations and overall knowledge of pension issues in Quebec.”* **Sean Maxwell** is based in Calgary, where he acts for a range of clients including airlines and energy companies. He is adept at advising on the pensions aspects of M&A alongside his strengths in pension restructurings and deferred compensation arrangements. **Strengths:** *“Sean Maxwell’s strengths are his practical and sound judgement and his extremely proactive responses.”* **Adam Ngan** is a Toronto-based lawyer with a focus on matters relating to pensions, benefits and executive compensation law regulatory matters. His practice also has a notable focus on the pension aspects of M&A transactions. **Strengths:** *“Adam Ngan is responsive and timely. He has subject matter expertise and is considerate of us as his client.” “I have nothing but positive things to say about Adam Ngan. He is very responsive and quick to understand an issue.” “He is well organised, attentive to detail and responsive.”*

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt has a first-rate team which advises an enviable portfolio of blue-chip clients from both the public and private sectors. The firm maintains a strong national practice, with pensions lawyers in Toronto and Montréal capable of advising clients across the country. It is respected for its work on large-scale pensions and benefits mandates, including pension plan restructuring, insolvencies, pension investments, plan design and de-risking. The firm is further noted for its experienced representation of clients in pensions disputes and its advice on investment compliance. **Strengths** *“Osler, Hoskin & Harcourt’s lawyers are always available. They are responsive and provide appropriate levels of experience.”*

“Osler’s pension and benefits department has the experience to deal with the most complex pension-related matters. Its team is strong, with very experienced counsel.”

“Osler has a very strong roster and excellent subject matter knowledge.”

Work highlights Osler, Hoskin & Harcourt provided Rio Tinto Alcan with strategic pensions investment advice.

Notable practitioners

Paul Litner is a Toronto-based lawyer who is distinguished for his regular activity on major mandates in the pensions space, including the pensions and benefits elements of M&A. He is also experienced regarding the merging, converting and restructuring of pension plans. **Strengths:** *“Paul is one of, if not the leading, pension lawyers in Canada. He has unparalleled experience with both private and public sector plans.”* **Terra Klinck** (see p.142) is esteemed for her skills in pension governance, compliance and implementation. Based in Toronto, she frequently provides pensions and benefits advice to clients such as banks and insurance companies. **Strengths:** *“Terra Klinck is a trusted and reliable pension adviser.”* **Lisa Mills** (see p.143) is based in Ottawa and is regularly praised for her abilities concerning the creation, sponsorship and administration of high-value pension plans. Her clients often include universities and energy companies. **Strengths:** *“Lisa Mills is a very knowledgeable pensions lawyer.”* **Lindsay McLeod** (see p.143) frequently advises leading national companies on the pensions and benefits aspects of major acquisitions. She is based in Toronto and also excels at advising private equity funds as well as assisting with pension investments. **Strengths:** *“Lindsay is a knowledgeable, organised and responsive attorney. She is a pleasure to work with.”* **Lindsay McLeod** has thorough understanding and deep knowledge. She can think off the top of her head and give advice in real time. *“She has a great way of simplifying it.”* **John Prezioso** (see p.143) is based in Toronto and is widely noted for his pension administration and compliance practice. He often represents pension plan sponsors and also has experience advising on pension governance. **Strengths:** *“John Prezioso has a depth of knowledge that we rely heavily on. Our team greatly values his expertise, preparation and thoughtful support.”*

Jonathan Marin is a highly regarded lawyer in the pension administration and governance space in Toronto. He is well placed to advise clients in both the public and private sectors. **Strengths:** *“Jonathan Marin provides top-notch service. He is a reliable partner.”* *“Jonathan is extremely responsive. He is a subject matter expert in pension law and has a very pleasant demeanour.”*

Band 2

Brown Mills Klinck Prezioso LLP

What the team is known for Brown Mills Klinck Prezioso is an esteemed boutique law firm based in Toronto with specialist pension and benefits expertise. Its lawyers often act for public sector clients, including governmental bodies and clients in the education industry. The firm also advises wealth management firms and lenders on the pensions aspects of M&A deals, such as pension plan mergers and debt restructuring. It is also notable for providing support on pensions class action disputes.

Strengths

“The team members at Brown Mills Klinck Prezioso are able to anticipate potential issues and are always prepared to address them.”

“BMKP have been proactive in supporting us with changes and challenges within our pension plan. Their responsiveness is excellent.”

Notable practitioners

Elizabeth Brown (see p.141) is a highly acclaimed Toronto-based lawyer who is renowned for her work on the formation and restructuring of major pension plans. She regularly advises employers in the public and private sectors and is notably active in the representation of universities. **Strengths:** *“Elizabeth Brown has a high level of expertise. She is recognised as an expert in her field.”* *“Elizabeth is quite brilliant. She has an ability to maintain huge amounts of information and legal knowledge.”*

Terra Klinck (see p.142) is esteemed for her skills in pension governance, compliance and implementation. Based in Toronto, she frequently provides pensions and benefits advice to clients such as banks and insurance companies. **Strengths:** *“Terra Klinck is a trusted and reliable pension adviser.”* **Lisa Mills** (see p.143) is based in Ottawa and is regularly praised for her abilities concerning the creation, sponsorship and administration of high-value pension plans. Her clients often include universities and energy companies. **Strengths:** *“Lisa Mills is a very knowledgeable pensions lawyer.”*

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Koskie Minsky LLP

What the team is known for Koskie Minsky is a go-to Canadian law firm for employee-side pensions and benefits advice. Its lawyers advise individual employees, trade unions and trustees, as well as public sector pension funds, on a wide range of matters, including plan administration and pensions litigation. Koskie is lauded for its knowledge and representation of multi-employer pension plans, and is also able to offer counsel and representation in the context of insolvency, bankruptcy and restructuring issues, in addition to pension conversions and plan administration matters. Based in Toronto, it offers services in Western Canada through its affiliated firm in Vancouver, Koskie Glavin Gordon.

Strengths

“Koskie Minsky are certainly the go-to firm for union, employee-side matters.”

“They have some heavy hitters.”

“They have a strong class action practice.”

Notable practitioners

Murray Gold is based in Toronto and possesses a wealth of litigation and regulatory experience in the pensions space. His clients include pension boards and plan sponsors. **Mark Zigler** is based in Toronto. He offers extensive expertise in pensions, benefits and insolvency matters. His clients include unions and trustees of pension and benefits trusts. He also has deep experience in disputes, including class actions. **Strengths:** *“Mark Zigler is a gentleman. He takes the time to explain.”* **Mike Mazzuca** is managing partner of Koskie Minsky in Toronto and is noted for his work advising on multi-employer pension plans. He also has considerable pensions litigation experience before courts and administrative tribunals, including class action proceedings. **Roberto Tomassini** is based in Toronto and is widely recognised by sources for his expertise in the tax aspects of pensions. His skills also include pension plan structuring, fiduciary responsibilities and regulatory compliance.

Lawson Lundell LLP

What the team is known for Lawson Lundell is one of the dominant law firms for pensions advice in Western Canada, regularly providing services to clients across British Columbia, Alberta, the Northwest Territories and Yukon. The team receives accolades for its comprehensive pensions and benefits coverage, regularly handling matters such as pension plan restructuring and administration, as well as the creation, administration and review of plan documentation and contracts. Its impressive client roster includes an extensive range of entities from sectors such as healthcare, manufacturing, mining and education, while its expertise extends to both employer and union-sponsored arrangements.

Strengths

“Lawson Lundell always provides a detailed response to any concern we bring forward. Its lawyers are knowledgeable in their field and respond quickly to any requests.”

“They are always prepared, give sound advice, accurate information. They have a knack for delivering a very complex message in a very simple manner.”

“We would highly recommend them to whoever and we don’t think of ever changing that team.”

Work highlights Lawson Lundell oversaw research regarding fiduciary duty to consider climate change risk for a consortium comprised of various pension and benefit plans.

Notable practitioners

Murray Campbell is an esteemed practitioner based in Vancouver who is seen to advise on various pensions and benefits disputes, as well as regulatory matters. He is especially well regarded for his expertise in implementing and redesigning pension plans. **Strengths:** *“Murray Campbell is at the top of his field.”* *“Murray is very knowledgeable and is always willing to provide a detailed legal opinion.”* **Kenneth Burns** is a skilled Vancouver-based lawyer who provides counsel to pension and benefit plan sponsors on a variety of matters. He also has experience overseeing the

merging of pension plans and provides regulatory pensions advice to clients across Western Canada and the Northwest Territories. **Strengths:** “Kenneth Burns is one of the best pension lawyers in the business.” **Lisa Chamzuk** has acquired a significant reputation for pension governance and administration mandates. Based in Vancouver, she is well versed in issues relating to multi-employer pension plans. **Strengths:** “She is the one I bring in to explain complex issues in an understandable way.” “Lisa has a very good sense of our market and its risks.” **Megan Kaneen** is based in Vancouver and is increasingly well regarded for her work assisting with the maintenance and governance of pension funds. She is also well versed in pension regulatory matters. **Strengths:** “Megan Kaneen’s strengths are her attention to detail and her knowledge of pension regulations in various provinces.” “Megan brings deep expertise, but she excels at the client-service aspects of her work. We appreciate the practical approach she brings to her advice.”

Band 3

Fasken

What the team is known for Fasken offers an experienced pensions team exhibiting strengths in matters ranging from the administration and governance of complex pension plans to advising on the benefits aspects of contentious claims. The firm has notable experience of pensions litigation and represents a range of international and national employers, plan administrators and agencies across various sectors, including financial services, manufacturing and energy. It maintains a strong bench in this field, with teams of pensions specialists in Vancouver, Toronto, Montréal and Calgary.

Strengths

“Fasken’s insights are valuable, they help with distinguishing between important and routine changes to legislation.”

“The team at Fasken was very responsive, allowing us to meet all of our key timeline requirements.”

“They provide good service response times and are great at dealing with complex matters.”

Work highlights Fasken was counsel to Avon in connection to a class action proceeding by retired employees claiming CAD85 million.

Notable practitioners

Ross Gascho is a skilled pensions lawyer based in Toronto who possesses notable experience advising on federal pension plans. His clients include insurers and other financial institutions, and he has experience concerning both governance and investment issues. **Strengths:** “Ross Gascho is extremely good at articulating the impact of legislation changes.” “Ross is extremely knowledgeable not only in respect to technical areas, but also in respect to the market and its regulators.”

Michael Wolpert splits his time between Toronto and Calgary and is widely praised for his work in pension and benefits reorganisations, as well as advising on the governance and administration of both private and public sector pension plans.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault offers a highly regarded team primarily based in Toronto with a significant national footprint and experience advising on pension fund investments, plan consolidation and governance issues. The firm’s lawyers act for clients across an array of industries – including manufacturing, energy and education – and regularly handle the pensions aspects of corporate transactions. The team also possesses multi-employer pension plan expertise and draws praise for its valuable supporting strengths in tax and trusts, as well as pensions litigation, including class actions. McCarthy Tétrault is also noted for its significant cross-border work and experience acting for multinationals in the Canadian market.

Strengths

“We were very happy with McCarthy Tétrault’s knowledge and flexibility in working with our organisation.”

“I feel confident that we are kept apprised of both regulatory updates and changes in commercial best practices.”

“We were very pleased with the advice and documents that were developed.”

Work highlights McCarthy Tétrault advised Summit Industrial Income REIT in its CAD5.9 billion acquisition by a joint venture between GIC and Dream Industrial REIT that included pensions and benefits advice.

Notable practitioners

Susan Nickerson is based in Toronto and is particularly skilled at providing pensions law advice in the context of significant M&A deals. A valued source of strategic advice, she provides clients with a range of pensions governance support, including with regard to new pension plans.

Strengths: “Susan Nickerson is extremely practical. She is also technically complete.” “Susan’s commercial awareness is very strong. She is a seasoned expert.” **Gregory Winfield** is a Toronto-based lawyer who has many years’ experience advising on pensions issues. His practice has a notable focus on pension investments, and he is regularly engaged by both universities and government pension funds. **Strengths:** “Gregory Winfield is a very good technical lawyer.” “He is highly regarded in the pensions industry.” “I have a lot of regard for Greg.”

Deron Waldock has accrued a significant reputation for advisory and transactional support in the pensions space, including in relation to M&A. Based in Toronto, he is also well practised in pension regulatory issues and pension-related insolvency matters. **Strengths:** “Deron Waldock knew what our end goal needed to be.”

Scott Bell is based in Toronto and garners considerable market recognition for his pension investment work. He is especially skilled in advising on regulatory and governance matters, as well as handling the pension aspects of M&A. **Strengths:** “He is very strong in the pension fund investment area.” **Kelleher Lynch** garners recognition in the market. He acts for public and private companies on a variety of pensions and benefits, most notably in negotiating plans and advising on the pension aspects of M&A. **Strengths:** “I enjoy working with Kelleher. Pension law can be complex, but he has a way of presenting advice that makes it

accessible for stakeholders of various backgrounds and positions.” “He is very detail-oriented and always gets us to the right solution.”

Band 4

Bennett Jones LLP

What the team is known for Bennett Jones fields an increasingly prominent pensions team out of Toronto, which is best known for its provision of pension regulatory and governance advice, in addition to assisting with restructuring and insolvency issues in this field. It is further active providing counsel on the pension aspects of M&A and private equity transactions, which often includes redesigning and harmonising existing plans. The firm’s clientele includes provincial and national companies from the life sciences, pharmaceutical, construction and energy sectors.

Strengths

“Bennett Jones’ lawyers provide very thorough analysis.”

“The Bennett Jones pension team has considerable knowledge and experience. They perform strongly in terms of service levels and responsiveness.”

“Their long-term durable experience with our company and our pension plans has led to very strong understanding of the complexities that arise. Which they tend to do.”

“I was provided with the guidance I requested.”

Work highlights Bennett Jones advised CF Acquisition Corp VI in its business combination with Rumble valued at USD2.1 billion that included pensions and benefits advice.

Notable practitioners

Jordan Fremont has amassed a notable reputation for his work advising on the pensions elements of high-value M&A transactions and assisting with the tax aspects of employee benefits. Based in Toronto, his practice also encompasses regulatory compliance, governance, and plan administration matters. **Strengths:** “Jordan Fremont is highly responsive and proactive in regard to legislative matters.” “Jordan is really easygoing and knows his stuff. He is always available.” **Susan Seller** is an experienced pensions lawyer with a strong track record of overseeing the restructuring of pension funds on behalf of a range of international clients. Based in Toronto, she is also active on pension regulatory and governance issues in addition to fund investment matters. **Strengths:** “Susan is responsive and knowledgeable. She is thorough and is very easy to work with.” “Susan Seller is knowledgeable and well informed in the Canadian pension space.”

Dentons Canada LLP

What the team is known for Dentons is recognised for its work on pension plan wind-ups and mergers, as well as advising on the pensions and benefits aspects of M&A transactions and insolvencies. The firm is commended for its provision of strategic planning advice to provincially and federally regulated pension plans. It fields noteworthy teams of pensions lawyers in both Toronto and Vancouver, with multinational clients benefiting from their ability to call upon the firm’s global network when handling cross-border mat-

ters.

Notable practitioners

Vancouver-based **Scott Sweatman** advises on a variety of pensions and benefits issues, including regulatory compliance and the impact of M&A on plans. He represents domestic and international clients, and has experience acting for multi-employer plan sponsors. **Strengths:** *“Scott Sweatman is wonderful at bringing a team together and getting solutions.”*

Goldblatt Partners LLP

What the team is known for Goldblatt Partners is highly regarded for its work representing trade unions and individual employees in pensions and benefits matters. The firm offers a notable bench of lawyers in Toronto and is well versed in advising on both single-employer and multi-employer pension plans. The team’s work includes appearing before regulatory tribunals and representing clients in pensions-related class actions.

Strengths

“Goldblatt Partners have represented for union side on certain pension plan matters and have very good lawyers for that type of work.”

“They definitely have a presence.”

Susan Philpott garners a considerable level of respect from market commentators, who have observed her success in growing the pensions group at Goldblatt Partners. Based in Toronto, she is well versed in representing trade unions, including bargaining with regard to new pensions and benefits arrangements. **Strengths:** *“Susan Philpott is very active on the union side. She knows her stuff.”* **Simon Archer** is a highly sought-after lawyer when it comes to advising trade unions and boards of trustees on pensions and benefits. He is based in Toronto and has a significant track record concerning pension regulatory issues within Ontario.

Hicks Morley Hamilton Stewart Storie LLP

What the team is known for Hicks Morley Hamilton Stewart Storie is a boutique law firm in Ontario with deep expertise in all aspects of employment, labour and pensions. It has offices across the province, including in Toronto, and its lawyers are noted for their expertise in plan design and restructuring. In addition, the firm is regularly called upon to advise on pensions and benefits issues relating to insolvency and large-scale M&A transactions. The Hicks team has considerable experience advising on joint-sponsored pension plans and is noted for handling a wide range of executive benefits matters on behalf of clients hailing from sectors such as education, financial services and mining.

Strengths

“For work relating to collective bargaining, Hicks Morley Hamilton Stewart Storie is the place to go.”

Notable practitioners

Natasha Monkman is chair of Hicks Morley’s Pension, Benefits, and Executive Compensation Practice Group. She is well placed to advise clients on compliance and governance matters.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott fields an able group recognised for its expertise in the pensions and benefits aspects of M&A. The firm is also highlighted for its experience advising on the administration of federally regulated plans. It has further skills advising on investment management and restructuring matters in the pensions space. With offices across the country, Stikeman’s team includes accomplished pensions lawyers based in Toronto and Montréal.

Strengths

“The team gives me confidence that we are in good hands.”

Work highlights Stikeman Elliot acted as counsel to WSP Global in its acquisition of the Environment & Infrastructure Consulting Business of John Wood Group, valued in excess of USD1.8 billion that included pensions and benefits advice.

Notable practitioners

Natasha vandenHoven is based in Toronto and is well versed in pension administrations and restructurings. Seen to act on a variety of pension boards as well as for clients in the aviation and education sectors, she also advises on regulatory and investment structuring matters. **Strengths:** *“I have the utmost confidence in Natasha vandenHoven. This is the result of her excellent client service, demonstrated expertise in the subject matter, and understanding of our pension environment.”* *“Natasha is very knowledgeable and responsive. She is a pleasure to work with.”* **Mark Firman** is a well-established lawyer based in Montréal who has acted on a number of pension investments, structurings and administration matters. His work also includes advising on M&A and joint ventures.

Torys LLP

What the team is known for Torys maintains an Ontario-centred pensions practice which is recognised for its strength in pension investment and transactional issues. The firm is noted for its ability to advise both Canadian and US companies on executive compensation and employee benefits issues. It also offers general governance advice as well as handling pension and benefit litigation. The team is adept at advising on multi-provincial strategic and regulatory matters, representing a broad range of clients, including those in the energy and financial services sectors.

Notable practitioners

Stephanie Kalinowski (see p.142) is based in Toronto, maintaining an extensive practice in pension compliance and governance matters. She acts on pension mergers and asset transfers as well as litigation, with her clients including plan administrators and employers. **Tom Stevenson** (see p.144) is a well-regarded partner who wins recognition for his pensions work, which includes matters relating to restructuring and M&A transactions as well as general operational advice. Based in Toronto, his practice also has a notable focus on pension governance.

Other Ranked Lawyers

Level Chan is based in Halifax and is a key player for pension matters in Atlantic Canada. A partner at Stewart McKelvey, he advises on matters such as plan administration and amendments, with further capabilities in investment management.

Josée Dumoulin is based at Gravel² Avocats in Montréal, where she is widely recognised by sources for her extensive experience and skills in pension-related litigation.

Strengths:

“Josée Dumoulin is very good and knowledgeable. She is a very good team player and is very capable.”

Mitch Frazer has established a reputation as one of the leading pensions lawyers in Toronto, particularly with regard to fiduciary matters and the restructuring of pension funds. He often acts for asset managers on both regulatory and transactional matters.

Strengths:

“Mitch Frazer is a great relationship partner. He is a very strong technical lawyer and is very well respected in the field.”

“Mitch provides balanced feedback on requests and provides great recommendations.”

Andrew Harrison is based in Toronto, where he is the national leader of BLG’s Pension and Benefits Group. He is praised by sources for his prodigious skills in pension amendments and compliance matters. He also has experience advising on the administration of pension plans and buyout annuity purchases.

Strengths:

“Andrew Harrison is extremely service-oriented and practical, and is also very timely. He does what he says he will do.”

“Andrew Harrison is quite excellent.”

Daniel Hayhurst is based in Toronto and leads Gowling WLG’s pensions practice. He has considerable experience in plan administration, investment and governance, having acted on such matters for several provincial and federal pension plans.

Strengths:

“Daniel Hayhurst is an extremely good technical lawyer.”

Tina Hobday is deeply experienced in pensions governance and litigation mandates, as well as insolvency proceedings. Part of Langlois Lawyers’ practice in Montréal, she represents clients before all levels of the provincial and federal courts.

Strengths:

“She is knowledgeable.”

Hugh Wright is a highly acclaimed Toronto-based pensions lawyer at Miller Thomson who provides regulatory and governance advice, as well as acting on pensions litigation. His clientele includes plan sponsors and employee groups.

Leaders' Profiles in Employment, Labour & Pensions

BEAULIEU, R. Luc

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Featured in Employment (Québec)

Practice Areas: Luc Beaulieu is a member of our employment and labour law group. He practises in employment and labour law, human rights and administrative law (all types of litigation, including judicial review, collective bargaining as a spokesperson and special advisor to executive and management committees). Advising companies on management styles that contribute to reducing or eliminating employees' interest in unionizing, he has experience in manufacturing, financial institutions, air transport and airports, aeronautics, broadcasting and cable television. He acted as general counsel to the Canada Labour Relations Board in the 1980s. His services are retained by the Quebec Business Council as a delegate to the consultative council on labour and manpower, and before parliamentary and government committees. He was appointed as amicus curiae by the Department of Justice Canada to defend the respondents' position regarding the powers of inquiry of the Canada Labour Relations Board before the Supreme Court of Canada in the matter of Canadian Labour Relations Board v Nolisair International Inc. [1993] 3 R.C.S. 724.

BROWN, Elizabeth M

Brown Mills Klinck Prezioso LLP,
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416 922 0678

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Featured in Employment (Nationwide - Canada)

Practice Areas: Pension, Benefits and Executive Compensation

Career: Elizabeth Brown is an experienced pension and benefits lawyer with Toronto-based firm, Brown Mills Klinck Prezioso LLP. She advises public and private sector employers on a wide range of regulatory governance, compliance and administration matters relating to pension and employee benefits plans. Elizabeth appears as counsel on pension litigation disputes and has extensive experience advising on large corporate transactions, including insolvencies, mergers and acquisitions, and reorganizations. She provides ongoing advice to provincially and federally-regulated plan sponsors and administrators on jointly sponsored pension plans, defined benefit and defined contribution plans, and savings and profit sharing plans.

Professional Memberships: • Steering Committee for Northwind's Annual Pension Fund Invitational Forum | Member (2022, 2023) • Institute of Corporate Directors | Member • International Pension and Employee Benefits Lawyers Association (IPEBLA) | Member • Ontario Bar Association | Member, Pension and Benefits Law Section • American Bar Association | Member, CBA Liaison Member | Continuing Legal Education

Division | Joint Committee on Employee Benefits (2016-2018) • Canadian Bar Association | Executive Member, Pension and Benefits Law Section | Past Chair (2018-2019) • Marshall Stakeholder Reference Group | Appointed by the Ontario Minister of Finance | Employer Counsel Representative (2016-2017)
Publications: Recognized in: • The Best Lawyers in Canada (2014-2024) • Canadian Legal Lexpert Directory (2007-2023) • Chambers Canada (2016-2023) • Legal 500 Canada (2015-2023) • Who's Who Legal: Labour, Employment & Benefits (2019-2023) • Who's Who Legal: Canada (2012-2022)

BUSSIÈRES, Hélène

Davies Ward Phillips & Vineberg LLP,
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hbussieres@dwvp.com

Featured in Employment (Québec)

Practice Areas: Hélène is a partner in the Employment, Labour and Executive Compensation practice at Davies in Montréal. Her diverse practice includes acting for clients before civil and administrative courts, drafting executive employment agreements and policies, negotiating collective agreements and providing guidance on corporate governance and executive compensation matters. She also advises major corporations on all aspects of Canadian employment and labour law in the context of their strategic human resource needs. Hélène also has considerable experience advising on employee-related matters in commercial transactions, such as mergers and acquisitions. She is a lecturer at the École du Barreau du Québec where she teaches labour and employment law and guest lectures for the MBA program at McGill University. Hélène is a fellow of the American Bar Association's College of Labor & Employment Lawyers. Select Recognitions: Legal 500 Canada; The Canadian Legal Lexpert Directory; Best Lawyers in Canada.

CHARNEY, Richard

Norton Rose Fulbright, Toronto
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Featured in Employment (Ontario)

Practice Areas: Richard Charney is a senior partner in our Toronto office, where he practises management labour relations and employment law, a field in which he is widely recognized as an advocate on behalf of national and local clients. For more than 10 years, he was Norton Rose Fulbright's global head of employment and labour. Mr. Charney acts for numerous employers and employers' organizations and appears at provincial and federal labour relations boards and the courts, including the Supreme Court of Canada, and before rights and interest labour arbitration tribunals. He also advises on all matters of employment and labour law and legislative reform. Mr. Charney's practice also involves collective bargaining on behalf

of employers, employment standards, human rights, wrongful dismissal, workplace health and safety and constitutional law. He is particularly active as an advocate before national labour tribunals such as the Canada Industrial Relations Board, which has jurisdiction over transportation and similar national industries; the Ontario Labour Relations Board, which has jurisdiction in provincial industries such as construction; and in judicial review challenges to tribunal determinations in the federal and provincial superior courts.

CÔTÉ, François

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Featured in Employment (Québec)

Practice Areas: François Côté practises management-side employment and labour law. In particular, he advises employers on grievance arbitration, labour standards, administrative law, occupational health and safety law, and labour relations in the construction industry. He regularly acts as spokesperson at the negotiation table. Mr. Côté regularly represents employers before the Commission des relations du travail (Quebec's labour relations board) and grievance arbitrators, as well as in complex financing and prevention matters before the Commission des lésions professionnelles (Quebec employment injury board). He also represents employers before administrative tribunals and the courts of civil jurisdiction, regarding provisional, interlocutory and permanent injunctions in the context of labour disputes or in connection with the judicial review of decisions of administrative tribunals. Over the years Mr. Côté has gained extensive experience regarding drug and alcohol policies and managing problems arising from drug and alcohol use.

DIXON, Andrew

Fasken, Calgary
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Featured in Employment (Alberta)

Practice Areas: Andrew is a lawyer with the Labour, Employment and Human Rights group. Andrew's practice covers all areas of workplace law. Andrew provides proactive and strategic advice to employers in order to find practical solutions to workplace issues. Andrew's practice includes advising employers on workplace policies, executive compensation, restrictive covenants, privacy issues, terminations, grievances, human rights accommodation, employment standards claims, severance analysis, employee discipline, ownership of work product, corporate transactions, insolvency and restructuring matters, and workplace investigations.

GALIZIA, Patrick

Norton Rose Fulbright, Québec

Featured in Employment (Québec)

Practice Areas: Patrick Galizia practises employment and labour law. He advises employers on collective and individual labour relations, with particular emphasis on labour standards, individual actions, grievance arbitration, certification, drafting of employment contracts and internal corporate policies, directors' liability to employees, dismissals, protection of personal information, discrimination and human rights in the workplace, harassment, health & safety and industrial accidents. Mr. Galizia regularly acts on behalf of employers before the Canada Industrial Relations Board, the Tribunal administratif du travail (Quebec Labour Relations Board), grievance arbitrators, the civil courts, the Commission d'accès à l'information (Quebec Access to Information Commission), the Quebec Human Rights Tribunal and the Canadian Human Rights Tribunal.

GALLOP, Anne

Norton Rose Fulbright, Toronto
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Featured in Employment (Ontario)

Practice Areas: Anne Gallop practises in all areas of employment and labour law, including wrongful dismissal, human rights and disability management. She routinely advises on all aspects of employment policies, ensuring compliance with the various legislative regimes. Ms. Gallop also has significant experience in corporate reorganizations and corporate mergers and acquisitions, where she advises on the labour, employment and employee privacy issues arising from such transactions. She routinely advises on employment and executive employment contracts, including executive compensation such as change of control agreements and stock option plans. Ms. Gallop also has extensive experience with privacy legislation as it relates to labour and employment matters.

HERBER, Alix P.

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Featured in Employment (Ontario)

Practice Areas: Alix Herber is a senior partner in the Labour, Employment & Human Rights group. She prides herself on providing high quality strategic advice to her clients in all areas of labour, employment and human rights matters. With over 20 years of experience, Alix is a strategic partner to her clients and provides practical solution oriented advice, all the while mitigating potential liability. Alix also has particular expertise in advising clients in the federal sector.

HISCOCKS, Darryl R

Torys LLP, Toronto
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Featured in Employment (Ontario)

Practice Areas: Darryl practises in all areas of human resources and

labour law, advising clients on the interpretation and application of all labour, employment, human rights, pay equity, privacy, employment standards, workers' compensation, workplace safety and insurance, accessibility and occupational health and safety (OHS) legislation in both the private and public sectors. Darryl assists clients with all manner of human resources matters, including employee recruiting and hiring, executive compensation, discipline, drug and alcohol issues, individual and mass terminations, discharge, wrongful dismissal, unjust dismissal, departing employees (including with respect to employee common law and restrictive covenant obligations), workplace investigations, grievances, arbitrations, human rights applications, unfair labour practice complaints, workers' compensation, OHS issues, and statutory complaints and applications. He also drafts and revises a wide variety of labour and employment documents, including employment contracts, employment policies and procedures, collective agreements and human rights documents (including discrimination, harassment and accommodation policies). Darryl has extensive experience advising employers in the labour and employment implications of corporate transactions, including mergers and acquisitions, reorganizations, and restructurings. He has worked with clients in a wide variety of industries and contexts, including service, retail, wholesale, pharmaceuticals, medical, technology, publishing, banking, finance, securities, insurance, automotive and others.

ISHERWOOD, Herb
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Featured in Employment (British Columbia)

Practice Areas: Herb Isherwood is a partner in our employment and labour team. He has over 30 years of experience assisting public and private sector employers with a wide range of labour and employment issues. Mr. Isherwood maintains a busy practice advising employers on disability and absenteeism, termination and wrongful dismissal, union organizing campaigns, labour relations strategy and collective agreement negotiation, collective agreement interpretation, grievance arbitration, workers compensation, employment standards, and human rights. He has extensive experience in mergers, acquisitions and other corporate restructuring and downsizing and is frequently called upon to advise on complex transactions. He also advises on executive compensation, short- and long-term incentive plans and employment agreements. Clients rely on Mr. Isherwood to deliver practical and effective solutions. He is a trusted advisor to many employers in the public and private sectors in all major areas of the BC economy. Mr. Isherwood served as managing partner of Bull Housser (a predecessor firm of Norton Rose

Fulbright) from 2007 to 2011 and on its management committee for several years prior to 2007.

KALINOWSKI, Stephanie
Torys LLP, Toronto
skalinowski@torys.com

Featured in Employment (Nationwide - Canada)

Practice Areas: Stephanie maintains a broad practice advising employers, plan administrators and service providers on strategic, compliance, and implementation issues such as pension plan asset transfers, mergers and wind-ups, correction of enrolment and contribution errors in pension plans, annuity purchases, delegated investment mandates, and governance structures for single employer and jointly sponsored plans — as well as pensions and benefits issues that arise across the spectrum of corporate transactions and insolvencies. Stephanie also frequently guides clients on the tax treatment and employment aspects of incentive plans and various group benefit plans. Stephanie has appeared before the Financial Services Tribunal, the Ontario Superior Court and the Court of Appeal for Ontario.

KARA, Irfan
Torys LLP, Toronto

Featured in Employment (Ontario)

Practice Areas: Irfan's practice focuses on employment litigation, class actions, privacy law and corporate/commercial litigation. He has a particular focus on employment-related matters. He regularly acts for and advises employers on employment class actions, employment contracts, restrictive covenants, terminations, wrongful dismissal claims, human rights, reprisal and harassment complaints, workplace investigations and employment privacy issues. Irfan has acted as counsel to defendants in a number of precedent-setting national employment class actions including in matters on behalf of Canada Cartage and the Canadian Hockey League. Irfan also regularly provides advice related to diversity, equity and inclusion obligations to employers and organizations across Canada. Irfan has appeared as counsel at all levels of court in Ontario and at various Ontario administrative tribunals, including the Ontario Labour Relations Board and the Ontario Human Rights Tribunal. In Alberta, Irfan has appeared as counsel in the Court of King's Bench and the Alberta Court of Appeal. In Nova Scotia, Irfan has appeared as counsel in the Supreme Court of Nova Scotia and the Nova Scotia Court of Appeal.

KLINCK, Terra
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Featured in Employment (Nationwide - Canada)

Practice Areas: Pension, Benefits and Executive Compensation
Career: Terra L. Klinck is an experienced pension and benefits lawyer with Toronto-based firm, Brown Mills Klinck

Prezioso LLP. Terra has over 25 years' experience advising both provincially- and federally-regulated employers and plan administrators, primarily in the private sector, on all legal issues relating to defined benefit (DB) and defined contribution (DC) pension plans, including: governance, fiduciary responsibilities, plan administration and regulatory compliance, funding requirements, pension fund investment and surplus utilization. Terra has a wealth of experience advising private sector employers restructure their legacy DB pension arrangements, including investment restructuring and de-risking initiatives (e.g., buy-in and buy-out annuity purchases), plan mergers and plan wind-ups. Terra has extensive experience advising on pension and benefit matters in corporate transactions, including mergers and acquisitions, insolvencies and restructurings.

Professional Memberships: • Canadian Bar Association, Pension and Benefits Law Section - Executive Committee Member (current), Outreach Officer (2022-2023) • Osgoode Professional Development, Pension Law Certificate Program - Instructor (2018-2023) • Financial Services Regulatory Authority of Ontario, Standing Technical Advisory Committee for Defined Contribution Pension Plans - Member (2020-2023) • Ontario Bar Association, Pension and Benefits Law Section - Member (current), Previous Executive Committee Member

Publications: Recognized in: • The Best Lawyers in Canada (2020-2024) • Chambers Canada (2021-2023) • Canadian Legal Lexpert Directory (2015-2018, 2020-2023) • Who's Who Legal: Labour, Employment & Benefits (2019-2023) • Who's Who Legal: Canada (2019-2022)

LEDUC, Daniel
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Featured in Employment (Québec)

Practice Areas: Daniel Leduc frequently advises employers in both the federal and Quebec jurisdictions on the application and interpretation of collective agreements, on labour standards and on human rights and freedoms. He is particularly qualified to advise on issues in the areas of labour standards, restrictive covenants (non-compete and non-solicitation agreements), certification and the protection of personal information. He also has in-depth knowledge of workplace harassment issues and leading discrimination cases. His knowledge of the rules that govern the management of absenteeism, workplace discipline and performance is vast. Mr. Leduc is also a seasoned trial lawyer who regularly represents the largest companies in Canada, small and medium-sized businesses, public and parapublic bodies and professional orders before grievance and dispute arbitrators, the Quebec Administrative Labour Tribunal, the Quebec Human Rights Tribunal, the Canada Industrial Relations Board, the Quebec Superior

Court, the Federal Court of Canada and the appeal courts. He is also regularly called upon to act as a spokesperson in collective bargaining in various sectors including the security industry, professional orders and manufacturing. Mr. Leduc is a frequent guest speaker of numerous associations on a range of topics, including absenteeism management, disciplinary management, work performance, collective bargaining, time theft, the use of social media on the job, and workplace investigations. He taught employment and labour law and bargaining techniques at the Quebec Bar Admission Course for a number of years. Mr. Leduc is currently Montréal chair of our employment and labour law group.

MACKIE, Taryn
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Featured in Employment (British Columbia)

Practice Areas: Taryn Mackie advises clients on all aspects of workplace law in unionized and non-unionized environments, including on collective bargaining, labour relations, human rights, workers' compensation, disability management and workplace accommodations, wrongful dismissals, unjust dismissals, and employment standards. Ms. Mackie regularly prepares and advises upon employment agreements and workplace policies, including executive employment agreements, non-competition and non-solicitation agreements, confidentiality agreements, privacy policies, harassment policies, and attendance policies. She assists clients with, and has conducted on behalf of clients, a variety of workplace-related investigations, including disciplinary investigations and harassment investigations. Ms. Mackie has appeared before, among other courts and tribunals, the Labour Relations Board, Employment Standards Branch and Tribunal, Human Rights Tribunal, British Columbia Supreme Court, British Columbia Court of Appeal, Federal Court, Federal Court of Appeal, WorkSafeBC, and the Workers Compensation Appeal Tribunal on a variety of matters.

MASTORAS, John
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Featured in Employment (Ontario)

Practice Areas: John Mastoras is a senior partner in our Canadian employment and labour law group. He is known to clients as a passionate and dedicated advocate and business partner who provides innovative and practical advice. John is frequently called upon to litigate highly contentious matters such as disruptive labour disputes and workplace mental health issues, and acts exclusively for employers in the broader area of labour and employment law. He regularly litigates and provides strategic advice in connection with labour arbitrations, labour relations board

disputes, human rights proceedings, occupational health and safety charges, workers' compensation, labour injunctions and common law employment actions. His practice spans union and non-union workplaces for both federally and provincially regulated employers.

MCALLEESE, Seann
Davies Ward Phillips & Vineberg LLP,
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Featured in Employment (Ontario)

Practice Areas: Seann is a partner in the Employment, Labour and Executive Compensation practice. Known for his in-depth employment knowledge and business-minded focus, he advises clients on the full spectrum of employment challenges, from restrictive covenants and employment standards to workplace policies, successor rights and executive compensation. A trusted advisor to clients throughout the public and private sectors, he offers strategic counsel on employment issues arising from all types of commercial transactions, including mergers and acquisitions, private equity deals, restructurings and outsourcing. Seann collaborates across practice areas to deliver tailored, business-focused solutions to complex employment matters. He brings specialized expertise to increasingly relevant workplace issues, such as corporate governance, employee incentives, privacy and human rights, including in respect of ESG protocols. Seann is a member of the Canadian Association of Counsel to Employers and a former president of the Human Resources Professionals Association, Grand Valley chapter. Select recognition: The Canadian Legal Lexpert Directory; The Best Lawyers in Canada.

MCDONALD, Daniel
Norton Rose Fulbright, Toronto
daniel.mcdonald@nortonrosefulbright.com

Featured in Employment (Ontario)

Practice Areas: Daniel McDonald assists employers with labour, employment and human rights litigation at the provincial and federal levels. He regularly appears before the provincial and federal labour relations boards as well as the courts. Mr. McDonald also regularly represents employers in the context of occupational health and safety compliance and defence work. In addition to litigation, Mr. McDonald also carries on an active human resource advisory practice delivering timely and proactive business support.

MCLEOD, Lindsay
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lindsay.mcleod@bmkplaw.com

Featured in Employment (Nationwide – Canada)

Practice Areas: Pension, Benefits and Executive Compensation.
Career: Lindsay is an experienced pension and benefits lawyer with Toronto-based firm, Brown Mills Klinck Prezioso LLP. She has over 15 years of experience providing strategic and

practical advice to both provincially and federally regulated employers and plan administrators. She advises clients on regulatory compliance as well as the taxation, design, administration, governance and termination of defined benefit (DB) and defined contribution (DC) pension plans, and supplemental executive retirement plans (SERPs). She has a wealth of experience advising public and private companies on equity-based compensation arrangements, including stock option plans, deferred share unit (DSU) plans, restricted share unit (RSU) plans and profits interest plans. Lindsay also regularly advises employers with respect to employee-related tax matters, including source deduction and tax reporting issues, as well as payroll audits and employer health tax. Lindsay has extensive experience advising clients on the risks and complex issues that arise in connection with corporate transactions, including with respect to equity-based compensation arrangements.

Professional Memberships: Association of Canadian Pension Management – Member • Canadian Bar Association, Pension and Benefits Law Section – Executive Committee Member (2021-2023) • Ontario Bar Association, Pension and Benefits Law Section – Member, Former Chair (2015-2022) • Financial Services Regulatory Authority of Ontario – Member of Pension Sector Technical Advisory Committee for Multi-Employer Pension Plans (2020-2023)
Publications: Recognized in: • The Best Lawyers in Canada (2019-2024) • The Legal 500 Canada (2021-2023) • Chambers Canada (2021-2023) • Canadian Legal Lexpert Directory (2022-2023)

MILLS, Lisa
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Featured in Employment (Nationwide – Canada)

Practice Areas: Pension, Benefits and Executive Compensation
Career: Lisa J. Mills is an experienced pension and benefits lawyer with Toronto-based firm, Brown Mills Klinck Prezioso LLP. She has 25 years of experience providing advice to both federally and provincially-regulated pension plan sponsors and administrators regarding pension plan design, regulatory compliance and all other aspects of administering defined benefit, defined contribution and hybrid pension plans. Lisa appears as counsel on pension and benefit matters including in the arbitration context and regularly advises private and public sector employers on the pension and benefits aspects of corporate transactions and insolvencies. Lisa has recently assisted numerous employers on the establishment of new plans and governance frameworks and on the legal aspects of defined benefit plan de-risking. Lisa recently completed the Institute of Corporate Directors Not-for-Profit Governance Essentials

Program. Lisa regularly provides advice on employment-related tax arrangements including supplemental pension arrangements and employee life and health trusts. She completed the Canadian Institute of Chartered Accountants In-Depth Tax Course and has a particular interest and significant experience in resolving the income tax elements of pension and benefit matters.

Professional Memberships: International Foundation of Employee Benefit Plans – Member • Ontario Bar Association – Member (Pensions and Benefits Law Section) • Canadian Bar Association – Member (Pensions and Benefits Law Section) • Queen's University Faculty of Law – Sessional Instructor, Pensions and the Law (2009-2013) • Institute of Corporate Directors – Member • Financial Services Regulatory Authority of Ontario, Standing Committee for Defined Benefit Single-Employer Pension Plans – Member (2020-2023) • PHSS Medical & Complex Care in Community Board of Directors – Board Member (2022-2023)

Publications: Recognized in: • The Best Lawyers in Canada (2019-2024) • Canadian Legal Lexpert Directory (2016-2023) • Who's Who Legal: Labour, Employment & Benefits (2019-2023) • Chambers Canada (2020-2023) • Who's Who Legal: Canada (2019-2022)

MULLEN, Lindsay
Norton Rose Fulbright, Calgary
Featured in Employment (Alberta)

Practice Areas: Lindsay Mullen is a trusted legal advisor in the area of occupational health and safety, regulatory investigations and compliance, emergency response, defending regulatory prosecutions and workplace law. Ms. Mullen represents federally and provincially regulated companies in the energy, transportation, construction, financial and manufacturing sectors. She advises on regulatory compliance requirements and strategies, prime contractor issues, incident response, investigations and investigation strategies, reporting, and compliance with directives and orders. Ms. Mullen is an experienced trial lawyer who represents corporations in defending regulatory prosecutions and fatality inquiries, including high-profile and sensitive cases. Ms. Mullen also takes on a variety of unique mandates requiring experienced and astute counsel. Her practice also includes acting as counsel to independent tribunals in administrative proceedings. Ms. Mullen also provides strategic advice to companies on employment contracts, restrictive covenants, policies and procedures, terminations, illness and disability, violence and harassment, human rights and accommodation, confidentiality obligations, and fiduciary obligations. She defends wrongful and constructive dismissal lawsuits and human rights complaints and represents companies in litigation relating to confidentiality, proprietary, non-solicitation and non-competition rights. She is a frequent speaker on occupational health and safety law, regulatory

investigations issues and emergency response.

PREZIOSO, John
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Featured in Employment (Nationwide – Canada)

Practice Areas: Pension, Benefits and Executive Compensation

Career: John Prezioso is an experienced pension and benefits lawyer with Toronto-based firm, Brown Mills Klinck Prezioso LLP. He advises employers and plan administrators in the private, public and not-for-profit sectors on compliance, administration and governance issues relating to their pension plans and employee group benefits plans, and issues relating to pension plan investment, de-risking of defined benefit pension plans and decumulation issues in the defined contribution context. John has extensive experience working with employers and leading compensation consultants in the design, drafting, administration and communication of incentive compensation plans for employees and executives, and with tax, employment and other compliance issues relating to incentive compensation plans. John has also taught the Pension Law course at Queen's University Faculty of Law.

Professional Memberships: Canadian Bar Association | Member • Ontario Bar Association | Member • Queen's University Faculty of Law | Past Sessional Instructor, Pensions and the Law • Osgoode Professional Development | Instructor, Pension Law Certificate Program
Publications: Recognized in: • The Best Lawyers in Canada (2019-2024) • Chambers Canada (2021-2023) • Canadian Legal Lexpert Directory (2021, 2023)

ROSS, Gina A.
Burnet Duckworth & Palmer LLP,
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Featured in Employment (Alberta)

Practice Areas: Gina has provided employment law advice on some of the most high profile Canadian mergers and acquisitions. She has appeared before all levels of Alberta and Canadian courts and tribunals on a variety of employment, occupational health and safety, and human rights related complex litigation matters and complaints. Gina regularly advises clients on managing hirings, terminations and downsizings, and the drafting and implementation of policies, best practices and contracts. Gina support clients and assist with complex workplace investigations and provides seasoned advice on crisis management, legislative changes, fiduciary obligations and related matters.
Career: Gina has been with BD&P since her graduation from law school in 1988, and is proud to continue to have the opportunity to work with the smart, talented and innovative group of lawyers and staff that comprise the firm.

Gina remains passionate about the law and to finding solutions for the issues that her clients face.

Professional Memberships: Law Society of Alberta; Canadian Bar Association; Calgary Bar Association.

Personal: Gina balances work with her involvement in the equestrian community, including as a volunteer, Equestrian Canada and Alberta Equestrian Federation official, and riding and showing her horses. In addition, Gina performs considerable pro bono legal services and is Vice-Chair of the Epilepsy Association of Calgary.

RUBIN, Janice

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Featured in Employment (Ontario)

Practice Areas: At Rubin Thomlinson, Janice conducts a range of workplace and institutional procedures, including investigations, assessments, remediation, and mediation, as well as policy reviews, restoration, whistleblower, and ombuds services. In addition, as a trusted advisor and consultant, she provides strategic guidance to employers and organizations, performs policy reviews, and provides effective workplace and institutional training for HR, in-house counsel, and employees.

Professional Memberships: Canadian Bar Association, Ontario Bar Association, and the Law Society of Ontario

Publications: Janice Rubin has co-authored two books, including Human Resources Guide to Workplace Investigations (now in its 2nd edition), written with Partner Christine Thomlinson, and the second edition of A Practical Guide to the Law of Termination in Ontario.

SAMMON, Matthew

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Featured in Construction (Nationwide - Canada), Employment (Ontario), Healthcare (Nationwide - Canada)

See under Health Law for profile.

STEELE, Richard F.

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rfs@bdplaw.com

Featured in Employment (Alberta)

Practice Areas: Richard advises clients on all aspects of employment and labour law, as well as corporate/commercial litigation issues. Richard has appeared before all levels of Court in Alberta, the Saskatchewan Labour Relations Board and the Saskatchewan Court of Queen's Bench, as well as the Canada Industrial Relations Board. He also represents clients in mediations and arbitrations. His employment law advice includes negotiating and drafting employment agreements, managing employees during employment, termination of employment, WCB issues, and disability and human rights matters. He often advises clients relating to policy issues, including drug and alcohol policies, restrictive covenant obligations, compensatory benefit programs, and site access issues. He is experienced in conducting independent workplace investigations and is involved in representing clients in all employment related disputes, including wrongful and constructive dismissal, human rights, WCB, restrictive covenant, and workplace harassment. Richard advises clients in relation to corporate matters, including downsizing, layoffs, mass terminations and complex corporate transactions. Richard advises on all

aspects of labour relations and union matters, including negotiating and drafting collective agreements, unfair labour practice complaints, duty of fair representation complaints, certifications and revocations, site access disputes, and successor and common employer disputes.

Professional Memberships: Law Society of Alberta; Canadian Bar Association; Calgary Bar Association.

STEVENSON, Tom

Torys LLP, Toronto
tstevenson@torys.com

Featured in Employment (Nationwide - Canada)

Practice Areas: Tom is a Partner and the Co-head of the firm's Pension and Employment group, Tom advises clients across all areas of pension, benefits and employment law, including in the context of corporate and commercial transactions. He also regularly advises clients regarding the interpretation and application of pension, employment, labour and human rights legislation in the workplace, as well as assisting clients in the drafting and implementation of pension and employment documentation and practices. Tom is a Past-Chair of the Ontario Bar Association's Pensions and Benefits Section Executive and recipient of Lexpert's award for Leading Lawyers Under 40.

TALBOT, Lisa

Torys LLP, Toronto
416.865.8222
ltalbot@torys.com

Featured in Employment (Ontario)

Practice Areas: Lisa leads Torys' Employment Litigation Practice, advising companies and boards of directors on all manner of human resources issues, as well as representing them in contentious employment matters. As

a strategic advisor with sophisticated perspective, Lisa gives comprehensive guidance to clients, often behind the scenes, on their most complex employment matters with enterprise-wide implications, such as high-profile CEO and C-suite departures and hires, policy-setting, whistleblower programs and workplace-related investigations. She also advises companies undertaking investigations and leading investigations, particularly on sensitive employment matters such as allegations of executive and employee misconduct and sexual harassment. To help proactively mitigate crisis risk, Lisa works closely with leading Canadian businesses on crisis management, response and preparedness tactics. Lisa is a skilled litigator, with deep experience in employment class actions defence. She regularly acts for Canada's largest employers on overtime and other employment class actions, as well as in wrongful dismissal claims, bonus disputes and human rights and harassment claims. She has appeared as counsel in the Supreme Court of Canada, in all levels of court in Ontario, in the Federal Court, and before the Ontario Human Rights Tribunal. Lisa is a member of Torys' Executive Committee.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Energy & Natural Resources

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Energy & Natural Resources Mining

Energy & Natural Resources: Mining	Energy & Natural Resources: Mining	
Leading Firms	Senior Statespeople	
Band 1	Senior Statespeople: distinguished older partners	
Cassels Brock & Blackwell LLP	Baldwin Chris	Lawson Lundell LLP
Fasken	Stein Paul M Cassels Brock & Blackwell LLP	
McCarthy Tétrault LLP	Leading Individuals	
Band 2	Band 1	
Bennett Jones LLP	Bennett Mark T	Cassels Brock & Blackwell LLP
Blake, Cassels & Graydon LLP	Grieve Sander	Bennett Jones LLP
Davies Ward Phillips & Vineberg LLP	Kellerman Jay	Stikeman Elliott LLP
Lawson Lundell LLP	Taplin Roger	McCarthy Tétrault LLP
Stikeman Elliott LLP	Turner John S M	Fasken
Torys LLP	Wooder Bob J	Blake, Cassels & Graydon LLP
Band 3	Band 2	
Lavery, de Billy	Goldman Jay	Cassels Brock & Blackwell LLP
Osler, Hoskin & Harcourt LLP	Shishler Melanie	Davies Ward Phillips & Vineberg LLP*
* Indicates individual with profile.	Small Shea	McCarthy Tétrault LLP
◇ (ORL) = Other Ranked Lawyer.	Band 3	
Alphabetical order within each band. Band 1 is highest.	Abdel-Barr Khaled	Lawson Lundell LLP
	Amm Michael	Torys LLP*
	Hutchison Alan	Osler, Hoskin & Harcourt LLP
	Pickersgill Michael	Torys LLP*
	Pletcher Fred	Borden Ladner Gervais LLP (ORL) ◇
	Band 4	
	Ali Khan Abbas	Bennett Jones LLP
	Bellissimo Eva	McCarthy Tétrault LLP
	Chambers Gordon	Cassels Brock & Blackwell LLP
	Goldsilver Erik	Gowling WLG (Canada) LLP (ORL) ◇
	Graves Brian	Fasken
	Grbešić Ivan	Stikeman Elliott LLP
	Hansen Jennifer	Cassels Brock & Blackwell LLP
	MacMillan Karen	Lawson Lundell LLP
	Misetich Dann Linda	Bennett Jones LLP
	Traub Jennifer	Cassels Brock & Blackwell LLP
	Band 5	
	Branchaud René	Lavery, de Billy
	Breen Stuart	Lawson Lundell LLP
	Budd David	Cassels Brock & Blackwell LLP
	Clare James	Bennett Jones LLP
	Fridman Richard	Davies Ward Phillips & Vineberg LLP*
	Keilty Kathleen	Blake, Cassels & Graydon LLP
	MacKay Kari	Goodmans LLP (ORL) ◇
	Mariage Frank	Fasken
	Redford David	Cassels Brock & Blackwell LLP
	Robertson Trisha	Blake, Cassels & Graydon LLP
	Vézina Sébastien	Lavery, de Billy
	Wilkin John	Blake, Cassels & Graydon LLP
	Up-and-coming individuals	
	Babbitt Alison	Norton Rose Fulbright (ORL) ◇*
	Disipio Andrew	Bennett Jones LLP
	Jebson Braden	Torys LLP
	Massé David	Stikeman Elliott LLP
	Associates to watch	
	Klinkhoff Carly	Torys LLP*
	Mihalik Andrew	Davies Ward Phillips & Vineberg LLP*

Band 1

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell is a major law firm in the mining world that is regularly seen on the most significant transactions in Canada and further afield. The team is noted for its impressive bench strength, and maintains deep and long-standing relationships with major multinational as well as junior mining companies. It also acts for a number of significant investment banks and advises on projects in Latin America, Europe, Africa, Australia and Asia. The group has played a key role in several noteworthy streaming transactions and represents numerous precious and base metal companies.

Strengths

"Cassels are good on the commercial aspects of transactions and have a sense of the realities of the business."

"The firm provides a first-class service."

Work highlights A Cassels team acted for Yamana Gold in its USD4.8 billion acquisition by Pan American Silver and Agnico Eagle Mines.

Notable practitioners

Toronto-based **Paul Stein** commands a stellar reputation for the breadth of his experience representing major mining clients in domestic and international transactions, offering additional

expertise in project development, capital markets and corporate restructuring. **Strengths:** "Paul knew exactly what the difficult points of the negotiation would be and made arriving at a successful closing a lot easier." Firm executive chair **Mark Bennett** represents an enviable portfolio of national and international mining interests, with noted strength in advising Latin American clients. Acting out of the firm's Toronto office, he is frequently mandated to advise on sizeable dispositions and acquisitions in the sector, as well as equity programmes. **Strengths:** "Mark is a good mining lawyer." Toronto-based **Jay Goldman** is active on financial mandates arising from mining project development, regularly representing major gold producers. He offers experience handling transactions and securities issues for Canadian clients with operations in Asia and Latin America. **Strengths:** "Jay is an excellent problem

solver who is able to deliver effective results for his clients." "He is extremely responsive, has very good business sense and is an excellent deal facilitator and mediator of issues." **Darrell Podowski** draws upon his background in geophysics to advise on a wide array of operational and commercial matters in the mining sector, including option agreements, disclosure agreements and governance. Based in Vancouver, he is sought after for his experience acting on Latin American mining mandates. **Strengths:** "Darrell is wonderful to work with." Vancouver-based **Gordon Chambers** is noted for his domestic and international expertise in securities law, frequently representing organisations with mining interests in Australia and Latin America. He also handles corporate financing matters for clients in the mining and financial services sectors. **Strengths:** "Gordon is a very good securities and mining lawyer." **Jennifer Hansen** co-chairs

Energy & Natural Resources
Mining: Development and Operations
Senior Statespeople
Senior Statespeople: distinguished older partners
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Leading Individuals
Band 1
Abdel-Barr Khaled <i>Lawson Lundell LLP</i>
Bourassa Michael J <i>Fasken</i>
Band 2
Gabrielson Andrew J <i>Fasken</i>
Goldsilver Erik <i>Gowling WLG (Canada) LLP (ORL) ◊</i>
Kazaz Charles <i>Blake, Cassels & Graydon LLP</i>
Podowski Darrell <i>Cassels Brock & Blackwell LLP</i>
◊ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Cassels, Brock & Blackwell's mining practice from its Vancouver office. She handles a variety of sizeable M&A and corporate financing mandates, providing mining clients with additional expertise in capital markets. **Strengths:** "She has extremely strong business acumen." "Her responsiveness, knowledge and business acumen have got my back in every situation." "Jennifer has been incredible in every way. She is extremely knowledgeable, experienced and has amazing response times." Co-chair of the firm's mining practice **Jennifer Traub** is noted for advising on M&A and securities matters in the Canadian mining sector. She acts on a wide array of international mining transactions out of the firm's Vancouver office. **Strengths:** "Jennifer is an excellent lawyer who is very good technically." **David Budd** is a mining lawyer who is noted for his ability to provide counsel on project finance and alternative financing issues. He has further experience of advising clients on streaming and M&A transactions. **Strengths:** "We rely on his industry knowledge as well as his legal expertise." Based out of Vancouver, **David Redford** represents clients in cross-border corporate and commercial transactions across the mining space. He offers notable experience in representing natural resources companies in mandates involving joint venture agreements and securities offerings.

Fasken

What the team is known for Fasken is consistently cited as one of Canada's most impressive mining law firms, with extensive transactional and 'dirt law' experience. The Canadian members of its global mining group represent several industry heavyweights and mid-tier companies, as well as exploration start-ups. The team is notably active on mining-related private equity transactions, and regularly advises on multi-jurisdictional matters alongside the firm's mining lawyers in London and Johannesburg. The core mining team is supported by an experienced bench of disputes practitioners well versed in issues relevant to the sector.

Strengths

"Fasken's global networks are legendary and their ability to pierce insurmountable odds are extraordinary."

"The team has a strong ability to solve complicated matters, including unprecedented problems involving multiple jurisdictions."

"Fasken is a leading firm with deep industry knowledge."

Work highlights A Fasken team led by Brian Graves acted for BaseCore Metals in connection with the sale of a portfolio of nine royalties and one stream to Sandstorm Gold for total consideration of USD525 million.

Notable practitioners

Michael Bourassa is a pre-eminent mining lawyer with deep knowledge of 'dirt law' and related due diligence mandates, including environmental compliance and title issues. Based in Toronto, he also has significant experience acting on commercial agreements and advises clients on dispute resolution. **Strengths:** "Michael always goes above and beyond the call of duty and will take the initiative to sponsor high-quality ideas." **John Turner** offers premier expertise across the Canadian and international mining industries. Based in Toronto, he is frequently mandated on many of the most high-profile securities matters and corporate transactions in the market. **Strengths:** "John is an excellent lawyer." Vancouver-based **Andrew Gabrielson** is highly regarded for his technical expertise in 'dirt law'. He provides counsel on all stages of mine exploration, development and operation, with further experience in corporate transactions in the mining space. **Strengths:** "Andrew is able to bring his strong industry knowledge to bear on complex commercial agreements." **Brian Graves** handles a range of national and international corporate and securities matters in the mining sector, including streaming transactions and acquisitions. He acts out of the firm's Toronto office. **Strengths:** "Brian is a strong mining lawyer with very good understanding of various aspects of the deal process." "Brian is a fantastic lawyer who always works hard for us." **Frank Mariage** represents mineral exploration clients in corporate and commercial mandates arising from mines across Canada and francophone Africa. He also advises on mine development and dispositions, acting out of the firm's Montréal office. **Strengths:** "Frank has strong expertise in corporate and mining law."

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault houses a strong mining practice typically involved in international transactions, particularly in China, Latin America and Africa. The firm's global mining and metals team has built and maintained strong working relationships with several industry heavyweights and is increasingly active on behalf of mining-focused private equity houses. Other clients include streaming companies and developers. The team is regularly retained by institutional mining clients and offers notable strength in M&A, finance and capital markets transactions, as well as complementary expertise in infrastructure and Aboriginal law issues.

Strengths

"McCarthy Tétrault has an unmatched ability to collaboratively work with in-house counsel to find solutions and pathways forward. The team possesses exceptional depth while never losing senior engagement and oversight."

"Due to their significant presence in our industry, they know all the significant players, are current with all the regulatory changes and are aware of all the significant transactions taking place."

"McCarthy Tétrault are exceptionally responsive,

effective in dealing with regulators and counterparties and skilled at balancing the interests of the client against known disclosure regulation and trends."

Work highlights McCarthy Tétrault advised Rio Tinto on its USD3.3 billion acquisition of the remaining 49% stake in Turquoise Hill Resources.

Notable practitioners

Vancouver-based **Roger Taplin** is frequently instructed by international mining and investment corporations to act on blue-chip mining matters in Canada, including high-profile and high-value acquisitions and joint ventures. **Strengths:** "Roger is a strong and dedicated lawyer and provides great input to his clients." "Roger Taplin is a leading authoritative adviser in the sector." Toronto-based **Shea Small** is adept at handling corporate and commercial mining transactions, including notable mining M&A mandates. He acts for a number of significant companies in the mining and metals sectors, including both multinationals and investment companies. **Strengths:** "Shea delivers month over month and year over year for his clients. His creativity, energy and broad perspective is extremely valuable." "He has a very strong knowledge of the international market." **Eva Bellissimo** is a highly regarded Ontario-based lawyer with a strong practice in the mining and metals sector. She frequently assists clients with M&A deals and strategic investments across various jurisdictions, including in Asia, Europe and the Americas. **Strengths:** "Eva is attentive, decisive and capable of advancing complex transactions on schedule. She always negotiates her client's best interests, including areas of risk that would have been unknown or underestimated by the client." "She is incredibly knowledgeable of both capital markets and public company work. Additionally, she is responsive beyond compare and always makes herself available." "Eva is an incredible corporate lawyer. She delivers for her clients and finds pathways forward when the room is filled with doubt. She also has an ability to advise at a high level while synthesising all of the complex information behind the scenes and keeping this unnecessary detail apart from her clients."

Band 2

Bennett Jones LLP

What the team is known for Bennett Jones is noted for its frequent representation of mid-tier mining companies in a broad range of transactional mandates. The Toronto-based mining group acts for junior and major mining players, as well as financial institutions. It is well versed in mine development issues, such as exploration, mine construction agreements and permitting, and is equally highly rated for its wide-ranging expertise in mining project finance, encompassing private finance arrangements as well as IPOs and follow-on offers.

Strengths

"It is a great team with a lot of depth in the mining sector. I always know that if our main lawyers are away, there is a small army of their partners ready to fill in any gaps!"

"In addition to having excellent knowledge and

experience in mining law and transactions, they are keenly aware of the need to be practical with their focus on the needs of the client."

"The Bennett team has always demonstrated considerable depth of knowledge and experience and more importantly the ability to work in an integrative manner across disciplines when delivering their services."

Work highlights A Bennett Jones team acted for Osisko Development in its USD145 million acquisition of Tintic Consolidated Metals from IG Tintic, as well as its related USD77 million acquisition of Chief Consolidated Metals from Ruby Hollow and Emerald Hollow.

Notable practitioners

Sander Grieve is highly regarded for his representation of mining exploration and operation companies in M&A and financing mandates, providing further expertise with respect to corporate governance and public offerings. He is based in Toronto and heads the firm's mining industry team. **Strengths:** "He is always going above and beyond for the client – he gives rational advice, understands the key issues and is very practical and experienced." "Sander is the strongest, most commercially aware, sophisticated and experienced lawyer that I have had the pleasure of working with. He takes time to understand the needs of the business, assess risks and opportunities and formulate solutions." "He is an outstanding and experienced lawyer who is highly trusted by his clients." Toronto-based **Abbas Ali Khan** frequently advises companies involved in mining exploration, development and production on securities and M&A transactions. He has experience acting for clients in relation to high-value operations across North America. **Strengths:** "Abbas is a fantastic client-focused lawyer." "He has become far more than a legal resource. He is often the first and sometimes the only advice that I will seek out." Toronto-based **Linda Misetich Dann** frequently represents clients engaged in corporate activities in the mining space including M&A and spin-out transactions. **Strengths:** "Linda is a very knowledgeable and practical lawyer." "Linda is an aware and insightful adviser who is efficient and easy to work with." **James Clare** frequently assists natural resources companies in navigating corporate financing and M&A transactions. Based in Toronto, he is well versed in the representation of issuers and underwriters. **Strengths:** "James is a real problem solver – he has a great understanding of the system and helps us navigate through it." "He is very deal-oriented and gives practicable advice."

Andrew Disipio is a Toronto-based lawyer with a growing profile due to his work in the mining sector. He is frequently involved in high-value acquisitions and investments, both domestically and internationally. **Strengths:** "Andrew is the consummate professional whom I trust to deliver a successful outcome for us. He is practical, commercial and has good awareness on which issues to press on and which to move on from." "Andrew is a highly skilled details man, with high energy, fight and efficiency."

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon operates a prominent mining practice

in Canada, primarily based out of its Vancouver office. A popular choice among junior, mid-market and major mining companies in Canada and internationally, the firm frequently advises on high-value M&A, securities and financing deals, with mining clients benefiting from the expertise of the firm's top-tier finance practice. The group demonstrates growing expertise in alternative mine financing arrangements and is noted for its additional experience concerning environmental compliance and other commercial and operational issues. The Vancouver mining practice is supported by additional expertise in Toronto and Montréal.

Strengths

"Blake, Cassels & Graydon has a significant depth of knowledge and understanding of matters specific to mining and exploration companies that is invaluable when handling complex and sophisticated matters."

"The team was hard-working, diligent and responsive."

"Their knowledge of Canadian securities law is outstanding."

Work highlights A Blakes team led by Bob Wooder and Susan Tomaine acted for Sabina Gold & Silver in relation to its CAD1.1 billion sale to B2Gold.

Notable practitioners

Bob Wooder is recognised for his skilled command of transactional mandates and is based out of the firm's Vancouver office. He frequently represents gold producers, mineral exploration companies and financial institutions in private equity financing and M&A. **Strengths:** "Bob is as good as it gets for corporate securities laws in the mining industry. He is thoughtful, logical, balanced, creative and reasonable." "Bob is absolutely incredible – he is very knowledgeable about the law and at the same time very good at applying it. He assesses where the risks are and takes certain actions to address the risks from a strategic perspective." **Charles Kazaz** is noted for his considerable experience in relation to regulatory issues impacting the mining sector. He focuses his practice on assisting clients with mineral rights issues and environmental concerns surrounding mine reclamation and closure projects. **Strengths:** "His knowledge of the Canadian mining sector, both with respect to regulations and overall commercial landscape, has been invaluable." "Charles is very helpful and knowledgeable." **Kathleen Keilty** is a Vancouver-based lawyer recognised for her experience representing clients with mining M&A transactions. She is equally adept at guiding underwriters through public offerings. **Strengths:** "Kathleen has exceptionally strong commercial awareness and vision, as well as significant depth of knowledge and understanding of matters specific to mining and exploration companies." "What sets her apart is her business expertise on top of her legal experience. She is very forward-thinking when it comes to business risk and has a wealth of knowledge that gives us a lot of insight." **Trisha Robertson** is a Vancouver-based lawyer with noteworthy experience assisting clients with public company M&A transactions and financings. She regularly advises on acquisitions involving companies with assets in North and South America. **Strengths:** "She is an incredibly technical practitioner and is

very good at letting me know the risks." "Trisha is extremely knowledgeable with the mining industry and securities regulations." **John Wilkin** is the head of Blake, Cassels & Graydon's mining group and is noted for his expertise in relation to both domestic and cross-border acquisitions and refinancings. He has additional significant experience in royalty and streaming financing transactions. **Strengths:** "He is a strategic adviser who is extremely knowledgeable." "John has great judgement and commitment to client service."

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg enjoys a superb reputation in the M&A space nationally, with its Toronto office held in particularly high regard. The firm continues to play a leading role on major M&A and capital markets deals in the mining sector, leveraging its relationships with a number of high-profile clients. The practice also advises several mining-focused private equity funds and is well equipped to provide clients with full-service support on projects and transactions involving mine properties across Canada, the USA, Latin America, Africa, Europe and Asia. The team is also seasoned in supporting mining companies with their day-to-day operations. The group leverages its expertise in international tax to assist clients with cross-border mining investments.

Strengths

"Davies go above and beyond to make sure I am aware of what is going on and will make time to discuss any issue that arises no matter the time."

"The group is very technical in their knowledge and its application to complex legal issues."

"The team is able to digest and distil complex situations and clearly advise on key commercial areas."

Work highlights A Davies team led by Melanie Shishler acted for Barrick Gold in its agreement with the Federal Government of Pakistan and Provincial Government of Balochistan to reconstitute the Reko Diq Project.

Notable practitioners

Toronto-based **Melanie Shishler** (see p.161) is renowned for her representation of major mining companies in an impressive range of international and domestic transactions. She is sought out for her expertise on corporate transactions and agreements, with particular strength advising on matters involving the gold sector. **Strengths:** "She has the ability to remain calm in any situation and at the same time deal with the most complex issues. She is also able to build relationships easily and understands the commercial aspects of any deal we are working on." **Richard Fridman** (see p.160) acts on a wide range of corporate mandates in the mining sector, involving M&A, securities and joint ventures on behalf of mining and investment companies. He operates out of the firm's Toronto office and has notable experience of handling cross-border issues. **Strengths:** "Richard has a great understanding of tying the commercial transaction with the legal aspect. He also has an understanding of the business which makes him a highly effective lawyer." "Richard is an outstanding client-focused and commercially sensible lawyer. His experience in the industry and his knowledge of how our industry turns a profit is extremely

helpful in crafting thoughtful and business-friendly approaches to resolving legal issues.” **Andrew Mihalik** (see p.161) is a Toronto-based associate with significant experience advising on a range of corporate transactions in the mining sector, particularly strategic acquisitions and joint ventures. **Strengths:** “His communication was timely and clear, and he was able to identify the key commercial areas of focus for us.” “He is very responsive and always willing and able to help with different projects.”

Lawson Lundell LLP

What the team is known for Lawson Lundell is widely considered to be one of the leading law firms for issues stemming from mining operations in British Columbia and the Canadian North. The mining group is also recognised for its mining development work in Central and Eastern Canada, as well as overseas. Its significant client roster includes junior mining companies in addition to well-established multinational players. The lawyers also offer substantial experience of corporate finance and mining M&A and are noted for their project development expertise, advising on early-stage exploration and a variety of operational issues. The team also assists clients with environmental and mine reclamation issues.

Strengths

“Lawson Lundell are extremely good in the mining area. The team is highly responsive, experienced and dedicated.”

“The firm provides impeccable service with timely and pragmatic advice.”

“They were very good and managed the matter very strategically.”

Notable practitioners

Chris Baldwin continues to advise clients on transactions within the mining space. His long-standing expertise in the market also includes providing counsel on mine development and operations from his base in the firm’s Vancouver office. **Strengths:** “Chris is a household name in the mining sector.” **Khaled Abdel-Barr** is noted for the breadth of his mining practice, acting for domestic and international clients on transactional and operational mandates. He is based in Vancouver. **Strengths:** “Khaled is an exceptional attorney who is a pleasure to work with and an asset at your side in negotiations.” “He is very calm and methodical in how he approaches things.” Co-leader of the firm’s mining group **Karen Mac-Millan** handles commercial agreements and corporate transactions across the mining industry, with particular strength in asset purchases and dispositions. **Strengths:** “Karen is highly responsive and a pleasure to work with.” Based in Vancouver, **Stuart Breen** represents mine owners and operators in relation to corporate finance and commercial mandates. He is also sought out for his expertise in securities and compliance issues. **Strengths:** “Due to his depth of knowledge and experience, he quickly grasps all of the important issues and advises accordingly.”

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is deeply embedded in the Canadian and global mining markets. The team regularly acts for inter-

national mining companies, including producers headquartered in Europe, Australia, Asia and the USA. The firm is especially highly regarded for its transactional mining expertise and provides a broad spectrum of transactional services to clients in this sector, advising on matters as diverse as IPOs and follow-on offerings to royalty transactions. The lawyers are particularly well known for their handling of significant mining M&A transactions.

Strengths

“The Stikeman Elliott team was very helpful – they covered new ground, helped us to navigate all the issues and made us feel like we were a priority.”

“They were able to deal with complex issues and requests in an efficient manner.”

“Stikeman is at the top of their game in terms of handling complex and sophisticated matters. Far from being a firm that is limited to purely legal matters, they are practical and can offer insight on options available and a risk analysis of each option.”

Work highlights A Stikeman Elliott team led by Jay Kellerman acted as Canadian counsel to Ruby Hollow and other direct and indirect shareholders of Tintic Consolidated Metals in relation to its acquisition by Osisko Development.

Notable practitioners

Jay Kellerman is a veteran of the Canadian mining space, splitting his time between the Toronto and London offices. He is frequently mandated with sizeable transactions, including mergers and dispositions across Canada, the USA and Latin America. **Strengths:** “Jay Kellerman is an extraordinary capable lawyer – he has exceptional relationship building capabilities and is able to navigate challenging deal and board dynamics.” “Jay has fantastic experience and can provide very useful advice.” “Jay is very client-focused and an expert in his field. Clients will seek to do repeat business with him given their excellent past experiences with him.” **Ivan Grbešić** frequently acts for clients on a wide range of corporate transactions in the mining and natural resources space throughout Canada and Latin America, advising on M&A and securities mandates. **Strengths:** “Ivan’s work is A+ – he is especially client-focused and is an absolute pleasure to work with.” “Ivan is a go-to lawyer in the mining space.” **David Massé** is an up-and-coming lawyer based in Stikeman Elliott’s Montréal office. He has notable experience in providing counsel on financings and the development of mine projects. **Strengths:** “David is a very client-oriented lawyer with excellent and diverse legal knowledge.”

Torys LLP

What the team is known for Torys is highlighted for its rising profile in the mining field, with a particular focus on streaming transactions. Highly active out of Toronto, the firm advises on a range of other mining finance deals, including those involving cross-border securities issues. The mining and metals team is well versed in assisting with the acquisition and disposal of mining assets. It is additionally experienced in regard to equity investments in the mining sector and the negotiation of joint venture arrangements.

Strengths

“The team are adept at navigating complex stakeholder dynamics and have a good ability to focus on

commercial outcomes.”

“The Torys team consistently bring a practical approach to dealing with complex issues.”

“The team at Torys was able to get up to speed quickly on a highly complex deal. They were able to unlock pathways forward and weigh up competing interests and risks at a very sensitive time in the transaction.”

Work highlights A Torys team led by Michael Amm acted as counsel to Teck Resources in its USD580 million sale of a 50% interest in Minas de San Nicolás, which owns the San Nicolás copper-zinc development project in Zacatecas, Mexico, to Agnico Eagle Mines.

Notable practitioners

Toronto-based **Michael Amm** (see p.159) is well versed in corporate transactions, including project financing and streaming transactions. He is noted for his representation of clients from the mining and financial services sectors. **Strengths:** “He is an excellent lawyer – he has a strong knowledge of relevant legislation and the ability to parse it in an efficient manner to deliver commercial outcomes.” “Mike consistently provides great client service and practical advice on complex transactions.” “Mike is commercial, deeply knowledgeable and a pleasure to work with.” Head of the mining and metal practice, **Michael Pickersgill** (see p.161) is an experienced Toronto-based transactional lawyer who acts for mining and natural resources companies on a wide range of matters, including financing, IPOs and streaming transactions in Canada and internationally. **Strengths:** “Mike is an excellent lawyer, with fantastic judgement and client service.” “He is very commercial, practical and focused.” **Braden Jebson** has established a notable presence in the mining space. He has experience assisting clients with various issues, including streaming, IPOs and acquisitions.

Strengths: “Braden demonstrated a strong commitment to ensuring all the details, small and large, were covered off in the negotiations and papering of the deal.” “Braden is great to work with and provides practical legal advice in a timely manner.”

Carly Klinkhoff (see p.161) is a senior associate with significant expertise in relation to mining M&A transactions. She advises clients from across the mining and metals sector, with a focus on streaming and royalty companies. **Strengths:** “Carly has provided an excellent service.”

Band 3

Lavery, de Billy

What the team is known for Lavery, de Billy is a highly regarded Québec law firm with a particular strength in mining finance transactions, including streaming and royalty agreements. The mining law group is respected for its representation of junior exploration companies. The team also advises on Aboriginal law and construction matters relating to mining projects.

Strengths

“Lavery, de Billy provide excellent support that is oriented towards a solution and has the client’s best interest in mind.”

Work highlights A team led by René Branchaud assisted Midland Exploration in relation to its

strategic alliances with Rio Tinto and SOQUEM for the exploration and development of properties in Northern Québec.

Notable practitioners

René Branchaud advises national mining companies on transactions, corporate restructuring and financing. Based in Montréal, he handles mandates with cross-border complexities.

Strengths: “René is a very smart and technically strong lawyer.” Montréal-based **Sébastien Vézina** frequently represents public and private clients in corporate transactions arising from the mining sector. Most notably, he advises organisations on M&A, joint ventures and commercial agreements in Canada and internationally. **Strengths:** “Sébastien provides great support and engagement.”

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt represents several key mid-market mining companies, as well as industry heavyweights. Its mining lawyers benefit from the firm’s prominent corporate/M&A practice to advise on a wide range of mining deals, including joint ventures, restructuring, and public and private financing. The team is recognised for its ability to advise on matters across the full life of a mining project. The practice leverages the strength of its construction and infrastructure group to assist clients with mine developments.

Strengths

“Osler’s mining group has an excellent knowledge of the rules and is easy to deal with.”

“The team is very practical, thoughtful, timely and proactive.”

“Osler, Hoskin & Harcourt’s mining team has great breadth of experience and provides excellent legal advice.”

Work highlights An Osler’s team led by Alan Hutchinson acted for Rio Tinto in the sale of its Roughrider Project to Uranium Energy for USD150 million.

Notable practitioners

Co-chair of the firm’s mining group **Alan Hutchinson** regularly represents international clients in corporate mandates, with significant expertise in Latin American mining transactions. He is based in Vancouver. **Strengths:** “Alan is a very good strategic thinker in the M&A space.”

Other Ranked Lawyers

Alison Babbitt (see p.159) is a project finance lawyer based out of Norton Rose Fulbright’s Ottawa office. She has developed considerable expertise in assisting with the structuring of mining projects across Canada.

Strengths:

“Alison brings unparalleled value to the Canadian

mining project finance market.”

“Alison is one of the best in the industry for metals and mining deals.”

Based in Toronto, **Erik Goldsilver** of Gowling WLG provides counsel across an impressive range of international mining transactions. He frequently advises on mine operation and development matters, among other issues.

Strengths:

“Erik Goldsilver is a very talented mining lawyer.”

Head of Goodmans’ mining group, **Kari MacKay** is sought out for her handling of corporate and securities matters, including M&A and intercreditor agreements. She acts from the firm’s Toronto office on behalf of significant mining clients.

Strengths:

“Kari has a good practice acting for mining companies.”

Chair of Borden Ladner Gervais’ national mining group, **Fred Pletcher** is well regarded for his handling of corporate and commercial transactions across the North American mining space. Based in Vancouver, he has a wealth of experience in acquisitions, capital markets and joint ventures, as well as shareholder activism.

Strengths:

“Fred is highly experienced in the mining sector and provided calm, sage advice.”

Energy Oil & Gas

Energy: Oil & Gas	Energy: Oil & Gas (Transactional)	
Leading Firms	Senior Statespeople and Eminent Practitioners	
Band 1	Senior Statespeople: distinguished older partners	Hurst Michael Dentons Canada LLP
Bennett Jones LLP	Erickson Frederick G Stikeman Elliott LLP	Eminent Practitioners
Blake, Cassels & Graydon LLP	Hardwicke-Brown Mungo Blake, Cassels & Graydon	Quesnel Alicia Burnet Duckworth & Palmer LLP*
Osler, Hoskin & Harcourt LLP	Leading Individuals	
Band 2	Band 1	Fedun Wayne Norton Rose Fulbright*
Burnet Duckworth & Palmer LLP	Buckingham Janice Osler, Hoskin & Harcourt LLP	Froehlich Robert Norton Rose Fulbright*
Dentons Canada LLP	Christopher Chris Torys LLP*	Harris Chris Blake, Cassels & Graydon LLP
McCarthy Tétrault LLP	Flaman Derek Torys LLP*	Wright Carolyn Burnet Duckworth & Palmer LLP
Norton Rose Fulbright	Maguire Patrick Bennett Jones LLP	Band 4
Stikeman Elliott LLP	Band 2	Danner Peter Torys LLP*
Torys LLP	Antonopoulos George Dentons Canada LLP	Litton KayLynn Norton Rose Fulbright*
Band 3	Baines Simon Osler, Hoskin & Harcourt LLP	Milliken Christine Blake, Cassels & Graydon LLP
Borden Ladner Gervais LLP	Byblow Keith Blake, Cassels & Graydon LLP	Negenman Paul Lawson Lundell LLP
Lawson Lundell LLP	Perry Chrysten Stikeman Elliott LLP	Weldon Ashley Burnet Duckworth & Palmer LLP*
* Indicates individual with profile.	Rogers R Ben Blake, Cassels & Graydon LLP	Up-and-coming individuals
Alphabetical order within each band. Band 1 is highest.	Spurn Craig Osler, Hoskin & Harcourt LLP	Howard Kerri McCarthy Tétrault LLP
	Warrier Vivek Osler, Hoskin & Harcourt LLP	Morrison Luke Bennett Jones LLP
Band 1	Band 3	Reed Kurtis Stikeman Elliott LLP
Bennett Jones LLP	Bidyk Brian McCarthy Tétrault LLP	White Ashley Bennett Jones LLP
What the team is known for Bennett Jones is an acclaimed energy law firm, highly sought after for its solid regulatory advice and boasting ample experience of major oil and gas transactions. With offices across Canada including Calgary and	Cuschieri David Torys LLP*	

Vancouver, the practice represents a wide range of public and private sector market participants in M&A and capital markets deals, joint ventures and project development matters relating to both

oil and LNG. The oil and gas team offers notable experience advising foreign investors on their Canadian energy interests, and also acts for private equity houses. Its recent workload features

Energy: Oil & Gas (Regulatory)
Senior Statespeople
Senior Statespeople: distinguished older partners
Block Randall W <i>Borden Ladner Gervais LLP</i>
Denstedt Shawn <i>Osler, Hoskin & Harcourt LLP</i>
Leading Individuals
Band 1
Davies Don <i>Norton Rose Fulbright*</i>
Roth Bernard <i>Dentons Canada LLP</i>
Band 2
Duncanson Sander <i>Osler, Hoskin & Harcourt LLP</i>
Estep Laura <i>Dentons Canada LLP</i>
Ignasiak Martin <i>Bennett Jones LLP</i>
Langen Dennis <i>Stikeman Elliott LLP</i>
Oleniuk Terri-Lee <i>Blake, Cassels & Graydon LLP</i>
Olthafer Lars H <i>Blake, Cassels & Graydon LLP</i>
Band 3
Barretto Jeremy <i>Cassels Brock & Blackwell LLP (ORL) ◇</i>
Gilmour Brad <i>Bennett Jones LLP</i>
Ross Alan <i>Borden Ladner Gervais LLP</i>
Stipp Katie <i>Blake, Cassels & Graydon LLP</i>
Up-and-coming individuals
Assié Sean <i>Bennett Jones LLP</i>
Associates to watch
Berkman Viviana <i>Cassels Brock & Blackwell LLP (ORL) ◇</i>
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

a number of significant pipeline mandates. The team is also noted for its experience of project development matters pertaining to First Nations reserve and treaty lands.

Strengths

"They have lots of good resources and can generally turn documentation and transactions around really quickly. Their service has been top tier."

"They're one of my favourite firms to work with on the energy and resources side because of their responsiveness and quality of work."

"They're timely, competent, and have a depth of experience, it's a great firm overall."

"The team has a long history of helping clients find solutions to complex problems. 'No' or 'we can't' is not in their vocabulary."

"They're a strategic partner and not just external legal counsel; they're a trusted partner. There are a lot of options we can go to in this city, but we've used them because of how good they've been."

Work highlights Bennett Jones advised Price-waterhouseCoopers in its capacity as receiver, trustee and manager in the bankruptcy of San-Ling Energy, including advising on 41 separate asset sales.

Notable practitioners

Patrick Maguire operates a highly reputed corporate and commercial oil and gas practice. He is sought out by domestic and international oil and gas companies engaged in high-stakes development projects, mergers and acquisitions.

Strengths: "He is a super lawyer who provides excellent advice in the context of the business realities of our work." "His experience is second to none, he always seems to identify items that no other lawyers have considered. It has been invaluable working with Pat, our executive team appreciate his work and business insight." Calgary-based **Martin Ignasiak** has significant expertise advising oil and gas clients on regulatory matters relating

to pipelines and oil sands projects, offering additional strength in environmental and Aboriginal law. **Strengths:** "Martin is a consummate legal professional, who brings a welcome practicality to the management of complex matters." "He understands us really well and is really knowledgeable in the industry, plus he is very resourceful and professional." Head of the firm's regulatory group **Brad Gilmour** provides expertise in energy and environmental regulation, covering matters including facilities applications and compliance. He acts on behalf of private and public organisations out of the firm's Calgary office. **Strengths:** "Brad is a true and trusted adviser for an energy company, in that he has a deep technical knowledge of operations and the applicable laws and regulations, while understanding the appropriate business drivers and risk analysis. This results in pragmatic, fully informed legal advice that is exceptionally valuable." **Sean Assié** enjoys a burgeoning profile for his regulatory practice, with clients turning to him for his expertise in issues including rate setting, indigenous law and environmental work. **Strengths:** "I am a huge fan of his. He is quite bright, very communicative and very reliable. He is relatively young, but he has great experience in this space and is super capable – he's definitely one to watch." **Luke Morrison** acts for clients on a broad spectrum of transactional matters arising in the energy and power sectors, including M&A, insolvency, joint ventures and commercial contracts. **Strengths:** "I enjoyed working with Luke. He provided valuable insight and direction, and solutions were provided that were acceptable to both parties." "He is excellent transactional counsel. He is very knowledgeable in the subject matter and he helps us understand the impact of our decisions, which protects us in our transactions too." **Ashley White** frequently advises energy sector clients in commercial contracts work, M&A, and wider transactional activity. **Strengths:** "The work has been top notch, I'm always impressed by how instructive, commercial and pragmatic Ashley is, and the work is always delivered in a timely manner and to a high quality." "She provided sound advice and excellent service, she's an impressive lawyer who was easy to work with."

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon operates a highly regarded energy team with substantial regulatory and transactional strength. In addition to handling upstream M&A and infrastructure work, the practice has a strong midstream component. The firm's clients include major domestic and international stakeholders in the exploration, production and midstream fields, as well as marketers and financiers. With offices across Canada, Blakes has significant expertise in the financing, structuring and regulation of cross-border M&A deals.

Strengths

"Blakes are the go-to firm, particularly for regulatory work."

"They're always very responsive and have provided timely advice on short notice, I've been very impressed. They always came in within budget and, more importantly, did so while overdelivering on quality."

"Extremely technically complex and sophisticated matters are handled with diligence and efficiency."

"We can put our trust in them. When you're doing the big deals, you need the expertise – they run every issue down and do it to a gold standard. On billion-dollar deals, Blakes is who I call."

"Certainly, as a team, they've been excellent. They are external counsel that, in my experience, play the role in the way they're supposed to – they're available, turn things around quickly and don't need to be actively project-managed or chased down for deliverables, and the product is always very good."

Work highlights A Blakes team led by Chris Harris advised Pembina Pipeline on its CAD11.4 billion joint venture to combine its natural gas processing assets in Western Canada.

Notable practitioners

Mungo Hardwicke-Brown is noted for the depth of his industry knowledge in the energy sector, acting on major pipeline transactions and project financing mandates. Based in Calgary, he possesses a longstanding reputation for his work on transportation and infrastructure matters. Calgary-based oil and gas lawyer **Keith Byblow** advises on domestic and international mandates, including acquisitions, strategic partnerships and joint ventures. **Strengths:** "He's super experienced, he projects an aura of competence and authority and gets it done." **Terri-Lee Oleniuk** advises oil and gas sector clients on regulatory compliance, as well as on environmental and Aboriginal law, from her base in Calgary. **Strengths:** "Terri-Lee is exceptional. She has the ability to navigate complex legal matters under difficult circumstances and she sees the big picture with respect to commercial and political consequences, particularly when dealing with regulatory decisions that could affect the trajectory of a commercial deal." "Her technical knowledge and her client knowledge is some of the best I've seen. She really understands us as a company, from where we've been to where we're going. Usually you go to in-house counsel for business knowledge, but she knows us as well as anyone who works here." **Lars Olthafer** represents clients before energy regulators, demonstrating particular strength in land law matters arising from pipeline and project development. Utilising his background in engineering, the Calgary-based lawyer ably advises on a wide range of regulatory mandates arising from the oil and gas sector, including environmental compliance and First Nations consultation. **Strengths:** "He's an engineer, so his expertise and ability to understand our engineers is really, really valuable as he really understands that side as well. He has such a unique skill set, he's just a go-to guy for when you have complex technical issues coupled with regulatory issues." **Ben Rogers** is widely admired for his experience acting on oil and gas transactions. He acts on behalf of both offshore and domestic clients in joint ventures, mergers and dispositions. **Strengths:** "He provides holistic advice on commercial matters, as he's strong on the big picture and strategic side. He's the office managing partner and very busy, but I always feel like I am the number-one priority for Ben." Calgary-based **Chris Harris** operates a growing corporate practice in the oil and gas sector, acting on a wide array of M&A, as well as financing and joint ventures.

Strengths: “He has pretty tremendous M&A experience list and he understands our business very, very well. He is a tremendous asset and works hand and glove with our internal team, so they are a very seamless extension of our team.” Based out of Calgary, **Katie Slipp** has a growing reputation for her counsel on regulatory proceedings and compliance matters in the oil and gas space. **Strengths:** “Katie has the perfect mix of sophistication and practicality for our files. Complex and sensitive matters are handled with care and with awareness of budget constraints.” “Katie is very sharp, can analyse a problem really well, but she also knows our corporate background.” **Christine Milliken** has a wide-ranging transactional practice which sees her advising on M&A, joint ventures, insolvency and commercial work on behalf of corporate clients in the oil and gas sector. **Strengths:** “Christine is very approachable, easy to get a hold of and provides excellent service under tight time frames.” “She’s forceful, without making things difficult. She helps us stand our ground, but in a polite way.”

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt plays a leading role in oil and gas and LNG project development in Canada. With a strong bench of transactional and regulatory lawyers, the firm also has a proven track record of handling significant M&A, joint venture and restructuring transactions, as well as offshore matters. The practice acts for a range of clients, including exploration and production companies, mid-market energy companies and private equity funds.

Strengths

“They were always there when we needed them, always. I was consistently amazed by their dedication to get what we needed done.”

“The firm has a strong culture and a lot of bench strength too. Osler has a bunch of strong people with a specialty or a real focus within the industry, which gives them a depth when it comes to covering the energy market as a whole.”

Work highlights Osler advised TC Energy on the Canada Energy Regulator hearing process and indigenous consultation in connection with the West Path Delivery 2023 Project.

Notable practitioners

Calgary-based regulatory lawyer **Shawn Denstedt KC** frequently acts on major transportation and facilities development mandates in the oil and gas industry, as well as advising on related First Nations matters. Vice-chair of the firm’s Western Canadian group, his experience includes representing clients before both provincial and federal regulators. Premier oil and gas lawyer **Janice Buckingham** acts on an impressive range of domestic and international M&A and project financing matters, providing further counsel on commercial mandates. She chairs the firm’s oil and gas practice from its Calgary office. **Strengths:** “Janice is just top drawer. She responsive, smart and knows us very well – you don’t have to have a conversation with her, she just gets into it. I’ve got all the trust in the world in her.” “I guess the most important thing is that Janice is always there for us. She marshals all the resources and expertise for us, she’s a great leader.” **Simon Baines** is

esteemed for the breadth of his experience across transactional mandates in the oil and gas sector, as well as advising on the commercial aspects of projects and facilities development. He is based out of the firm’s Calgary office. **Strengths:** “Simon is excellent. In terms of legal drafting, you’re going to have a very hard time finding anyone better than him. His ability to adapt to different commercial environments, and his depth in being able to pull in what he understands from other clients, has been excellent.” Based in Calgary, **Sander Duncanson** is noted for his robust oil and gas regulation practice, representing oil and gas clients before national and provincial regulators in facilities applications and environmental assessments. **Strengths:** “His ability to translate often difficult regulatory concepts and arguments into a format that is easily understood by the client is invaluable.” “He fully understands the legal and regulatory issues and he is an extremely quick learner, able to understand the industry-specific technical information to a point he can think on his feet when questioning technical experts in the field.” **Craig Spurn** acts out of the firm’s Calgary office and has wide-ranging expertise in oil and gas M&A and commercial matters arising from the energy sector. He is noted for his skill in representing natural gas and oil clients in procurement and joint ventures. **Strengths:** “I would say his strengths are his leadership, expertise in energy and commercial law generally and responsiveness.” “He is able to take complex problems and distil them into issues that we are able to focus on. He is also well liked; he knows how to stand his ground without being confrontational.” Calgary-based **Vivek Warrior** is a widely respected oil and gas lawyer sought after for his handling of project development and M&A within the petroleum and natural gas industry, including on LNG matters. **Strengths:** “He’s always very responsive, with concise and relevant information provided.” “He has a depth of knowledge, understanding and expertise in our industry.”

Band 2

Burnet Duckworth & Palmer LLP

What the team is known for Burnet Duckworth & Palmer is a well-respected Calgary-based law firm with a strong record of joint venture transactions in the oil and gas industry. Frequently selected by upstream, midstream and downstream players, BD&P’s energy team advises on major M&A, divestitures and asset swaps as well as international transactions and projects.

Strengths

“They have a great depth of expertise and good folks as well, who treat their clients well. They know the market well and are very plugged in.”

“I would rate them extremely high. There was a basket of different disciplines that had to be worked on and BD&P had the sophistication and expertise to execute on all of them. They seemed to have an answer to every question and, if they didn’t, they were quick to find a solution.”

Work highlights Burnet Duckworth & Palmer advised Tourmaline Oil on oil and gas aspects of its acquisition of Rising Star Resources.

Notable practitioners

Based in Calgary, managing partner **Alicia Quesnel** (see p.161) is one of Canada’s top transactional oil and gas lawyers. She ably assists major energy companies with M&A and project development matters, as well as advising on related regulatory compliance. **Strengths:** “She is intellectually superior to any other lawyer I have worked with, but she is also able to ground her advice in practicality – which is important.” “We rely wholeheartedly on her to represent our interests. She is extremely strong in her skills, but she is also practical and solutions-oriented. She gets along very well with lawyers on the other side too, but keeps our interests in mind always.” Calgary-based **Carolyn Wright**’s practice includes acting for clients on a broad array of oil and gas transactions including joint ventures and corporate restructuring. **Strengths:** “She has extensive experience in M&A transactions and is extremely responsive and amenable to difficult time restrictions; we get efficient resolution to our issues.” **Ashley Weldon** (see p.161) is increasingly esteemed for her handling of oil and gas transactions. She provides counsel on M&A, corporate reorganisations and due diligence in the space from her base in Calgary. **Strengths:** “She is super smart, very good at her job, and likeable. She is able to negotiate with a style that is incredibly effective and also allows the parties to feel good. If you have her as a client, she is going to make sure to stand up for what is good for you.” “She’s fantastic to work with and a great advocate for her clients.”

Dentons Canada LLP

What the team is known for Dentons Canada wins widespread recognition for its accomplished oil and gas regulatory practice, with notable experience of oil sands development, greenfield pipeline and midstream facilities projects. The firm also has a strong commercial offering, advising on domestic and cross-border energy M&A, asset swap and restructuring transactions, as well as project finance. Its energy sector group holds additional strength in oil and gas transportation projects.

Strengths

“They’re always delivering on projects on tight timelines, ensuring we have what we need to move forward. Their advice is practical and reduces the risk.”

Work highlights A Dentons team advised Enbridge on corporate, commercial and regulatory aspects of its proposed Carbon Capture Utilization Storage project.

Notable practitioners

Michael Hurst is acclaimed for his wealth of experience advising multinational oil and gas clients on transactional matters out of the firm’s Calgary office. Calgary-based **Bernard Roth** represents significant oil and gas clients before federal and provincial energy regulators in a wide array of mandates, including oil sands development and service agreements. **Strengths:** “Bernie is excellent. He’s very responsive and experienced, he is like an encyclopedia.” Based in the firm’s Calgary office, **George Antonopoulos** handles a wide array of M&A, asset sales and project developments in the oil and gas sector. **Laura Estep** frequently appears before the Canada Energy Regulator and Alberta Utilities Commission, advising oil and gas

clients on facilities applications and disputes. She is based out of Calgary. **Strengths:** “She is very detail-oriented and has great expertise in this area.”

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is a premier Canadian law firm with a well-reputed oil and gas practice. Leveraging the firm’s extensive expertise across corporate, commercial, finance and environmental mandates, the team acts on the gamut of transactions in the space including M&A, joint ventures and dispositions. The oil and gas group receives instructions from a range of major clients, including Shell Canada and Husky Energy. The practice is primarily run from the firm’s Calgary office, with further expertise distributed across its Canadian footprint.

Strengths

“They have professional knowledge of the oil and gas industry and can find the way to solve the complex matters. They worked with us very closely and understand our company’s position and strategy very well.”

“There’s a clear understanding of the complexities of this industry, with diverse resources within the firm to handle specialized needs. There has never been a subject, no matter how unusual, which a McCarthy member could not address.”

Work highlights A McCarthy team led by Brian Bidyk advised Surge Energy on its CAD245 million acquisition of assets from Enerplus.

Notable practitioners

Calgary-based **Brian Bidyk** represents both upstream and midstream oil and gas clients in M&A and project development. **Strengths:** “He’s one of the best oil and gas lawyers in the city. He’s very business-minded, so he’ll give me the legal advice but do so from our perspective. He’s my first port of call on everything.” “Brian’s career has been in oil and gas and we really value that experience. It’s all about service with Brian, he’s so quick to respond and get us answers quickly.” **Kerri Howard** is an up-and-coming lawyer who focuses her practice on the oil and gas space, regularly handling acquisitions, joint ventures and financings. She is co-head of the firm’s oil and gas practice and is based in Calgary. **Strengths:** “She is very pragmatic in her approach and she is on point for energy law in the city.” “She’s knowledgeable on the subject matter – our situation was very intricate, but she adapted very fast. She is excellent.” “We really appreciate her hard work and cooperation.”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is an international firm with a robust oil and gas group in Canada offering notable experience of high-profile M&A and particular strength in the midstream sector. The practice also advises on LNG project development, major joint ventures, financings and other corporate energy work. The firm benefits from energy expertise in its Calgary, Vancouver and Montréal offices and is noted for its standout experience of energy regulation and litigation, regularly representing clients before national and provincial regulators.

Strengths

“It’s a highly experienced and competent team, with an excellent ability to contribute and deliver at

market competitive rates.”

“There’s a diverse set of skill sets and experiences across the Norton Rose team. Each transaction has a dedicated team that has a wealth of experience.”

“They were excellent. The team just works really well together collaboratively and is available 24 hours a day for clients, they’re just exceptional. They’re also really pleasant and fun to work with, which really matters when you’re in the thick of it.”

“The NRF team provides detailed expertise in various subject matter areas across different jurisdictions. It is impressive that one firm can handle so many different subject matters and with great efficiency.”

“Any time of day or night, long weekends or holidays, the entire NRF team was there to help. We asked a lot of them in a short timeline and they were always on point. This applied from the associate level all the way up to senior partner – the service was phenomenal.”

Work highlights Norton Rose advised West-coast Energy on its opposition to an application by NOVA Gas Transmission before the Canada Energy Regulator to set pipeline tolls to transport natural gas from the North Montney supply to LNG export facilities on the coast.

Notable practitioners

Don Davies KC (see p.160) maintains his position as a premier regulatory specialist in the Canadian oil and gas market. Based in Calgary, his practice includes representing clients in applications to regulators at federal and provincial levels. **Wayne Fedun** (see p.160) handles M&A and project development mandates in the oil and gas sector, representing producers, infrastructure developers and investment companies. He works out of the firm’s Calgary office. **Strengths:** “He’s an excellent communicator and strong negotiator, who’s strategic, practical and business-savvy.” **Robert Froehlich** (see p.160) acts on a broad array of M&A transactions in the oil and gas sector. Acting out of the team’s Calgary office, he frequently represents national and international organisations engaged in asset and operations dispositions and acquisitions. **Strengths:** “His commercial and business acumen is very high, which helps us find business-focused results from legal complexities.” **KayLynn Litton** (see p.161) is sought after for her handling of commercial oil and gas mandates, including midstream agreements, as well as corporate transactions and reorganisations. **Strengths:** “She is very experienced in oil and gas and gives us confidence in negotiating our positions, I appreciate her business knowledge and practicality.” “She’s highly capable and engaged in our company’s commercial success.”

Stikeman Elliott LLP

What the team is known for Stikeman Elliott offers oil and gas expertise in Alberta, British Columbia and Québec with a notable focus on the midstream sector. The energy group frequently acts for major domestic and international clients in relation to project development, acquisitions, financing and related litigation, with further experience assisting with oil and gas IPOs. Its lawyers are active in fund formation and private equity-backed investment in the oil and gas industry. The team is further recognised for its regulatory

strength in relation to projects and transactions, and also represents clients before national and provincial administrative bodies.

Strengths

“They always deliver on time and we enjoy working with them. They stay on top of things and keep things rolling forward, providing solid and practical solutions.”

“They’re very competent lawyers with multiple disciplines working well together.”

“They have been very strong in handling complex and sophisticated matters, using a combination of experience and investigation to thoroughly understand matters.”

“I’d say what sticks out to me is that they just have a wealth of knowledge when it comes to all aspects of oil and gas transactions, but they also take a very pragmatic approach to it. The client service is beyond excellent.”

“Stikeman is a firm that delivers. The quality of their professionals is constant. You generally can count on the fact that if a lawyer is a partner at Stikeman, he or she is excellent.”

Work highlights Stikeman Elliott acted for Teck Resources on the CAD1 billion sale of 21.3% of its interest in the Fort Hills oil sands project and related downstream assets to Suncor and TotalEnergies.

Notable practitioners

Frederick Erickson represents energy infrastructure and petrochemical clients in a wide range of commercial mandates, including joint ventures and acquisitions. Operating out of Calgary, he is sought out for his expertise across the upstream and midstream spaces. **Strengths:** “He has a background in exceptionally complicated commercial arrangements and wrote the book on it.” Highlighted for his background in engineering, **Dennis Langen** leads the firm’s regulatory team out of Calgary. He routinely appears before regulators on oil and gas proceedings at the provincial and federal levels. **Strengths:** “He brings with him considerable experience in our industry, he is confident and competent, a strategic thinker and skilled collaborator, and is always professional and prepared.” “He has it all in his wheelhouse.”

Chrysten Perry co-heads the firm’s energy group as well as serving as Calgary managing partner. She has deep knowledge and experience advising on commercial agreements arising from oil and gas projects. **Strengths:** “I can’t say enough positive things about her professionalism, experience, skill and work ethic.” “She’s excellent in providing guidance on commercial terms, ensuring our interests are protected and well represented in agreements.” “Chrysten always does a great job of putting legal technicalities into language that’s accessible to everybody and she’s also really pragmatic in her advice. She understands the industry, business knowledge and business risk, and marries that to her legal knowledge.” **Kurtis Reed** advises clients on M&A, joint ventures, commercial contracts and wider corporate law issues arising in the oil and gas sector. **Strengths:** “He is keen to provide assistance both proactively and in response to our requests, and he is knowledgeable about the energy space and is on top of issues facing companies like ourselves.” “We’ve enjoyed working with Kurtis, he has been brilliant in ensuring our work is

managed smoothly.”

Torys LLP

What the team is known for Torys continues to solidify its position in the Calgary market, offering significant experience of high-value M&A and private equity transactions in the oil and gas space. The firm acts for explorers, producers and institutional investors on upstream and midstream matters. The oil and gas team provides additional expertise in the downstream market, representing clients in transportation and marketing. The practice regularly advises on offshore oil and gas and international and cross-border projects.

Strengths

“The group was extremely knowledgeable on all aspects of our deal, while all members of the team from senior partner to associate were knowledgeable and helpful. The communication from the entire team was superb and the availability was exceptional.”

“We trust them because we’ve found that they have a deep, deep bench of attorneys. They’ll throw an army at the deals if we need it. We’ve never had any issues in terms of quality or capacity.”

“They are always timely in their responses, and work product is always high-quality.”

Work highlights Torys advised AltaGas in the proposed CAD1 billion sale of its Alaska utilities business to TriSummit Utilities.

Notable practitioners

Based in Calgary, **Chris Christopher** (see p.159) is noted for his activity in project development and M&A arising from the oil and gas space. His expertise includes acting on both domestic and offshore energy projects, with additional experience in related transportation and construction matters. **Strengths:** *“We receive excellent work on detailed commercial issues, and he’s responsive and quick.”* Calgary-based **Derek Flaman** (see p.160) is commended for his representation of oil and gas production and transportation clients, as well as investment companies. He is widely recognised for his experience in transactional matters arising from the midstream space. **Strengths:** *“Derek was great to work with and always took the time to explain things, no matter how small. He comes across as a great leader.”* **David Cuschieri** (see p.160) is called upon to utilise his corporate and commercial transactional experience on infrastructure projects in the oil and gas industry. He is based in Calgary. **Strengths:** *“David is one of the most knowledgeable and sharp attorneys we know and incredibly helpful on acquisitions.”* **Peter Danner** (see p.160)’s oil and gas practice sees him handle an array of transactions in Western Canada. He has a particular focus in the midstream space. **Strengths:** *“Peter is an invaluable resource to us.”* *“He’s extremely diligent, detail-oriented and responsive.”*

Band 3

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais operates a robust oil and gas practice in Canada. The team possesses considerable expertise in regulatory and compliance matters, leveraging its strength in litigation to assist with regulatory disputes. The practice frequently acts on developments in the midstream and LNG space, with further experience providing counsel to clients on commercial and operational issues. The oil and gas group is based across Canada, with particular strength in the firm’s Calgary and Vancouver offices.

Strengths

“They seem to have an excellent understanding of what is ‘street’ and what’s unusual. In that respect, their counsel is invaluable as trends shift in our business.”

“They gave us excellent advice on all the issues that did or could come up. The quality of the advice was very strong.”

“They are really good at keeping things practical, which I find extremely valuable. I have worked with lawyers who get lost in the weeds, but they can come in and explain things in the way they need it to be communicated.”

Work highlights A BLG team advised Nova Chemicals on three judicial review applications filed alongside Taylor Processing to successfully challenge decisions made by the Alberta Department of Energy, which had imposed volume and heat caps on gas volumes received at the Harmattan Gas Plant and which were previously reported as royalty-exempt.

Notable practitioners

Randall Block KC maintains a highly respected litigation practice, which sees him act on regulatory matters within the oil and gas space. Based in Calgary, he frequently represents major energy clients before the Canada Energy Regulator in proceedings and disputes relating to construction, supply and environmental damages. **Strengths:** *“He is an exceptional litigator.”* **Alan Ross KC** is well regarded for his representation across provincial and federal regulatory mandates. He is particularly well versed in handling issues in the midstream sector and those pertaining to natural gas. He serves as the regional managing partner of the firm’s Calgary office. **Strengths:** *“He’s my go-to person, hands down, for energy regulatory matters.”*

Lawson Lundell LLP

What the team is known for Lawson Lundell is a respected law firm in the oil and gas space, offering notable experience of transactions across Canada. Its oil and gas lawyers are also skilled at advising on the commercial aspects of LNG developments. The group leverages the firm’s offering in corporate/commercial, environ-

mental and Aboriginal law to assist clients with national energy projects.

Strengths

“Lawson has strong talent across their team.”

“Their work is just easier to understand, clearer, and we have a relationship in which we can just pick up the phone and talk through issues. Their fees are competitive and their work is superior.”

Work highlights Lawson Lundell advised Canadian Natural Resources on regulatory and indigenous matters concerning its North Pit Extension application, seeking to expand the mining area for the Horizon project and extend the producing life of the Horizon project for an additional seven years.

Notable practitioners

Calgary-based **Paul Negenman** represents oil and gas exploration and production companies in a range of corporate mandates, including joint ventures and dispositions. **Strengths:** *“He’s practical, easy to work with, and fun to work with!”*

Other Ranked Lawyers

Jeremy Barretto of Cassels Brock & Blackwell LLP has a robust reputation for his regulatory and indigenous law practice, advising a number of major oil and gas clients on compliance and administrative challenges.

Strengths:

“He has a great knowledge base, he’s a great communicator and he has the ability to view things at the ten thousand foot level and to drill down into the detail when necessary.”

“In tense situations, he doesn’t get rattled – he’s quick to counter challenges and come up with arguments that are forceful. He’s got a strong technical background too, he understood the technical arguments and could handle that as well as the legal matters.”

“He’s very good on strategy in complex regulatory work.”

Viviana Berkman of Cassels Brock & Blackwell has a growing profile for her oil and gas regulatory practice, with a number of major clients calling upon her skills for advisory and compliance matters.

Strengths:

“Viviana spends a lot of effort and time and manages the moving pieces very well.”

Energy Power

Energy: Power	Energy: Power (Transactional)	Energy: Power (Regulatory)
Leading Firms	Eminent Practitioners	Eminent Practitioners
Band 1	Eminent Practitioners	Eminent Practitioners
McCarthy Tétrault LLP	Lever David <i>McCarthy Tétrault LLP</i>	Feldberg Peter <i>Fasken</i>
Osler, Hoskin & Harcourt LLP	Leading Individuals	Leading Individuals
Torys LLP	Band 1	Band 1
Band 2	Hill Krista F <i>Torys LLP*</i>	Christian Jeff <i>Lawson Lundell LLP</i>
Blake, Cassels & Graydon LLP	Sebastiano Rocco <i>Osler, Hoskin & Harcourt LLP</i>	Keizer Charles <i>Torys LLP*</i>
Borden Ladner Gervais LLP	Band 2	Zacher Glenn <i>Stikeman Elliott LLP</i>
Stikeman Elliott LLP	Helbronner Valerie <i>Torys LLP*</i>	Band 2
Band 3	Sadikman Jacob <i>Osler, Hoskin & Harcourt LLP</i>	Cusano Luigi <i>Torys LLP*</i>
Bennett Jones LLP	Williams Nicholas C <i>Davies Ward Phillips & Vineberg*</i>	King Richard <i>Osler, Hoskin & Harcourt LLP</i>
Davies Ward Phillips & Vineberg LLP	Band 3	Liteplo Jonathan <i>Borden Ladner Gervais LLP</i>
Fasken	Bakshi Vivek <i>Dentons Canada LLP</i>	Mondrow Ian <i>Gowling WLG (Canada) LLP</i>
Gowling WLG (Canada) LLP	Clark Ron <i>Aird & Berlis LLP (ORL) ◇</i>	Band 3
Lawson Lundell LLP	Freitag Shane <i>Borden Ladner Gervais LLP</i>	Ferguson Clara <i>Lawson Lundell LLP</i>
Norton Rose Fulbright	Macaulay David <i>Bennett Jones LLP</i>	Ghikas Matthew <i>Fasken</i>
Band 4	O'Neill Seán C <i>McCarthy Tétrault LLP</i>	Hamelin Paule <i>Gowling WLG (Canada) LLP</i>
Cassels Brock & Blackwell LLP	Band 4	Keen Matthew <i>Norton Rose Fulbright*</i>
Dentons Canada LLP	Abdel-Aziz Ahab <i>Gowling WLG (Canada) LLP</i>	Oleniuk Terri-Lee <i>Blake, Cassels & Graydon LLP</i>
* Indicates individual with profile.	Byblow Keith <i>Blake, Cassels & Graydon LLP</i>	Vellone John <i>Borden Ladner Gervais LLP</i>
◇ (ORL) = Other Ranked Lawyer.	Murphy Suzanne <i>McCarthy Tétrault LLP</i>	Band 4
Alphabetical order within each band. Band 1 is highest.	Saffery Hazel <i>Dentons Canada LLP</i>	Abdel-Aziz Ahab <i>Gowling WLG (Canada) LLP</i>
	Smith Elliot <i>Osler, Hoskin & Harcourt LLP</i>	Bystrom Christopher <i>Fasken*</i>
	Up-and-coming individuals	Duffy Patrick <i>Stikeman Elliott LLP</i>
	Evans Huw <i>Torys LLP*</i>	Hunter Brenden <i>Fasken</i>
	Kung Vivian <i>Blake, Cassels & Graydon LLP</i>	Manning Lewis <i>Lawson Lundell LLP</i>
	Kvisle Ky <i>Blake, Cassels & Graydon LLP</i>	Myers Jonathan <i>Torys LLP</i>
	Rolland Dominique <i>Stikeman Elliott LLP</i>	Rodger Mark <i>Borden Ladner Gervais LLP</i>
		Ross Alan <i>Borden Ladner Gervais LLP</i>
		Rubenstein Mark <i>Shepherd Rubenstein (ORL) ◇</i>
		Sheehan Deirdre <i>Osler, Hoskin & Harcourt LLP</i>
		Stevens David <i>Aird & Berlis LLP (ORL) ◇</i>
		Webb Ian <i>Lawson Lundell LLP</i>
		Up-and-coming individuals
		Dubé Nicolas <i>Gowling WLG (Canada) LLP</i>
		Goyal Reena <i>McCarthy Tétrault LLP</i>
		Howard Kimberly <i>McCarthy Tétrault LLP</i>
		Associates to watch
		Pavlov Tim <i>Torys LLP</i>

Band 1

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is a well-respected national law firm with one of the most noteworthy power practices in Canada, regularly advising on both the commercial and regulatory aspects of large domestic and international projects. Its lawyers bring strong expertise to bear in relation to project finance and energy infrastructure, as well as advising on M&A transactions and power sales. The firm's clients hail from the public and private sectors and include developers, generators, suppliers, lenders, underwriters, investors and utilities. The team has particularly strong capabilities in the renewable and nuclear sectors.

Strengths

"McCarthy's is the firm that I use for many of our complex files, given the combination of strong legal, technical and strategic advice they provide."

"McCarthy Tétrault offer a large team of sophisticated and capable counsel in a wide variety of commercial and regulatory legal aspects."

"The lawyers at McCarthy's are in a league of their own when it comes to depth of understanding of the rules, policy and strategy."

Work highlights McCarthy Tétrault advised Cameco in its partnership with Brookfield Renewable to acquire Westinghouse, a global nuclear services business, from Brookfield Business Partners.

Notable practitioners

David Lever enjoys a distinguished reputation for his skilled work on M&A and project development in the power space. Head of the firm's infrastructure group out of Toronto, he also represents major clients in the market in project financing and construction mandates. **Strengths:** "David has a wide breadth of competencies across many legal and commercial disciplines. His wide breadth of experience allows him to identify the most impor-

tant issues and resolutions extremely quickly."

Seán O'Neill is noted for his diligent handling of transactional and project financing mandates within the power space, with experience acting for renewables, nuclear and gas clients. He chairs the firm's power group from the Toronto office. **Strengths:** "Sean is able to manage clients and communicate with opposing counsel in a way that's productive." Operating out of Toronto, **Suzanne Murphy** acts on the instruction of a variety of power companies including those operating in power storage and district energy. She frequently assists with transactional and commercial mandates such as energy service agreements and asset acquisitions. **Strengths:** "Suzanne takes the time to understand our business and each transaction, often catching business issues that we may have missed." Based out of Toronto, **Reena Goyal** provides advocacy and advisory services to both private and public sector clients, with a strong focus on electricity regulation. **Strengths:** "Reena is hard-working, commercial and a skilled negotiator. She's client-centric and very pleasant to work with." Calgary-based **Kimberly Howard** advises clients on a range of regulatory work, including supporting lenders, developers and power purchasers throughout the project development lifecycle. **Strengths:** "Kimberly is responsive and understanding of business needs."

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt operates a well-regarded energy practice, advising on the procurement, financing, construction and development of major power projects, as well as advising on high-profile transactions

and representing clients before provincial and federal regulators. The team operates nationally and offers a particularly deep level of expertise in Ontario and Alberta. With substantial experience in both the public and private sectors, the firm represents domestic and international clients and has a strong nuclear practice, with additional expertise in wind, solar and power transmission projects.

Strengths

"The Osler's team are capable and experienced. We are able to rely on them when needed."

"Osler can certainly handle the most complex and sophisticated questions."

Work highlights Osler is advising Global First Power on a Micro Modular Reactor development at Chalk River, providing legal advice on all commercial and regulatory aspects of the project.

Notable practitioners

Based in Toronto, **Rocco Sebastiano** is an expert in transactional matters across the power sector, with particular strength in nuclear energy projects. He has broad and deep experience across project financing and development matters. **Strengths:** "Rocco is one of the most top-notch law-

yers in the entire country, he's 'bet the firm' kind of lawyer. His level of expertise in the energy sector has few parallels." **Richard King** offers expertise in energy regulation and advises clients on environmental and Aboriginal law issues relating to project development, regularly appearing before the Ontario Energy Board. He is based in Toronto. **Strengths:** "Richard has given valuable insight and advice." "Richard is very strategic. He has a very good way of putting together what our needs are as a company, while at the same time applying legal developments." Toronto-based **Jacob Sadikman's** practice includes financing and project development in the electricity industry, with further recognition for his work on renewable energy. He acts on behalf of clients including investors and utilities companies. **Strengths:** "Jacob is fantastic. He is great at explaining complex things and is a very good communicator as well." "Jake has been a great resource for our commercial and legal team." **Deirdre Sheehan's** regulatory expertise spans both the power and renewable sectors, frequently representing her clients before the Alberta Utilities Commission. **Strengths:** "Deirdre never ceases to impress me. She knows all the minutiae of the dozens of documents that she works with, and quickly sees when issues are conflated." Toronto-based partner **Elliot Smith** leverages his background as a professional engineer in his legal practice, advising clients including power producers and project developers engaged in the development, financing and construction of projects. He is particularly active in the renewable energy space. **Strengths:** "Elliot has a very pragmatic approach when trying to resolve issues and tends to be an extension of team rather than a legal consultant."

Torys LLP

What the team is known for Torys offers substantive expertise across a range of transactional power matters, from generation to distribution. The infrastructure and energy team is also particularly strong in the power regulatory space, and is singled out for its renewables and nuclear expertise. It is best known for its work in Ontario, and has a growing profile in Alberta, as well as in cross-border mandates. The group's clients include major domestic and international players, including developers, generators, buyers, sellers, financiers, First Nations organisations and public authorities.

Strengths

"Torys is very knowledgeable and provides clear and helpful counsel in navigating complex issues." "The Torys team provided exceptional solutions to issues that arose. They listened, understood our concerns and found creative solutions to address our issues and mitigate the risk to the organisation." "Torys has a team of lawyers that are well rounded and cross-functional and can ensure we have a complete solution to any issue."

Work highlights Torys advised Ontario Power Generation in connection with Canada's first on-grid small modular reactor, as well as a \$970 million funding agreement with the Canada Infrastructure Bank.

Notable practitioners

Toronto-based **Krista Hill** (see p.160) co-chairs

the firm's infrastructure and energy group. She commands an impressive reputation in the space and is lauded for her representation of significant energy clients across a wide range of transactional mandates, including M&A and project development. **Strengths:** "Krista is phenomenal, she goes above and beyond and really knows our business." "Krista is a superwoman, her knowledge is simply unparalleled." Based in the firm's Toronto office, **Charles Keizer** (see p.161) maintains his reputation as a leading regulatory practitioner in the power space. He regularly represents generators, marketers and distributors before the Ontario Energy Board, with further recognition for his counsel on project development and financing matters. **Strengths:** "Charles is knowledgeable, solutions-oriented, and knows the sector and his clients. You can always count on Charles to deliver value." "Charles has unmatched knowledge of the Ontario regulatory environment and is a pleasure to work with." Managing partner of the firm's Calgary office **Luigi Cusano** (see p.159) represents an impressive range of power companies and utilities before the Alberta Utilities Commission. **Strengths:** "Luigi is a savvy and experienced operator who understands the regulatory field very well." **Valerie Helbronner** (see p.160) attracts plaudits for her skilled handling of energy project financing matters on behalf of power project developers, and she is further noted for her experience in relation to Aboriginal law and the renewables space. **Strengths:** "Valerie provides excellent service to our organisation. She often goes above and beyond to provide support on various issues." **Jonathan Myers** frequently advises on the regulatory aspects of large transactions in the power space, including assisting with applications to the Ontario Energy Board. **Strengths:** "Jonathan provides exceptional advice and always ensures every angle is covered. He always stays on top of things and is an excellent communicator."

Huw Evans (see p.160) frequently supports clients in the energy and infrastructure sectors with M&A transactions, joint ventures, project financings and wider commercial issues. He is particularly active in renewable power project and PPP asset matters. **Strengths:** "Huw is such an expert on the power side. He is thoughtful, thinks holistically, and is very practical and commercial." **Tim Pavlov** is a senior associate with a strong regulatory practice, in particular with regards to energy sector matters. He frequently provides clients with representation before the Ontario Energy Board on rate regulation and capital funding mandates. **Strengths:** "He is very sharp and understands the industry very well."

Band 2

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon operates a well-regarded national power practice with particular strength in Calgary, Toronto and Montréal. The group successfully draws on the multidisciplinary expertise of colleagues across the firm to offer clients a wide-ranging service across jurisdictions, including support on cross-border transactions and inter-

national PPAs. The team is regularly called on by some of the major players in the conventional and renewable energy sectors to provide commercial and project finance advice. It also represents clients before regulatory boards in Alberta, BC, Québec and Ontario.

Strengths

"The team at Blakes is well equipped to assist in providing strong legal advice in complex matters."

"Blakes has a top-tier team of subject matter experts, they offered solid and in-depth advice across all areas of the transaction."

"Blakes managed seamlessly to deliver a high-quality transaction. They were incredibly proactive and responsive."

Work highlights Blakes acted for Suncor on the sale of its entire portfolio of wind and solar assets to Canada Utilities.

Notable practitioners

Calgary-based **Terri-Lee Oleniuk** is sought out for her counsel on the regulatory aspects of renewable project developments, appearing before the Alberta Utilities Commission regarding project applications and regulatory disputes. **Strengths:** "Terri-Lee's quality of work is high." "Terri-Lee is efficient, smart and knows the landscape well." Calgary-based **Keith Byblow** works with prominent sector participants to facilitate project development in a variety of power-related matters. His practice has particular expertise in the renewable and emerging energy and resource sectors. **Strengths:** "Keith is a great lawyer to work with." "Keith is a go-to resource for our team. He brings in-depth legal knowledge, as well as strong commercial acumen." **Vivian Kung** is an up-and-coming partner with particular experience handling acquisitions for clients active in the renewable energy space. **Strengths:** "Vivian is amazing to work with. She is extremely hard-working and always available." **Ky Kvisle** is an up-and-coming partner with a focus on commercial transactions and project development relating primarily to natural resources and industrial infrastructure. He has experience working on international and domestic matters in the energy, electricity and renewables sectors. **Strengths:** "Ky gives strategic advice and his service is smart and reliable."

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais is a talented national law firm with particular strength in energy across Ontario and BC. The power group assists a variety of major electricity industry clients, including generators, distributors, transmission developers, Crown corporations and government agencies. The lawyers offer considerable expertise in corporate and commercial matters relating to conventional and renewable project development, including biomass, water, solar and wind power. They also provide sought-after regulatory advice and representation before tribunals across the country.

Strengths

"The BLG team are experts in their field. We trust them with complex, critical matters that require in-depth understanding of our regulatory environment and our business."

"The BLG team have the skill set and knowledge to

handle complex energy files.”

“This firm understands client service and has a remarkable way of making us feel like we are their one and only and most important client.”

Work highlights A BLG team advised AltaLink on its 2024-25 General Tariff Application, seeking approvals of revenue requirements of approximately CAD900 million in each of the two years and related approval of transmission tariffs and deferral accounts.

Notable practitioners

Calgary-based **Jonathan Liteplo** focuses his practice on utilities regulation, advising on such matters as facilities approvals and performance-based regulation in the power space. He frequently represents clients before the Alberta Utilities Commission. **Strengths:** “Jonathan has a depth of knowledge that inspires confidence. He takes the time to get to know his clients and is simply a pleasure to work with.” “Jonathan brings incredible value to our business and is a critical resource for our most important matters.” Chair of the firm’s electricity markets group **Shane Freitag** is noted for his adept handling of project development across the energy space. Based in Toronto, he offers additional experience representing clients in regulatory and transactional matters. **John Vellone** is held in high regard for his electricity and infrastructure practice, providing counsel on project financing and procurement. Based in Toronto, he also provides regulatory advice to both public and private clients in the power sector. **Strengths:** “John is a great resource with a deep knowledge of the energy regulatory landscape.”

Mark Rodger acts for clients on a broad array of matters, including transmission rates, infrastructure renewal and regulatory compliance. He is noted for his experienced representation of clients, including utilities, generators and municipalities, out of the group’s Toronto office. **Alan Ross** has experience representing energy clients in national and provincial regulatory proceedings. His energy practice maintains a strong focus on hydrogen, carbon capture, energy transition technologies and sustainable infrastructure.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott houses an experienced team of energy lawyers, offering both transactional and regulatory expertise and a seamless national service. The national power practice advises domestic and international clients on conventional and renewable generation and transmission and assists with M&A and financing transactions. The team boasts considerable regulatory experience in Ontario and Alberta, with further capacity throughout Québec, where it advises operators and regulatory boards. The firm is also known for its projects and power trading expertise.

Strengths

“Stikeman has very strong partners and associates and we receive excellent service levels from all legal and administrative staff.”

“There’s always quick and meaningful turnaround on any issue.”

“They have proven capable to answer any questions or issues we have raised. The knowledge of our direct points of contact are strong, but we have

been impressed with their ability to lean on the broader firm to answer questions beyond their own knowledge.”

Work highlights Stikeman Elliott represented Canada Infrastructure Bank on the provision of a CAD173 million facility for the construction of the Bekevar Wind Project in Saskatchewan.

Notable practitioners

The distinguished **Glenn Zacher** regularly acts as lead counsel in significant regulatory matters across the Canadian power space. He is based in Toronto. **Strengths:** “Glenn Zacher is a top energy regulation lawyer. He presents complex issues in a very crisp manner to the regulatory tribunal.” As co-head of the firm’s Projects and Infrastructure Group **Patrick Duffy** provides regulatory counsel on a wide range of transactions in the energy sector. He offers additional experience of environmental regulation out of the team’s Toronto office.

Strengths: “Patrick offers technical expertise and is very practical.” **Dominique Rolland’s** practice sees him supporting clients on major finance and project development mandates in the energy sector. **Strengths:** “Dominique has broad commercial experience.”

Band 3

Bennett Jones LLP

What the team is known for Bennett Jones stands out for its strength in the power market in Alberta, as well as in British Columbia, where the firm advises on significant commercial projects. The power and renewables group also assists with compliance and other regulatory matters in connection with a range of energy projects. The firm’s clients include domestic and international electricity producers, suppliers, municipalities and transmission developers. The team offers additional expertise in renewable energy and construction, as well as advising on divestitures and acquisitions of energy assets.

Strengths

“Bennett Jones has a well-diversified regulatory team that is able to address an array of matters for clients in the utilities and energy sectors.”

“The Bennett Jones team was able to dig through and focus on key commercial and legal matters under a demanding transaction timeline.”

“The Bennett Jones team offered great service. They were well informed and communication was clear, concise and quick.”

Work highlights Bennett Jones advised Canadian Utilities to acquire Suncor Energy’s portfolio of wind and solar assets in Alberta and Ontario for CAD730 million.

Notable practitioners

David Macaulay provides significant expertise in power project development and M&A, with notable activity over a range of renewable energy projects in Calgary and across the country. He co-heads the firm’s power and renewable energy group. **Strengths:** “David is a highly thoughtful and commercial energy lawyer. He is able to focus on core commercial issues and legal risk, and deliver under a demanding timeline.” “David is attentive, professional and very knowledgeable.”

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg boasts a strong cross-disciplinary energy group which guides clients in the power and utility space in all stages of development, financing, construction and operation. The firm’s practice is highly transaction-focused and is well regarded for its advice on matters from ranging from M&A to investments and project financings across the energy space. It also provides sought-after regulatory advice and representation before tribunals across all levels of the court.

Strengths

“The Davies team are very capable, knowledgeable and responsive to deadlines. They understand how clients look at projects from a commercial perspective and focus on the key risks in the areas that we care about.”

“Davies are great at understanding how to convert complex business structures into accurate legal documents.”

“The Davies team are very capable of handling complex matters; they are able to pull in the required expertise in all cases.”

Work highlights A Davies team led by Sarah Powell advised Henvey Inlet Wind on the development of the regulatory framework for a First Nation wind partnership project in Canada on the lands of Henvey Inlet First Nation.

Notable practitioners

Toronto-based **Nicholas Williams** (see p.304) is highly regarded for his expertise in project financing and infrastructure development, regularly handling transactional matters arising from the power sector. **Strengths:** “Nick is great to work with. He is extremely professional and his level of service is very high.” “Nick is always responsive and helpful with moving transactions forward. He is a great negotiator with strong integrity.”

Fasken

What the team is known for Fasken operates a robust power practice in Canada, offering considerable experience in M&A and financing related to power infrastructure across Western Canada and Québec. The energy group also provides advice on a host of other matters in the space, such as ratemaking and power purchase agreements. The team’s capabilities span both conventional and renewable power projects, particularly in the hydroelectric field. The lawyers regularly act for utilities, power marketers and transmitters, and provide additional expertise in energy regulatory, Aboriginal and environmental law.

Strengths

“Fasken has a really deep knowledge of utility regulation.”

“Overall, and without exception, Fasken’s team is responsive and smart.”

Work highlights Fasken acted for Greengate Power on the sale of a subsidiary holding Alberta power assets to Northland Power.

Notable practitioners

Firm managing partner **Peter Feldberg** operates between the firm’s Calgary and Toronto offices and is sought out for his broad-ranging experience in regulatory matters arising from energy project approval and development. Vancouver-based **Matthew Ghikas** is experienced

across a broad array of regulatory mandates in the power sector, including project applications, ratemaking approaches and disputes. **Strengths:** “He’s extremely responsive, great to work with and deeply experienced.” **Christopher Bystrom** (see p.159) offers robust litigation credentials to clients in the power sector, with notable experience in advising on regulatory matters for utilities companies. **Strengths:** “Chris’ depth of knowledge is excellent, he knows the players and understands what is needed to get the board to rule in your favour.” Based in the firm’s Calgary office, **Brenden Hunter** provides counsel on a wide range of regulatory issues, including rate design and project development applications. He often acts on behalf of Crown corporations and transmission companies.

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG stands out for its impressive Canada-wide energy regulatory strength. The group provides further expertise in transactional matters, with notable experience in capital markets and debt financing. The firm also has a robust nuclear practice, strong involvement in the renewables sector and a wide net of distributor clients in Ontario. Its client roster also includes a range of consumers and regulators, as well as municipalities and First Nations communities.

Strengths

“The Gowling team are highly capable in handling complex and sophisticated matters. They are highly responsive and attentive to clients’ needs.”

“The Gowling team have excellent commercial sense, they are always listening and always looking for solutions.”

“Gowling’s legal team are prompt, punctual and polite, but firm. They give answers to legal questions that are easy to understand.”

Work highlights Gowling WLG acted on behalf of Canada Infrastructure Bank to closing a CAD277 million financing in support of a CAD1.2 billion bio-energy project located in Varennes, Québec.

Notable practitioners

Ian Mondrow is a stalwart of the Ontario energy regulation market, regularly appearing before provincial regulators on a wide range of matters. His practice encompasses advising electricity sector clients on regulatory and policy law. **Strengths:** “Ian has unparalleled expertise in energy issues. His work is impeccable and he always looks after the interest of his client by providing sound advice, allowing him to build relationships of trust.” **Paule Hamelin** operates out of the firm’s Montréal office skilfully handling regulatory matters for her power sector clients, including representation before the Québec Energy Board. **Strengths:** “Paule Hamelin is a talented lawyer who has an unflinching mastery of her files and demonstrates exceptional professionalism. Beyond her expertise, Paule provides sound advice, is available and has excellent commercial sense.” **Ahab Abdel-Aziz** is sought out by clients for his expertise in the nuclear power sector. He offers a strong pedigree in transactions, as well as project development and decommissioning work. **Strengths:** “Ahab is an excellent adviser on many levels, including legal, commercial and strategy.” **Nicolas Dubé’s** practice sees him advising busi-

nesses on regulatory law in the energy sector, as well as environmental law and litigation.

Lawson Lundell LLP

What the team is known for Lawson Lundell provides sound regulatory and commercial advice to a broad range of energy clients, including power producers and marketers, regulators, government agencies and Crown corporations. The firm’s regulatory expertise covers rate design, permitting and a wide range of hearings. It is active in BC, as well as Saskatchewan, Alberta, the Northwest Territories and the Western United States. The energy team benefits from the strength of the firm in other areas including corporate/commercial, tax, Aboriginal and environmental law.

Strengths

“We always receive a high level of service.”

“Lawson Lundell have excellent responsiveness and, when an issue is time-sensitive, there is no hesitation in getting the work done in a timely manner.”

Work highlights Lawson Lundell advised BC Hydro on negotiations surrounding the renewal of flood control aspects of the Columbia River Treaty between the United States and Canada, as well as related indigenous law issues and consultations.

Notable practitioners

Jeff Christian is an esteemed litigator who practises out of the firm’s Vancouver and Calgary offices. He routinely acts for utilities and service providers in the power sector, with extensive experience appearing before provincial and federal regulators, such as the Canada Energy Regulator. **Strengths:** “Jeff is an invaluable negotiator and provides critical strategic and legal advice.” Vancouver-based **Clara Ferguson’s** growing power practice sees her advising on regulatory compliance matters across BC and Alberta. She represents major utility clients in a wide array of proceedings, including facilities applications and market design. **Lewis Manning** is noted for his handling of rate and facilities applications before the Alberta Utilities Commission and the Alberta Energy Regulator. Based in Calgary, he has significant experience across regulatory matters arising out of the electricity and oil and gas sectors. **Strengths:** “Lewis is a great resource and he is very experienced.” “Lewis is a wonderful hearing-room lawyer. He is great at taking a hearing panel through an argument and making them understand what needs to be understood.”

Ian Webb represents public utilities and alternative energy producers in a wide range of regulatory matters, including advising on requirements and compliance. He has further experience concerning rate regulation and is based in Vancouver.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright houses an experienced team providing knowledge of conventional and renewable power generation, energy regulatory and climate change law. The national energy team is well respected for its project financing and procurement, capital markets and M&A expertise. Its electricity lawyers are especially active in Alberta, with the firm offering further capabilities in Ontario and Québec, as well as in multi-jurisdictional mandates. Its client roster includes both public and

private sector companies engaged in the generation, transmission and distribution of power.

Strengths

“The team at Norton Rose was willing to go above and beyond, answer all queries and join calls to support at all hours and on the weekend.”

“The Norton Rose team are very knowledgeable on regulatory and market developments. They offer helpful advice on how to navigate key terms and craft innovative solutions.”

“The Norton Rose team are highly informed on market trends and how to draft bespoke clauses to address commercial needs.”

Work highlights Norton Rose Fulbright advised Kent Hills, in relation to a rehabilitation plan for the Kent Hills I and Kent Hills II wind facilities near Moncton, New Brunswick, following a tower collapse which led to turbines being taken offline at both facilities.

Notable practitioners

Vancouver-based **Matthew Keen** (see p.161) represents utilities companies before regulatory bodies across Alberta and BC, providing additional experience across energy, environmental and Aboriginal law.

Band 4

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell act for a diverse range of clients on regulatory and transactional matters for clients across Canada, offering a wealth of expertise across the full range of regulatory, commercial and corporate law considerations associated with the generation and transmission of electricity and renewable energy projects. The team is particularly adept at handling indigenous-owned energy projects, leveraging its expertise in indigenous and environmental law.

Strengths

“The Cassels team is strong, capable and thoughtful. They are excellent service providers with great work ethic, attitude and responsiveness.”

“The team at Cassels have a very deep understanding of complex issues around renewable energy development.”

“The Cassels team are very knowledgeable and can communicate effectively to translate the state of the market.”

Work highlights Cassels Brock & Blackwell acted for Generation Mining to obtain federal and provincial environmental assessment approvals for the Marathon Palladium Copper Project in Ontario.

Notable practitioners

Dentons Canada LLP

What the team is known for Dentons Canada provides representation to major international and domestic companies on M&A in the Canadian energy sector, advising on the financing of conventional and renewable energy projects across Canada, as well as electricity transmission and distribution. The firm brings strong First Nations and environmental law expertise to bear in its energy work. The group’s regulatory practice in particular benefits from this multidisciplinary approach. The team also offers considerable

experience of international power projects, most notably in Africa and the USA.

Strengths

"They were experts in the field and were detailed and focused on making the contract easy to understand."

"They have a strong understanding of the electricity regulatory framework and have been very good about bringing in expertise from other parts of the country as well."

Work highlights Dentons acted for a consortium including Investment Management Corporation of Ontario, Healthcare of Ontario Pension Plan Trust Fund and Alberta Investment Management Corporation on the acquisition of a significant interest in AusNet Services.

Notable practitioners

Toronto-based **Vivek Bakshi** advises on project financing, M&A and joint ventures in the renewables and natural resources sectors. He is additionally sought out for his counsel on power purchase

agreements. **Strengths:** *"Vivek is a responsive and thoughtful lawyer. He is really good on the negotiating front, making sure points are pushed forward but having a friendly approach to things."* **Hazel Saffery** has a wide-ranging transactional practice which sees her advising clients on a broad spectrum of A&D work, commercial matters and project development issues. **Strengths:** *"Hazel is professional, pleasant to work with, and is able to keep tasks and issues driving forward."*

Other Ranked Lawyers

Ron Clark of Aird & Berlis LLP utilises his experience in corporate and commercial law to advise energy distributors and generators on regulatory and transactional mandates. Based out of Toronto, he provides counsel on contracts, applications and procurement issues.

Strengths:

"Ron is very knowledgeable, very practical, and very responsive. He understands the need to get things done quickly and is thorough and knowledgeable in mergers."

Mark Rubenstein's energy regulatory practice sees him frequently appearing before the Ontario Energy Board for a broad range of major energy and utilities companies.

Strengths:

"Mark is an excellent lawyer who takes a pragmatic and results-oriented approach with great success."

"Mark is an excellent, detail-oriented lawyer, who does not lose sight of the larger picture, despite the enormous complexity of utility regulatory proceedings."

David Stevens handles a range of regulatory matters for his electric utility clients, offering particular expertise in the Ontario market.

Strengths:

"David is fantastic to work with. He is very thorough and considers all angles."

Leaders' Profiles in Energy & Natural Resources

AMM, Michael

Torlys LLP, Toronto
416.865.8140
mdamm@torlys.com

Featured in Energy & Natural Resources (Nationwide - Canada)

Practice Areas: Mike is co-head of Torlys' M&A Practice and also co-heads the firm's Mining & Metals group. He regularly leads complex transactions, both international and domestic, combining broad experience with creativity and a practical, approach to solving problems and effectively closing deals. Mike's extensive experience across corporate transactions includes mergers and acquisitions, strategic investments, securities offerings and IPOs, private equity transactions, joint ventures and royalty and streaming transactions. He also regularly advises on corporate governance and securities law matters. With over 20 years of M&A and capital markets experience, Mike has played key roles in significant transactions involving leading companies such as NFI Group (New Flyer), Bombardier, Stelco Holdings, the Aditya Birla Group, China Investment Corp. and many of the leading domestic and international investment banks. As a Canadian and U.S. qualified lawyer having practiced for a number of years in the firm's New York office, Mike also brings broad international experience to his practice. He is also one of the key partners involved in Torlys' work with Chinese clients. With deep industry experience in mining and metals, Michael has acted on a wide variety of matters for clients including Franco-Nevada, Inmet Mining, Pala Investments, Nevada Copper, Americas

Gold & Silver, Imperial Metals, McEwen Mining, Zijin Mining, CPP Investments, Ontario Teachers' Pension Plan Board, BaseCore Metals and many of the leading domestic and international investment banks.

BABBITT, Alison

Norton Rose Fulbright, Ottawa
1 613.780.8665
alison.babbitt@nortonrosefulbright.com

Featured in Energy & Natural Resources (Nationwide - Canada)

Practice Areas: Alison Babbitt is an English- and Ontario-qualified project finance lawyer focussed on mining, renewables and clean technology sectors. Having previously worked in our London and Bahrain offices, and now located in Canada, she has significant experience advising on both domestic and multi-jurisdictional international projects. Ms. Babbitt has played an integral role advising clients on transactions across a number of industry sectors (mining, renewables, clean technology, infrastructure, P3, conventional power and oil and gas). She is an organized, solutions-oriented lawyer with a strong familiarity of the policies and terms and conditions of many financial institutions and the commercial realities and issues faced by project developers and among lending groups. Her ability to navigate complex issues and assist with formulating solutions to satisfy often disparate requirements among project participants has been recognized by the clients she serves, which include sponsors, commercial lenders, Islamic finance institutions, export credit agencies and development and multilateral

financing institutions. Ms. Babbitt is the Ottawa chair of our business law group.

BYSTROM, Christopher

Fasken, Vancouver
+1 604 631 4715
cbystrom@fasken.com

Featured in Energy & Natural Resources (Nationwide - Canada)

Practice Areas: Chris Bystrom is a litigation Partner in Vancouver where he specializes in advising clients in the energy and power sectors. As an experienced energy regulatory lawyer, Chris acts as counsel for major gas and electric utilities on a wide array of regulatory matters. He has acted as lead counsel for major utilities in proceedings related to cost of service and incentive-based rates, rate design, capital plans, major projects and facilities, prudence reviews, demand-side management, renewable natural gas, commission-initiated inquiries, and customer complaints, amongst others.

CHRISTOPHER, Chris

Torlys LLP, Calgary
+1 (403) 776-3791
cchristopher@torlys.com

Featured in Energy & Natural Resources (Nationwide - Canada)

Practice Areas: Chris guides oil and gas and power companies through a wide range of their commercial projects and transactions. He regularly works with clients in their acquisitions and divestitures of energy assets, as well as the full spectrum of energy project development, from joint ventures, construction, operation and maintenance to logistics and transportation, processing and marketing arrangements as they relate to LNG, oil sands, shale gas and

power projects. Chris' industry experience includes a business background working with various oil and gas companies, giving him market insight and a commercial mindset.

CUSANO, Luigi

Torlys LLP, Calgary
+1 403 776 3797
lucusano@torlys.com

Featured in Energy & Natural Resources (Nationwide - Canada)

Practice Areas: Lou is the managing partner of the firm's Calgary office. His practice focuses on administrative, regulatory and environmental law and commercial litigation in the energy sector. Lou has participated in the restructuring of Alberta's power industry and has experience in all aspects of both the regulated and the unregulated electricity sectors, including utility rates, energy price-setting plans, transmission, distribution and generation facilities, merchant transmission and generation, market surveillance investigations, and disputes regarding Alberta's legislated Power Purchase Arrangements. In the oil & gas sector, Lou provides comprehensive regulatory advice across the spectrum of clients' operations, including related to pipelines (greenfield, conversion and tolls and tariffs-related issues), heavy oil development, well licensing, public consultation, facility proliferation, environmental matters, land reclamation, emergency response and surface rights. Lou's significant litigation experience includes many types of contractual disputes and power and oil and gas facility-related issues. He has appeared before numerous regulatory tribunals, including the Alberta

Utilities Commission, Alberta Energy Regulator, the Natural Resources Conservation Board, Alberta Environmental Appeal Board, British Columbia Utilities Commission, Canadian Energy Regulator and the Alberta Securities Commission, as well as before all levels of Alberta courts and in mediations and arbitrations.

CUSCHIERI, David

Torys LLP, Calgary
+1 403.776.3722
dcuschieri@torys.com

Featured in Energy & Natural Resources (Nationwide – Canada)

Practice Areas: David has a long track record working with clients in their corporate and commercial work, including domestic and international energy, oil and gas, power and related infrastructure transactions. His extensive experience includes advising on acquisitions, divestitures, joint ventures, partnerships and project development. David's robust experience spans the ecosystem of energy and infrastructure transactions, including all aspects of private M&A in various other industries, working closely with both energy and infrastructure companies as well as a wide range of private and publicly traded issuers, pension funds, private equity and other institutional investors.

DANNER, Peter

Torys LLP, Calgary
pdanner@torys.com

Featured in Energy & Natural Resources (Nationwide – Canada)

Practice Areas: A leading corporate and M&A lawyer, Peter regularly advises on strategic investments, private equity transactions, joint ventures and complex commercial arrangements in the energy and mining sectors. He works closely with operating companies and investors on a wide variety of transactions in the oil and gas exploration and production, midstream infrastructure, refining, retail and other energy-related sectors. Peter also works with clients in the mining and metals industry on their transactional matters, including offtake, royalty and streaming transactions.

DAVIES, Don

Norton Rose Fulbright, Calgary
(403) 267 8183
don.davies@nortonrosefulbright.com

Featured in Energy & Natural Resources (Nationwide – Canada)

Practice Areas: Don Davies practises energy law, with a focus on the regulatory and litigation fields. Mr. Davies has represented oil and gas producers, pipeline companies and industry organizations in proceedings before the National Energy Board for more than 30 years. He has acted for both proponents and intervenors in many applications for the approval of pipeline facilities and for the determination of pipeline tolls and tariffs. His cases typically involve complex environmental, aboriginal, constitutional, jurisdictional, economic and financial issues. Mr. Davies also has extensive experience before the Alberta energy regulators, including the Alberta

Energy Regulator and the Alberta Utilities Commission. He has acted for proponents of various energy projects, including oil sands developments, pipelines, power plants and well and field facilities. He also represents clients in regulatory proceedings relating to electrical power facilities and utility rates and services.

EVANS, Huw

Torys LLP, Toronto
416-865-7380
hevans@torys.com

Featured in Energy & Natural Resources (Nationwide – Canada)

Practice Areas: Huw practises corporate law, with an emphasis on transactions in the energy and infrastructure sectors. He regularly acts for infrastructure funds, pension funds and other infrastructure investors in connection with M&A transactions, joint ventures, project financings and developments. Huw has led numerous significant acquisitions and divestitures of energy and infrastructure assets, including renewable power projects and PPP assets. In addition, he regularly advises clients in these industries on a broad range of corporate, securities and governance matters.

FEDUN, Wayne

Norton Rose Fulbright, Calgary
+1 403 267 9414
wayne.fedun@nortonrosefulbright.com

Featured in Energy & Natural Resources (Nationwide – Canada)

Practice Areas: Wayne Fedun has practised oil and gas law in Canada and internationally since 1992. He has negotiated and prepared a variety of energy industry agreements, including joint venture agreements, project development agreements, project finance agreements, facility agreements, engineering, procurement and construction agreements, transportation agreements, marketing agreements, Canadian East Coast off-shore agreements and various South American and Central Asian agreements. These agreements related to projects ranging from several million to several billion dollars and involved conventional energy matters, heavy oil and oil sands projects, and off-shore drilling and production projects.

FLAMAN, Derek

Torys LLP, Calgary
+1 403 776 3759
dflaman@torys.com

Featured in Energy & Natural Resources (Nationwide – Canada)

Practice Areas: A member of the firm's Executive Committee, Derek practises commercial law in the energy sector, with an emphasis on M&A, joint ventures and project development in the energy and infrastructure industry. He works closely with clients spanning the sector, including E&P companies, midstream and downstream companies, and private equity funds on transactions involving the acquisition and divestiture, joint venturing, and equity financing of energy and infrastructure assets and

companies, as well as the marketing of energy and energy-related products.

FRIDMAN, Richard

Davies Ward Phillips & Vineberg LLP, Toronto
+1.416.367.7483
rfridman@dwvp.com

Featured in Energy & Natural Resources (Nationwide – Canada)

Practice Areas: Richard is a partner practising in the mergers & acquisitions and corporate group, with particular expertise in the natural resources and energy industries. In addition to advising clients on complex, multi-jurisdictional acquisitions and transactions, Richard is regularly consulted by public companies on the ever-changing corporate governance and regulatory landscape. Richard's clients include leading mining and energy companies with assets that span the globe, and he has worked on transactions in North and South America, Africa, Australia and Europe. Richard also has vast experience assisting resource clients with joint ventures, complex shareholders' agreements, earn-in arrangements, permitting, stability agreements with host governments, financing (including metals streaming transactions), royalties and off-take arrangements. Richard is trained in both common and civil law and is called to the bars of Ontario, Québec and New York. Before joining Davies, Richard served as a clerk to Mr. Justice Charles D. Gonthier of the Supreme Court of Canada. Select Recognition: Lexpert Special Edition: Mining, and Finance and M&A; The Canadian Legal Lexpert Directory; Best Lawyers in Canada; Chambers Global; Chambers Canada.

FROELICH, Robert

Norton Rose Fulbright, Calgary
+1 403 267 9554

Robert.Froehlich@macleododixon.com

Featured in Energy & Natural Resources (Nationwide – Canada)

Practice Areas: Robert Froehlich leads our Canadian oil and gas practice and advises domestic and international clients on a diverse range of corporate and commercial matters, with a specific focus on the energy industry. He provides practical and strategic advice to clients on transactions and projects across the energy sector, including on liquefied natural gas, conventional and unconventional upstream petroleum and natural gas, coalbed methane, heavy oil and oilsands, pipeline and midstream, electricity and renewable power. In recent years, Robert has advised clients on mandates having a value in excess of \$20 billion. His experience includes providing structuring advice and negotiating and drafting complicated agreements associated with some of Canada's most significant energy projects. Robert regularly acts as lead counsel on significant asset acquisitions and divestitures, private merger and acquisition transactions, complex corporate restructurings, joint-ventures, partnerships and a range of other commercial arrangements that

underlie the development of energy projects.

HELBRONNER, Valerie

Torys LLP, Toronto
+1 (416) 865.7516
vhelbronner@torys.com

Featured in Aboriginal Law (Nationwide – Canada), Energy & Natural Resources (Nationwide – Canada)

Practice Areas: Valerie has been at the forefront of the development and financing of renewable energy projects across Canada. She worked on some of the earliest and most innovative renewable projects, including Erie Shores Wind Farm, Grand Renewables Solar and Henvey Inlet Wind Farm, as well as PPAs in connection with Emera's proposed Atlantic Link Project. Valerie acts for the spectrum of clients involved in project development and financing, including Indigenous groups, project proponents, lenders, investors, contractors and governmental authorities. Trusted counsel to Indigenous and non-Indigenous project participants, Valerie often advises on complex infrastructure projects impacting Indigenous interests and parties, where she brings a robust perspective on different parties' interests and priorities. She is the co-head of Torys' Indigenous practice and her recent project work related to Indigenous involvement notably includes the Wataynikaneyap Transmission Project in northwestern Ontario and working with The Honorable Frank Iacobucci in advising the Government of Canada in its re-initiated consultation process with Indigenous groups on the Trans Mountain Pipeline Expansion Project. Valerie has held various industry appointments in the power sector, including serving as a board member of the Canadian Wind Energy Association, past Chair of the Ontario Waterpower Association, and past member of the Independent Electricity System Operator Stakeholder Advisory Committee.

HILL, Krista F

Torys LLP, Toronto
416-865-7953
khill@torys.com

Featured in Energy & Natural Resources (Nationwide – Canada)

Practice Areas: Krista is the Co-Head of the Infrastructure and Energy Practice, as well as a member of the firm's Executive Committee and the firm's Diversity & Inclusion Committee. Krista has deep experience in complex, innovative, first-of-kind transactions and projects. With robust insight into all types of energy projects and infrastructure asset classes, she regularly leads large teams working to advance significant projects and transactions. Krista is also an accomplished lead negotiator and has extensive experience advising multiple stakeholders with respect to their complex projects and transactions.

KEEN, Matthew

Norton Rose Fulbright, Vancouver
604.641.4913
matthew.keen@nortonrosefulbright.com

Featured in Energy & Natural Resources (Nationwide - Canada)

Practice Areas: Matt Keen is an energy regulatory lawyer who practises in the inter-related areas of energy law, environmental assessment and permitting, tolls and tariffs, and issues concerning Indigenous peoples. He appears before tribunals such as the British Columbia Utilities Commission, Environmental Appeal Board, Alberta Utilities Commission, and the National Energy Board of Canada. Matt has extensive experience with major industrial facility applications and the associated environmental assessment and permitting processes – most notably pipeline and powerline transmission facilities, upstream hydrocarbon developments, and downstream LNG infrastructure. He has participated in environmental assessment, joint review panel, and Royal Commission processes on behalf of major pipeline, energy and large industrial proponents. He has also represented clients in a broad spectrum of toll and tariff proceedings concerning electricity, natural gas and crude oil pipelines, in BC, Alberta and Ontario. He has acted for pipeline shippers and major industrial electricity customers, as well as utilities and energy trading companies.

KEIZER, Charles

Torys LLP, Toronto
416.865.7512
ckeizer@torys.com

Featured in Energy & Natural Resources (Nationwide - Canada)

Practice Areas: Charles is co-head of Torys' Infrastructure and Energy Practice and leads the Energy Regulatory Practice. He maintains an active practice with an emphasis on administrative law and project development in the energy sector. He frequently advises generators (renewable and conventional), transmitters, and electricity and natural gas distributors in relation to regulatory, project development and contractual matters. Charles regularly appears before the Ontario Energy Board on rates, licensing and leave to construct matters applications, some of which are the most complex and unique matters considered by that tribunal. As lead counsel on a number of generation and transmission projects, Charles has provided strategic advice related to federal and provincial regulatory regimes, and he has a strong understanding of project development – from the initial stages to connection and commercial operation.

KLINKHOFF, Carly

Torys LLP, Toronto
416.865.7523
cklinkhoff@torys.com

Featured in Energy & Natural Resources (Nationwide - Canada)

Practice Areas: Carly practices in the Mergers and Acquisitions, Capital Markets and Metals and Mining Groups at Torys. Her practice is primarily focused on corporate and securities law, with an emphasis on mergers and acquisitions, corporate finance, stream and royalty finance, and corporate governance matters. Carly has extensive experience advising foreign and domestic clients in public and private merger and acquisition transactions and issuers and underwriters in debt and equity offerings. Carly's industry experience includes metals and mining, real estate, technology, financial services and retail.

LITTON, KayLynn

Norton Rose Fulbright, Calgary
+1 403.267.8192
kaylynn.litton@nortonrosefulbright.com

Featured in Energy & Natural Resources (Nationwide - Canada)

Practice Areas: KayLynn Litton is the Canadian head of our energy sector. She regularly assists clients on a broad range of corporate and commercial matters, including domestic and international acquisitions and divestitures, joint venture projects, midstream contracts, corporate reorganizations, Aboriginal consultation and general contractual matters. Her practice includes negotiating and drafting complex transactional, corporate, commercial and operational agreements for clients in a variety of energy industry sectors.

MIHALIK, Andrew

Davies Ward Phillips & Vineberg LLP, Toronto

Featured in Energy & Natural Resources (Nationwide - Canada)

Practice Areas: Andrew is an associate in Davies' Corporate practice with a focus on the mining industry. He represents global players, including major producers, junior exploration companies and private equity firms, on mergers and acquisitions, joint ventures, earn-in agreements, and other mining transactions. Beyond mining, Andrew provides advice across industries, such as transportation, telecommunications, banking and healthcare. He has assisted clients with public and private mergers and acquisitions (both negotiated and contested), IPOs and other corporate matters. Select recognition: The Legal 500 Canada.

PICKERSGILL, Michael

Torys LLP, Toronto
416 865 0040
mpickersgill@torys.com

Featured in Energy & Natural Resources (Nationwide - Canada)

Practice Areas: Michael has a comprehensive corporate and securities

practice, regularly advising leading companies and global businesses on corporate finance and mergers and acquisitions, as well as continuous disclosure, stock exchange matters and shareholder arrangements. As the head of Torys' Mining and Metals Practice, Mike has extensive experience in the areas of corporate finance and M&A in the mining sector. He recently led the largest Canadian IPO in the mining sector in the last 10 years and led the sale of Canada's largest thermal coal business. Mike has particular experience designing and executing complex and novel streaming, royalty and other alternative finance solutions for projects around the globe.

QUESNEL, Alicia

Burnet Duckworth & Palmer LLP, Calgary
1 (403) 260-0233
akq@bdplaw.com

Featured in Corporate/Commercial (Alberta), Energy & Natural Resources (Nationwide - Canada)

Practice Areas: Alicia Quesnel, B.A., M.A., LL.B., LL.M., ICD.D, has over 28 years' experience in the commercial energy sector with a practice that is focused on the structuring, ownership and operation of large scale conventional and unconventional upstream resource joint venture projects (petroleum and natural gas, oil sands and shale gas), corporate reorganizations and restructurings, midstream infrastructure projects (LNG export facilities, processing, pipeline and crude by rail transportation), as well as renewable energy projects (wind, hydro and solar). Her practice also encompasses mergers and acquisitions, royalties and midstream arrangements as alternative forms of financing and she is a strategic advisor on complex commercials matters in the energy sector. Alicia also secures regulatory approvals for mergers from the Competition Bureau, Investment Canada and other regulatory matters and advises on competition and anti-trust compliance matters. Alicia is Managing Partner at Burnet, Duckworth & Palmer LLP.

Professional Memberships: Law Society of Alberta; Canadian Bar Association; Calgary Bar Association.

SHISHLER, Melanie

Davies Ward Phillips & Vineberg LLP, Toronto
1 416.863.5510
mshishler@dwpv.com

Featured in Corporate/Commercial (Ontario), Energy & Natural Resources (Nationwide - Canada)

Practice Areas: A partner well regarded for her strategic thinking and insights into Canadian and international M&A, Melanie advises on complex public and private mergers & acquisitions. She has expertise in acting for both bidders and target companies in solicited and unsolicited public

takeover bids and privately negotiated acquisitions in a variety of industries. A significant portion of Melanie's practice is focused on mining. Her diverse practice involves advising clients on mining asset acquisitions and dispositions, joint ventures, royalty and metals streaming transactions, private equity investment transactions, proxy contests, and equity and debt corporate finance. She is lead counsel on worldwide and significant M&A initiatives for Barrick Gold Corporation, as well as numerous intermediate and junior mining companies. Melanie is a frequent writer and speaker on mining law, governance issues and joint ventures. She is also a member of Davies' Management Committee. Select Recognition: Chambers Global; IFLR1000; Legal 500 Canada; Lexpert Special Edition: Finance and M&A and Mining; Best Lawyers in Canada.

WELDON, Ashley

Burnet Duckworth & Palmer LLP, Calgary
aweldon@bdplaw.com

Featured in Energy & Natural Resources (Nationwide - Canada)

Practice Areas: Ashley's practice focuses on energy and commercial transactions, as well as project development and infrastructure. She regularly provides legal guidance to clients on an array of corporate matters including acquisitions, mergers and divestitures in the energy sector, providing advice on joint venture arrangements and other business structures, as well as negotiating commercial agreements for upstream and midstream oil and gas matters.

Career: Outside of the office, Ashley is currently the Vice President of the Canadian Energy Law Foundation (CELFF) and was the Director at Large, Legal, for the Petroleum Joint Venture Association (PJVA) from 2013 to 2019. She is a regular course and seminar instructor for numerous industry associations, including the Canadian Association of Petroleum Landmen (CAPL), Petroleum Accountants Society of Canada (PASC) and the Canadian Bar Association - Natural Resources Section.

Professional Memberships: Law Society of Alberta; Canadian Bar Association; Calgary Bar Association.

Publications: Ashley has co-authored multiple publications on the topic of oil and gas royalties and vesting off interests in land, which have been published in the Alberta Law Review and Annual Review of Insolvency Law.

WILLIAMS, Nicholas C

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nwilliams@dwpv.com

Featured in Energy & Natural Resources (Nationwide - Canada), Projects (Nationwide - Canada)

See under Projects & Construction for profile.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Environment

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

Contents:

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Environment

Environment
Leading Firms
Band 1
Bennett Jones LLP
Blake, Cassels & Graydon LLP
McCarthy Tétrault LLP
Band 2
Davies Ward Phillips & Vineberg LLP
Gowling WLG (Canada) LLP
Torys LLP
Band 3
Fasken
Lawson Lundell LLP
Miller Thomson LLP
Osler, Hoskin & Harcourt LLP
Sheahan LLP
Stikeman Elliott LLP
Willms & Shier Environmental Lawyers LLP
Band 4
Borden Ladner Gervais LLP
Dentons Canada LLP
McLennan Ross LLP
Norton Rose Fulbright
<small>* Indicates individual with profile.</small>
<small>◇ (ORL) = Other Ranked Lawyer.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

Band 1

Bennett Jones LLP

What the team is known for Bennett Jones is an established law firm with a stellar reputation for environmental law and a strong bench of experts in the field. The services the group offers run the gamut from environmental assessment to regulatory compliance, contaminated site management and the transportation of hazardous substances. The practice draws upon the firm's strength in Aboriginal and energy regulatory law and is also known for its environmental litigation capabilities. The team offers notable experience representing major energy clients in connection with LNG projects and pipeline issues. It also frequently provides strategic advice on environmental crisis management including prevention, emergency response and risk mitigation.

Strengths

"The Bennett Jones lawyers are leading experts in environmental law."

"Bennett Jones has very experienced lawyers who work on very complex matters."

"The firm's ability to make you feel as though you are their only client is impressive – they are always

Environment	
Senior Statespeople and Eminent Practitioners	
Senior Statespeople: distinguished older partners	Eminent Practitioners
Denstedt Shawn Osler, Hoskin & Harcourt LLP	Proudfoot Clifford Lawson Lundell LLP
Piette Jean BCF LLP (ORL) ◇	
Leading Individuals	
Band 1	Fortin Myriam Stikeman Elliott LLP
Armstrong Brad Lawson Lundell LLP	Gilbert Sarah Bennett Jones LLP
Cooper Rosalind Fasken	Hughes Nicholas McCarthy Tétrault LLP
Griffiths Leonard Bennett Jones LLP	Junger Robin McMillan LLP (ORL) ◇ *
Kahn Jonathan W. Blake, Cassels & Graydon LLP	Kramer Gabrielle Borden Ladner Gervais LLP
Kruhlak Ronald McLennan Ross LLP	McLean Jana Iris Legal (ORL) ◇
Mahony Dennis E Torys LLP *	Northey Rodney Gowling WLG (Canada) LLP
Pike Alexandria J. Davies Ward Phillips & Vineberg LLP *	Titerle Jim Miller Titerle + Company LLP (ORL) ◇
Powell Sarah Davies Ward Phillips & Vineberg LLP *	Band 4
Sheahan Anne-Marie Sheahan LLP	Abouchar Julie Willms & Shier Environmental Lawyers
Band 2	Akelaitis Andrea Letcher Akelaitis LLP (ORL) ◇
Bellemare Marie-Claude Davies Ward Phillips *	Birchall Charles Willms & Shier Environmental Lawyers
Buttigieg Bryan Miller Thomson LLP	Bourchier Kinji Fasken
Cobb Larry Stikeman Elliott LLP	Charlebois Pierre-Olivier Fasken
Crossman Tony Blake, Cassels & Graydon LLP	Collett Max DLA Piper (Canada) LLP (ORL) ◇
Curpen Radha Bennett Jones LLP	DeMarco Elisabeth Resilient LLP (ORL) ◇
Daigneault Robert Daigneault, avocats inc (ORL) ◇	Duffy Patrick Stikeman Elliott LLP
Dyck Tyson Torys LLP *	Gauvin Mira Dentons Canada LLP
Fairfax Jennifer Osler, Hoskin & Harcourt LLP	Georgakopoulos John Willms & Shier Environmental
Farber Tamara Miller Thomson LLP	Lee-Andersen Selina Miller Thomson LLP
Fortier Michael Torys LLP *	Munro Shawn Bennett Jones LLP
Gilmour Brad Bennett Jones LLP	Oleniuk Terri-Lee Blake, Cassels & Graydon LLP
Harper Duff Blake, Cassels & Graydon LLP	Radoja Una McCarthy Tétrault LLP
Kazaz Charles Blake, Cassels & Graydon LLP	Rosengarten Joanna Goodmans LLP (ORL) ◇
Letcher Gary Letcher Akelaitis LLP (ORL) ◇	Rossi Dionysios Borden Ladner Gervais LLP
MacWilliam Alex Dentons Canada LLP	Vaillancourt Cindy McCarthy Tétrault LLP
McAree Marc Willms & Shier Environmental Lawyers LLP	Welsh Patrick Osler, Hoskin & Harcourt LLP
Stefaniuk John Thompson Dorfman Sweatman (ORL) ◇	Williams Rick Borden Ladner Gervais LLP
Band 3	Up-and-coming individuals
Bereti Richard E Harper Grey LLP (ORL) ◇	Khan Mariko Sheahan LLP
Bobechko Janet WeirFoulds LLP (ORL) ◇ *	Youden Mark Gowling WLG (Canada) LLP
Chamberlain Adam Gowling WLG (Canada) LLP	Associates to watch
Duchaine Christine Sodavex, Inc. (ORL) ◇	Barz Evan Osler, Hoskin & Harcourt LLP
Finney Lana Blake, Cassels & Graydon LLP	Ennis Sebastian Iris Legal (ORL) ◇
Fitch Gavin S McLennan Ross LLP	Port Lauren Sheahan LLP

ready to engage and provide solutions."

Work highlights Bennett Jones advised Global Container Terminals on all aspects of development of its federal and provincial assessment processes.

Notable practitioners

Well versed in regulatory and compliance matters, **Leonard Griffiths** is highly experienced in advising on the environmental considerations of corporate transactions. He attracts further

plaudits for his work on land contamination and hazardous products. He is based out of Toronto.

Strengths: "I've been very impressed with Leonard Griffiths, he's been our environment-specific go-to."

"Leonard is an excellent lawyer who can handle both litigation and transactional work." "Leonard is 100% accessible, is sympathetic to our needs and commercial requirements and is pleasant to work with." Vancouver managing partner **Radha Curpen** handles a broad range of work in the

environmental law space, including land contamination cases and regulatory compliance issues.

Strengths: “Radha is an amazing lawyer.” “We appreciate Radha’s professionalism and sensitivity to the unique circumstances of our case.” Based in Calgary, **Brad Gilmour** is well known for his experience in the environmental space, having guided a number of clients through investigations and site remediations. **Sarah Gilbert** is well versed in a range of environmental issues, including property contamination and dangerous goods transportation, as well as all manner of regulatory compliance in the space. She is based in Toronto. **Strengths:** “Sarah is the full package when it comes to environmental assessment.” Based in Calgary, **Shawn Munro** regularly advises on regulatory proceedings and has a wealth of experience assisting clients with environmental impact assessments. He is especially noted for his expertise in the oil and gas sector. **Strengths:** “Shawn is a very good regulatory lawyer.”

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is an impressive law firm with a deep bench and offices across Canada. The environmental law team provides clients with advice on a range of matters including project development, compliance, chemical and waste regulation and endangered species law. The group’s strengths lie in both corporate matters and litigation at every level of court. It acts for clients including companies from the mining, oil and gas, and power sectors. Further noted for its strength in Aboriginal law, the team often advises on negotiations with First Nations communities on behalf of energy industry participants.

Strengths

“Blake’s strategy was strong and the team has a very thorough, diligent and detail-focused approach.”
 “The response times is what sets Blakes apart from the others; they are extremely responsive.”
 “Blakes delivers top-notch service and stays ahead of the curve on improving service delivery.”

Work highlights Blakes acted as counsel to Elemental with respect to its application to the Alberta Utilities Commission for approval to construct and operate the 150 MW Foothills Solar Project.

Notable practitioners

Pre-eminent environmental lawyer **Jonathan Kahn** advises on a broad spectrum of matters in the environmental space, including prosecutions and class actions relating to issues such as land contamination. He is based in Toronto. **Strengths:** “Jonathan is a very intelligent person that quickly processes the challenges and offers solutions and options on ways to move forward.” **Tony Crossman** advises on a wide range of environmental regulatory issues, representing clients in the energy and mining sectors out of the firm’s Vancouver office. He has further experience assisting with the environmental considerations of commercial and corporate transactions. **Strengths:** “Tony is very attentive to the facts and his awareness of the regulatory landscape brings expertise to the situation at hand.” Calgary-based **Duff Harper** has expertise in site redevelopments and the transportation of hazardous goods. He is also experienced

in assisting with environmental litigation, as well as advising on the environmental considerations of commercial agreements. **Strengths:** “Duff has cross-jurisdictional environmental law knowledge and expertise, and experience in commercial litigation.” “Duff is knowledgeable about the Alberta market and he has been very helpful.” “Duff was clear and concise in his evaluation of our situation and next steps to take.” Montréal-based **Charles Kazaz** enjoys an excellent reputation for his work representing mining companies in the full gamut of environmental issues, including permitting, enforcement and prosecutions. **Strengths:** “Charles has a really strong understanding of both the technical legal and the administrative aspects of dealing with environment issues.” **Lana Finney** handles a wide range of environmental matters, including contaminated land claims. She is based in Toronto. **Strengths:** “Lana is excellent. She is a specialist in environmental law who is very knowledgeable and very quick.” **Terri-Lee Oleniuk** is typically sought out for her regulatory expertise. Her environmental practice is complemented by a knowledge of energy regulation and Aboriginal law. **Strengths:** “Terri-Lee is super knowledgeable and a great adviser.” “Terri-Lee gives us confidence in our ability to permit our projects, while also taking into account commercial impacts of decisions on projects.”

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is a full-service law firm that assists companies from a range of different sectors, including oil and gas, forestry and energy. The environmental, regulatory and Aboriginal law group’s expertise includes advising on the environmental assessments of major projects, climate change and environmental litigation. The practice also has notable experience handling the environmental aspects of M&A transactions, with further strength in contamination land disputes, hazardous waste issues and carbon trading. The firm is a popular choice among prominent Canadian and international companies, as well as governmental entities.

Strengths

“McCarthy is very thorough and brings in the people necessary to resolve the matters.”
 “The McCarthy lawyers are thought leaders in this space.”

Work highlights McCarthy Tétrault acted as counsel for Clean Harbors in connection with an appeal of its expansion approval pursuant to the Environmental Protection and Enhancement Act.

Notable practitioners

Based in Vancouver, **Nicholas Hughes** is an experienced environmental litigator with particular activity handling matters at the intersection of transportation and environmental law. **Strengths:** “Nicholas is an amazing litigator; he has a great mind and thinks things through with attention to detail.” **Una Radoja** boasts a diverse environment practice, regularly advising corporate clients on contentious and regulatory matters. **Strengths:** “Una is strategic and collaborative in her approach.” “Una particularly is quick to respond for assistance and clarification.” “Una has a very deep understanding of environmental laws and regulation in the province. She has direct experience in litigating

issues relevant to our business.” Montréal-based **Cindy Vaillancourt** is frequently sought out by clients for her handling of operational environmental compliance matters, providing further expertise relating to land contamination issues. **Strengths:** “Ms Vaillancourt is an asset to our initiatives through her excellent knowledge of law and policy as well as sophisticated work and coordination with diverse stakeholders.” “Cindy is very knowledgeable and has a very practical approach when resolving issues and setting priorities.” “Cindy is very business-minded in her approach – her responses understand that we don’t always need a 15-page report.”

Band 2

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg is a dynamic law firm that handles a number of different environment-related matters, including impact assessment, project development and regulatory compliance. The environmental and Indigenous team leverages the firm’s wider transactional and regulatory strengths to offer support both nationally and internationally. Its clients include companies from the mining, energy and manufacturing sectors. The firm is highly prominent in the Ontario market and also operates a growing Québec practice.

Strengths

“The Davies team are all top-notch lawyers who understand their area of practice quite well; they all have a strong command of the law in the areas that they are advising on.”

“The Davies team has a terrific strategic focus. The lawyers have leveraged their expertise in a number of different areas.”

“Davies has provided strategic and solid advice and produced successful outcomes.”

Work highlights Davies was retained by Windstream Energy to provide a supplementary expert report addressing the regulatory framework for permitting wind projects in Ontario.

Notable practitioners

Alexandria Pike (see p.170) is sought out by clients from a breadth of sectors, including manufacturing and natural resources, for her extensive knowledge of environmental regulations, including issues relating to remediation. She operates out of the firm’s Toronto office. **Strengths:** “Alexandria excels at complex legal issues and problem solving.” “She is a superb lawyer with tonnes of energy, and is very highly respected.” Based in Toronto, **Sarah Powell** (see p.170) has a pre-eminent environmental practice, advising on matters ranging from permitting and the acquisition of hydropower projects to land contamination litigation. **Strengths:** “Sarah is outstanding and has strong expertise on permitting and stakeholder relationships.” “Sarah is exceptional at what she does, and her breadth and depth of experience make her my first and last call on anything where there is high complexity.” “Sarah is a dedicated, creative professional who demonstrates expertise and a sense of commercial judgement which is unmatched in the field.” Montréal-based **Marie-Claude Bellemare** (see p.169) advises on

environmental concerns arising from M&A transactions. She is additionally instructed by natural resources clients and manufacturers to assist with the environmental due diligence for development projects and industrial sites. **Strengths:** “Marie-Claude is a very strong environment lawyer.”

Gowling WLG (Canada) LLP

What the team is known for Gowling houses a well-recognised environmental law team which draws upon the firm's interdisciplinary approach to offer experience across a range of jurisdictions and different environmental services. The practice has substantial expertise in brownfield development, waste and waste water management, and climate change with regard to cap-and-trade systems. The firm regularly handles environmental litigation and also offers expertise representing clients in Northern Canada, including acting on behalf of Indigenous communities.

Strengths

“With Gowling, we always have access to whatever expertise we need.”

Work highlights Gowling represented Sanimax in a litigation before the Superior Court of Montréal against the City of Montréal. The claim consisted of an appeal for judicial review to compel the City of Montréal to enter with Sanimax into an agreement allowing the discharge of ammoniacal nitrogen into the City's sewer system.

Notable practitioners

Adam Chamberlain typically counsels clients on the environmental aspects of various mining and infrastructure projects, with noteworthy expertise relating to such matters in the Canadian Arctic. Based in Toronto, he is noted for his activity at the intersection of environmental law and the representation of Indigenous peoples. **Strengths:** “Adam has been our go-to person, he has impressed us and delivered consistently.” **Rodney Northey** is well versed in regulatory issues, assisting with matters such as environmental approvals and waste management on behalf of private and public clients, including municipalities. As head of the firm's environmental law group, he operates out of the firm's Toronto and Vancouver offices. **Mark Youden** handles both contentious and advisory matters on behalf of a wide range of clients, including utility providers, public bodies and development companies. **Strengths:** “Mark is a dedicated lawyer and a strong team player.”

Torys LLP

What the team is known for Torys offers advice on the environmental aspects of a wide range of transactions and projects, including high-profile and multi-jurisdictional mergers, financings and redevelopments. The firm is also active on contentious issues arising from projects and regulatory proceedings. The environmental law team represents major Canadian and multinational clients spanning numerous industry sectors including oil and gas, chemicals, renewable energy, mining, nuclear, consumer and media. The firm is additionally known for its expertise in climate change law and emissions trading.

Strengths

“Torys has demonstrated its ability to remain one step ahead of everyone else – their guidance has

been integral to our success.”

“The Torys lawyers provide their advice in a way that is easy for us to take that advice and make actual business decisions.”

“The Torys lawyers are giants in the environmental space and have exceptional skills and knowledge to draw on in providing services.”

Work highlights Torys advised on a number of matters for Ontario Power Generation with respect to the Darlington small modular reactor project.

Notable practitioners

Dennis Mahony (see p.169) is an esteemed lawyer who handles the full spectrum of issues in the environmental space, including environmental approvals for major energy projects. He is based in Toronto. **Strengths:** “Dennis Mahony is responsive, strategic and practical.” “Dennis is a strategic mastermind, always a step ahead of his opponents – the Connor McDavid of the legal world.” “Dennis is top flight in terms of his strategic look at the bigger picture and mapping out of strategy.” **Tyson Dyck** (see p.169) acts out of the firm's Toronto office and has a strong reputation for his work in the energy and mining industries. He possesses further expertise encompassing carbon finance and climate-related matters. **Strengths:** “Tyson Dyck is very responsive, technically smart and practical.” “Tyson makes things business-ready.” “Tyson's ability to meet challenging timelines and be the respected voice in the room during high-pressure situations always inspires confidence for his clients.” Toronto-based **Michael Fortier** (see p.169) is well versed in environmental issues relating to major energy and mining projects, with additional experience with regard to transactional matters. **Strengths:** “Michael is attentive, strong and experienced.”

Band 3

Fasken

What the team is known for Fasken is a respected law firm with a solid environmental department. The team represents businesses from the energy, mining and transportation sectors, offering substantial expertise across contaminated site management, environmental assessment and risk management, and regulatory compliance in the context of major power projects. It has additional expertise in climate change and carbon trading matters, as well as fisheries and habitat issues. The firm is also experienced in environmental dispute resolution, both in defending clients against environmental charges and in resolving disputes through arbitration and mediation.

Strengths

“Fasken is our go-to for environmental advice, we are very happy with the service.”

“The Fasken team is very strong and cutting-edge.”

“The Fasken team is very responsive, very attuned to our business needs, and takes a practical approach.”

Notable practitioners

Rosalind Cooper offers substantial experience in environmental matters out of the firm's Toronto office, with a particular focus on environmental impact assessments and contaminated land lit-

igation. **Strengths:** “Rosalind is a strategic and practical lawyer, often steps ahead of opposing counsel.” “Rosalind handles some of the most difficult environmental litigation files, with exceptional service level and expertise.” “Rosalind continues to be one of the pre-eminent environmental lawyers in the country.” **Kinji Bourchier** operates out of the firm's Vancouver office, acting across a number of litigious matters enveloping environmental facets. **Strengths:** “Kinji is very capable in terms of contaminated sites.” “Kinji is a very strong, quality lawyer on contaminated land work.” Montréal-based **Pierre-Olivier Charlebois** acts across both contentious and commercial mandates in the environmental law space. As leader of Fasken's corporate social responsibility team, he is particularly well versed in matters relating to the carbon market, including carbon offsets. **Strengths:** “He is knowledgeable and practical.”

Lawson Lundell LLP

What the team is known for Lawson Lundell is a strong Vancouver-based law firm that provides advice to clients in connection with the environmental assessment and approval processes for major projects in Western Canada and the North. The environmental and regulatory practice's experience cuts across a wide range of sectors including transportation, mining and forestry. The team also provides valuable litigation expertise, with experience representing clients in environmental law matters before the British Columbia Supreme Court and the Supreme Court of Canada. It offers additional strength in matters involving contaminated site remediation and other hazardous waste issues.

Strengths

“Lawson's strategy is always informed, thoughtful and respectful.”

“When you're working with a complex project, Lawson has the expertise to cover everything.”

Work highlights Lawson Lundell represented Pure Environmental Waste Management, an oil-field and industrial waste management business, in its regulatory applications before the Alberta Energy Regulator.

Notable practitioners

Clifford Proudfoot KC advises on a range of matters including environmental assessments and court challenges to the issuance of mining permits. Based in Vancouver, he serves as the firm's managing partner. **Strengths:** “Clifford is an expert within this field – he is the type of person I would trust as a second opinion.” Vancouver-based

Brad Armstrong KC regularly assists clients with environmental assessment reviews, including the public hearing phases. He is well versed in acting for mining and oil pipeline companies, particularly with regard to projects located in the Canadian North. **Strengths:** “Brad is an experienced lawyer and a good adviser.”

Miller Thomson LLP

What the team is known for Miller Thomson is a full-service law firm that houses a solid team of dedicated environmental lawyers who cover a range of litigation, regulatory and transactional matters. Its clients include renewable energy and power producers, research institutions and gov-

ernment agencies. The environmental law group provides multifaceted advice including in relation to environmental approvals, permitting, assessment and due diligence. The firm benefits from lawyers based throughout numerous offices in BC, Ontario, Québec and Saskatchewan.

Strengths

"Miller Thompson has access to all the correct expertise required for our business."

Work highlights Miller Thomson acted for Saint-Gobain in its ongoing acquisition of Kaycan, a manufacturer and distributor of exterior building materials in the US and Canada. The environmental team, led by Tamara Farber, provided diligence advice on a portfolio of 40 sites across Canada, involving varying levels of chemical impact.

Notable practitioners

Vaughan-based **Bryan Buttigieg** has a strong reputation in the market, handling a wide variety of environmental issues in both contentious and non-contentious settings. He is particularly experienced handling cases stemming from environmental damage and brownfield redevelopment. **Strengths:** *"Bryan is very smart, sharp and knowledgeable." "Bryan has a very strong expertise that provides a balanced perspective."* **Tamara Farber** represents clients in environmental litigation out of the firm's Toronto office, providing a particular specialty in contaminated land cases. **Strengths:** *"Tamara is a terribly smart, talented and capable lawyer."* **Selina Lee-Andersen** is well known for her work in the environmental regulatory compliance space, servicing clients out of the firm's Vancouver office. **Strengths:** *"Selina is able to simplify complex legal and business problems."*

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is a notable law firm with a strong track record for advising clients on a variety of environmental matters including project development, environmental assessment reviews, contaminated land and general compliance issues. The practice is additionally well positioned to represent clients in environmental litigation, such as administrative hearings and civil actions, as well as in the tribunal appeal process. Its regulatory, environmental, Aboriginal and land (REAL) group is respected for its representation of clients from the energy and natural resources sector. The team is primarily based out of the Toronto and Calgary offices, with national reach across Canada.

Strengths

"Osler has enormous bench depth."

"The firm possesses specialised expertise and has the capability to provide strategic advice on key matters of business."

"Osler has strong transactional and litigation expertise."

Work highlights Osler counselled Equinor Canada, as operator of the proposed CAD16 billion Bay du Nord offshore oil project, on all environmental assessment, regulatory and Indigenous relations matters related to the project.

Notable practitioners

Operating out of Calgary, **Shawn Denstedt KC** is vice-chair of the firm's Western Canada practice. He is an accomplished environmental lawyer

who is well versed in regulatory issues arising in the energy and natural resources industries, and regularly advises on permitting issues. Toronto-based **Jennifer Fairfax** is active on environmental assessments as well as remediation and contamination matters. She acts on behalf of a range of national and international clients including Honeywell and Imperial Oil. **Strengths:** *"I think the world of Jennifer; she is the ultimate trusted adviser and she always finds time for me." "Jennifer understands the regulatory space in which we operate and seems to assess the risks and legal framework quickly and accurately." "Jennifer has been excellent, she is always available and strikes me as someone very good at client management."* Toronto-based **Patrick Welsh** advises a range of clients, including natural resource and retail companies, on transactional and development mandates. **Evan Barz** is a Toronto-based associate with expertise in complex environmental regulatory matters and disputes. **Strengths:** *"You can ask Evan anything, and he'll have an answer." "Evan is very polished, I've got complete confidence in him. He understands the legal issues and has a solid understanding of our business."*

Sheahan LLP

What the team is known for Sheahan is a high-quality environmental boutique based in Montréal with an established reputation for environmental law, particularly litigation. The firm is well placed to handle a wide variety of issues, from contaminated land and remediation to groundwater matters and permitting strategy, as well as the application of specific legislation, such as the Fisheries Act, to industrial clients. Its diverse client roster includes companies from the forestry, aviation, energy and mining industries.

Strengths

"The Sheahan team understands our specific business and legal needs and what it takes to make us successful and compliant with regulation."

Work highlights Sheahan assisted Nouvelle Autoroute 30 CJV with strategy and expertise to contest and settle a federal order issued under the Fisheries Act to rebuild dykes in navigable waters, appearing before the Federal Court and Federal Court of Appeal.

Notable practitioners

Montréal-based **Anne-Marie Sheahan** is sought out by a prominent roster of clients seeking advice on the full spectrum of issues in the environmental space, including environmental assessments and regulatory compliance. **Strengths:** *"Anne-Marie is a seasoned professional and she and her team know how to deliver results." "She has extremely extensive experience in her field of practice and is very thorough and respectful." "Anne-Marie is a powerhouse and is worthy of note."* **Mariko Khan** is developing a reputation in the Québec market for her ability to advise on a broad array of issues. Recent work has seen her handling transactional, permitting and compliance matters. **Strengths:** *"She has a lot of knowledge and connections in the community and has been very helpful."* **Lauren Port** is a Montréal-based associate who regularly advises clients on a broad range of environmental compliance matters, including permitting and assessments. **Strengths:** *"Lauren is really terrific."*

"Lauren is very attentive, knowledgeable and timely with responding."

Stikeman Elliott LLP

What the team is known for Stikeman Elliott offers a strong bench of highly skilled practitioners frequently engaged by a roster of leading corporate clients to advise on complex environmental matters. The firm's environmental law group offers considerable expertise assisting with permitting and environmental assessment issues arising from renewable energy projects. It is also noted for its cross-border capabilities, particularly involving the USA.

Strengths

"Stikeman has awareness of our individual industry-specific legal and business needs."

"Stikeman have demonstrated a very strong ability to navigate the regulatory framework around environmental matters, and have also demonstrated a wide depth of knowledge."

"They have individual practitioners that I would welcome to see on the other side of a file."

Work highlights Stikeman Elliott acted as counsel to Staples Canada ULC, through its business-to-business division Staples Professional Inc., in its purchase of Canadian-based office supplies dealers Denis Office Supplies and Furniture, Supreme Basics and Basin Stationery Office Supplies.

Notable practitioners

Toronto-based **Larry Cobb** regularly assists with the environment aspects of transactional work, including the acquisition of mining companies both domestically and overseas. He is additionally well placed to advise on contaminated land and the transportation of hazardous goods. Montréal-based **Myriam Fortin** is praised by sources for her handling of environmental regulatory issues, often acting for manufacturers and natural resources companies. Her expertise in this field is wide-ranging, encompassing environmental impact assessments as well as remediation matters. **Strengths:** *"Myriam gets to the issues, explains them and offers solutions."* Based in Toronto, **Patrick Duffy** advises on environmental assessments and contamination issues, alongside his broader focus on project development and energy regulatory matters. He has experience appearing before the Environmental Review Tribunal. **Strengths:** *"Patrick is a very knowledgeable litigator who is capable of picking up new client issues in very esoteric environmental, development and permitting areas and incorporating them directly into strategy."*

Willms & Shier Environmental Lawyers LLP

What the team is known for Willms & Shier is a highly regarded environmental law boutique headquartered in Toronto, whose services run the gamut of environmental issues from litigation to transactions and regulatory advice. The firm's clients include a broad range of municipalities and real estate, transportation and energy companies. Particular areas of strength include advising on the redevelopment of contaminated land, obtaining permits and approvals, and waste water treatment and management. The firm has addi-

tional offices in Ottawa, Calgary and Yellowknife.

Strengths

"The firm understands the science and environmental issues, not just from the legal perspective – they understand the contaminants that we deal with, they speak the technical language."

"The firm showed a full understanding of the issues and solutions."

"The expertise and knowledge of partners and associates of the firm was used throughout the file dealings."

Notable practitioners

Marc McAree serves as firm co-managing partner from its Toronto office. He is a highly regarded environmental law specialist who is sought out for his expertise in contentious matters, particularly those related to operational incidents and contamination. He additionally provides counsel on environmental compliance. **Strengths:** *"Marc is a go-to in Ontario."* *"Marc was a pleasure to work with and I have total confidence in his ability and his judgement."* **Juli Abouchar** is noted for her handling of major environmental and Aboriginal law issues. She is particularly noted for her expertise in risk management, permitting and compliance.

Strengths: *"I hold Julie in the highest regard for her level of expertise, team work and ethical behaviour."* **Charles Birchall** is principally engaged to assist with environmental assessments and general environmental compliance issues. He is a respected figure in the field and known for his extensive experience working at the intersection of environmental and Aboriginal law. **Strengths:** *"Charles is a very good, sensible lawyer who is responsive to clients."* **John Georgakopoulos** has a notable profile in the environmental law space, with particular expertise in relation to compliance and due diligence. Another major aspect of his practice involves advising on emissions trading and related issues. He serves as firm co-managing partner. **Strengths:** *"John is an overall pleasure to work with. He offers legal advice that is sound, practical and always in the best interest of the client."*

Band 4

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais is a full-service law firm with a multidisciplinary environmental law department. The practice is highly regarded for environmental litigation as well as assisting with environmental assessments and permitting. The team offers additional expertise in relation to contaminated sites, storage and transportation of hazardous goods, and emissions. The group's client roster spans the country and includes public and private companies, municipalities and Crown corporations.

Strengths

"The firm has a comprehensive knowledge of the challenging regulatory environment."

"I trust BLG to provide high-quality advice in the most complex matters that we as an organisation might face."

Work highlights Borden Ladner Gervais acted for the City of Markham in obtaining the dismissal of an application for leave to appeal to the Ontario

Court of Appeal by Romandale Farms.

Notable practitioners

Toronto-based **Gabrielle Kramer** represents a range of public and private clients, including municipalities and oil and gas companies, engaged in regulatory proceedings and contamination disputes. **Dionysios Rossi** is regularly called upon to counsel clients on environmental processes, regulations and enforcement. **Strengths:** *"Dino provides excellent service and insight into a broad range of commercial items and business development."* *"Dino is incredibly knowledgeable and efficient, and tailors his advice to the issue expertly."* *"Dionysios is excellent to work with – he is proactive, responsive, and offers pragmatic and useful advice."*

Based in Vancouver, **Rick Williams** is well versed in environmental issues and is frequently sought out to advise on matters relating to major oil and gas projects. He is additionally noted for his experience in contaminated land litigation. **Strengths:** *"Rick consistently provides high-quality, timely and well-informed legal advice on environmental matters."* *"Rick thinks about the bigger picture and provides really good, valuable input."*

Dentons Canada LLP

What the team is known for Dentons Canada ably assists clients with a range of environmental concerns, including project permitting and clean-up programmes as well as land use planning and conservation issues. The firm also advises on environmental due diligence and offers expertise in relation to the transportation of dangerous goods. The practice leverages the firm's global strength to offer support to Canadian and international clients, particularly in the field of natural resource development. The team is well versed in climate change and emissions law including carbon trading.

Strengths

"The Dentons team possesses knowledge of the regulators and provides practical advice."

"Not often in my career have I worked with external lawyers that are so business-focused."

"When complex issues arise, skilled resources are pooled and Dentons finds innovative and operational solutions."

Work highlights Dentons is advising the Regional Municipality of Wood Buffalo on environment, health and safety matters relating to all aspects of its operations, including potable water system, wastewater treatment system, solid waste landfills and engineering operations.

Notable practitioners

Calgary-based **Alex MacWilliam** represents clients, including municipalities and notable real estate developers, in relation to their environmental obligations. He offers further expertise in guiding clients through emergency response and any subsequent disputes. **Strengths:** *"Alex has very strong experience and does a lot of work with administrative tribunals. I have a lot of respect for him."* **Mira Gauvin** is a well-recognised lawyer based in the firm's Montréal office. She frequently represents firms in the infrastructure and natural resources space, assisting with environmental assessments and permitting, as well as Aboriginal rights. **Strengths:** *"Mira is key to our project – she has both supported on the legal aspects and*

has gained the trust of our teams, which is key in the execution."

McLennan Ross LLP

What the team is known for McLennan Ross is an effective law firm based in Western and Northern Canada which has a strong environmental transactional and litigation offering. The team also advises clients on environmental matters relating to project development, water, waste management and contaminated sites. The firm's litigation strengths include disputes before a range of regulatory bodies. Its lawyers often represent government entities and municipalities.

Strengths

"McLennan Ross takes the time to consider a variety of solutions and the impacts of solutions."

"McLennan Ross understands our needs, provides advanced budgets and forecasts for costs, and outlines the risks and opportunities on each file very well."

"The firm has the right mix of technical knowledge and experience, and is very good at developing solutions that meet the needs of the situation and the client."

Work highlights McLennan Ross continued to represent Clean Energy BC in respect of its intervention in the B.C. Utilities Commission's consideration of BC Hydro's 2021 Integrated Resources Plan.

Notable practitioners

Edmonton-based lawyer **Ronald Kruhlak KC** has broad-ranging environmental law expertise encompassing remediation and Water Act proceedings. He has additional experience helping clients to obtain regulatory approval for various mining and energy projects. **Strengths:** *"Ronald brought a depth of experience that is hard to find these days – his insight on strategy and approach were invaluable."* Calgary-based **Gavin Fitch KC** maintains a strong practice in Alberta, regularly assisting with permitting issues and environmental assessments. He also represents clients in litigious proceedings, including appeals.

Strengths: *"Gavin has provided fearless leadership and advice on many difficult, public-facing matters."* *"Gavin was excellent to work with – he has a broad range of experience and specific expertise in the project."*

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is an international law firm that offers advice on all aspects of environmental law, including issues related to air, soil and water, as well as endangered species, waste management and climate change. With lawyers based in offices from coast to coast, the team has notable experience handling matters for clients from the oil and gas, infrastructure and transportation sectors. The firm also provides advisory services on the environmental aspects of large-scale M&A transactions.

Strengths

"Norton Rose Fulbright has helped us successfully navigate a number of complex matters pertaining to environmental laws."

"The firm has a great pool of talented lawyers who are quickly able to handle complex matters."

“Everyone across the firm is customer service-focused – they produce high-quality, top-notch work.”

Work highlights Norton Rose Fulbright continued to act for the American Chemistry Council and others on an intervention into a case before the Federal Court challenging the Government of Canada’s addition of “plastic manufactured items” to the List of Toxic Substances under the Canadian Environmental Protection Act, 1999.

Notable practitioners

Other Ranked Lawyers

Andrea Akelaitis offers notable experience in a wide range of regulatory environmental matters, including contaminated site and waste management work.

Strengths:

“Andrea is a powerhouse.”

Richard Bereti co-chairs the environment practice at noted BC firm Harper Grey. He handles an array of environmental litigation and regulatory matters, with considerable expertise in the management of contaminated sites.

Strengths:

“Richard is a fountain of knowledge and really quickly understands the business issues we are facing.”

Toronto-based **Janet Bobeckho** (see p.169) is an experienced environmental lawyer with a practice encompassing both litigious and regulatory matters. Notable areas of expertise include contamination and remediation, emergency response and environmental approvals.

Strengths:

“She is quite knowledgeable on a wide variety of environmental areas.”

“Janet is excellent and has a speciality in contaminated land work.”

Max Collett has broad environmental expertise and frequently advises clients on a wide range of regulatory compliance matters.

Robert Daigneault is renowned in Québec for his

accomplished handling of environmental litigation and his long history of representing energy and natural resources companies. He is especially noteworthy for his background as a biologist, which provides a unique perspective to his legal work.

Toronto-based **Elisabeth DeMarco** is particularly noted for her prominent work in the climate change space. In this field she acts on behalf of several well-known energy companies and is well regarded by her peers in the market.

Strengths:

“Elisabeth is a talented climate change lawyer.”

“She is a go-getter and has been doing energy and environmental work for a long time.”

Montréal-based **Christine Duchaine** is held in high regard for her environmental litigation practice. She is experienced handling appellate work and regularly acts on behalf of energy and natural resources companies.

Sebastian Ennis is a Vancouver-based associate with broad expertise encompassing complex environmental disputes.

Strengths:

“Sebastian has been very helpful – he understands the issues, and provides research and analysis that addresses them.”

Operating out of the firm’s Vancouver office, **Robin Junger** (see p.169) advises on the full spectrum of issues in the environmental and Aboriginal law spaces.

Based in Vancouver, **Gary Letcher** is well regarded for his handling of a wide range of environmental matters, with expertise encompassing land contamination, environmental assessments and waste management.

Strengths:

“Gary is a fantastic lawyer – he is very wise and has a thorough methodology.”

“Gary has a very strong legal mind.”

Jana McLean is the principal of Vancouver-based Iris Legal. Her environmental practice sees her assist with environmental assessments as well as contaminated land and species at risk matters.

Strengths:

“Jana is, without any hesitation, my first call for complex strategic questions.”

“Jana is very knowledgeable in the area of environmental and contaminated sites legislation – she provides sound, practical legal advice and strategies for addressing issues.”

Jean Piette is an immensely experienced lawyer who enjoys a formidable reputation in Québec. He is well known for having helped establish many of the province’s environmental regulations and policies, and he maintains an active practice representing a number of high-profile clients.

Strengths:

“Jean is an exceptional attorney – his opinions and interventions on our behalf have always been on point.”

Joanna Rosengarten provides clients with compliance, permitting and transactional advice from the firm’s Toronto office. She is also able to assist on climate change matters.

Strengths:

“She is a talented lawyer and a real force.”

“Joanna is very responsive and was able to bring a team together to provide cross-country advice.”

Winnipeg-based **John Stefaniuk** has extensive experience in environmental law, including in regard to contaminated sites and remediation issues. His broader practice encompasses a variety of construction and real estate transactional work.

Strengths:

“He is the go-to for dealing with environmental matters in Manitoba; if you need anything done, John is your man.”

“John is a go-to in Winnipeg, he does it all.”

Vancouver-based **Jim Titerle** is well regarded for his expertise in permitting and contaminated site matters. He handles this work alongside a wealth of transactional and commercial contract work, notably in the real estate sector.

Strengths:

“Jim is super smart, has business savvy and provides a balanced view.”

Leaders' Profiles in Environment

BELLEMARE, Marie-Claude

Davies Ward Phillips & Vineberg LLP,
Montréal
+1 514.841.6489
mcbellemare@dwpv.com

Featured in Environment (Nationwide – Canada)

Practice Areas: Marie-Claude's practice is focused on environmental and natural resource law, as well as energy and public law, both provincially and federally. She advises clients—including forestry, oil, mining and chemical companies, industrial entrepreneurs, petroleum distributors, real estate developers and financiers—on a wide variety of compliance and regulatory matters such as authorizations and permits, reporting, regulatory requirements (air, water, contaminated lands, endangered species, protected areas, etc.), inspections and investigations, as well as on climate change and greenhouse gas pricing matters. She also provides support to clients on the environmental aspects of their complex transactions and litigation matters, and is a frequent speaker on environmental matters at conferences in Québec and in Ontario. Select Recognition: Chambers Global; Chambers Canada; Lexpert Special Edition: Energy; Lexpert Special Edition: Mining; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada, Environmental Law Lawyer of the Year 2020, Montréal; Who's Who Legal: Canada; Acristas Stars 2020.

BOBECHKO, Janet

WeirFoulds LLP, Toronto
+1 416 947 5073
jbobechko@weirfoulds.com

Featured in Environment (Nationwide – Canada)

Practice Areas: Janet Bobechko is a Certified Specialist in Environmental Law and a nationally recognized senior practitioner with extensive experience in all aspects of environmental law, climate change and sustainability. Janet's environmental law practice is focused on climate change and sustainability, Environment Social Governance (ESG), real estate and brownfield development and environmental dispute resolution. She routinely provides sophisticated and strategic advice on environmental compliance, mergers & acquisitions, real estate and portfolio acquisitions and dispositions, leasing, financings, and environmental management systems. She has significant experience in construction contracts and lien matters as they relate to contamination, remediation and excess soils. Her dispute resolution work includes, providing advice on environmental aspects in complex civil litigation for legacy contamination, migration of contamination, environmental regulatory inspections, defence of charges, orders, and strategic due diligence advice. Janet received a career achievement award from the Canadian Brownfields Network as a person who has had a profound impact on the brownfield industry in Canada.

Career: Ontario Bar, 1991

DYCK, Tyson

Torys LLP, Toronto
+1 (416) 865.8136
tdyck@torys.com

Featured in Environment (Nationwide – Canada)

Practice Areas: In the energy sector, Tyson provides critical guidance to clients as they navigate the energy transition. He has advised on many of North America's most high-profile energy projects, including on the development, permitting and financing of more than 50 wind, solar, gas, hydro and energy storage projects, together representing over 7,000 MW in installed capacity. He also advises on major transmission and distribution projects, including electricity transmission lines and natural gas pipelines, and some of the world's largest Carbon Capture, Utilization and Storage (CCUS) projects. Tyson gives strategic advice in navigating complex and often challenging environmental assessment and permitting processes, as well as on negotiations with regulatory agencies, Indigenous communities, local municipalities and other stakeholders. Tyson also leads the firm's Climate Change Practice. He has decades of experience in the area, having worked on some of the country's earliest carbon offset deals and emissions reduction funds. He now advises clients with responsibility for over 100,000 kilotonnes of GHG emissions as they transition to a low-carbon economy. He is regularly retained to advise on the development of carbon trading and compliance strategies, on agreements for the purchase and sale of emissions reduction and clean energy credits (in both compliance and voluntary markets), on the development and marketing of carbon offset and removal projects, and on climate change disclosure issues (both under evolving securities laws and voluntary reporting frameworks such as the GHG Protocol and the Task Force on Climate-Related Finance Disclosures). He is currently helping some of the country's largest companies in developing their strategies to achieve Net Zero GHG emissions. In the mining and metals sector, Tyson acts for companies acquiring, financing, developing and operating major uranium, potash, coal and precious metals operations across the country. He regularly advises these clients on stakeholder relations and permitting, compliance and enforcement matters, including investigations and prosecutions under provincial and federal environmental laws. He has also worked with national and provincial industry associations on strategies to address environmental risks and seize climate change-related opportunities. Tyson advises clients in many other sectors, including pulp and paper, water treatment, communications, iron and steel, chemicals and manufacturing. He provides advice on the full range

of issues in the environmental and energy-regulatory fields, including environmental assessments, project permitting, contaminated sites remediation, endangered species protection, spills response and reporting and the inspection, investigation and defence of environmental offences. As a co-leader of the firm's ESG Practice, he also regularly advises on high-stakes, reputationally sensitive ESG issues for major financial institutions, investors and asset managers.

FORTIER, Michael

Torys LLP, Toronto
+1 416 865 8147
mfortier@torys.com

Featured in Environment (Nationwide – Canada)

Practice Areas: Michael provides practical advice to clients on key environmental, Indigenous and strategic aspects of developing, permitting and constructing energy, infrastructure, mining and real estate projects. He guides clients in their negotiations with Indigenous peoples and regulatory agencies, especially to resolve impasses, to advance complex, multi-party negotiations and to develop strong, mutually beneficial relationships with Indigenous peoples. He also provides counsel on consultation and accommodation obligations as well as the free, prior and informed consent of Indigenous peoples. Michael often crafts a practical, successful resolution to disputes whether acting as counsel, mediator or facilitator. His dispute resolution practice includes approval hearings, civil litigation (especially with respect to contamination), mediation, negotiation and regulatory prosecutions and other proceedings, including with respect to the Environmental Protection Act, Ontario Water Resources Act, Pesticides Act, Canadian Environmental Protection Act, 1999, Fisheries Act and Nuclear Safety and Control Act. As part of Michael's active transactional practice, he regularly assists buyers, sellers, lenders, borrowers, underwriters and investors through all the environmental and Indigenous aspects of transactions, from the design and coordination of deal-specific liability assessments, through the negotiation of agreements and in handling closing and post-closing details. For existing operations in a wide range of sectors, Michael provides regulatory advice on a broad range of environmental, health and safety issues, including with respect to environmental assessments and other vital permits, including for electricity generation and transmission, water, wastewater, transportation, waste, mine and remediation/closure projects inspections; investigations; liability assessments; climate change; contaminated sites; air, renewable energy, sewage and other approvals. He also advises on the transportation, import and export of dangerous goods, nuclear substances, hazardous products and wastes.

JUNGER, Robin

McMillan LLP, Vancouver
778.329.7523
robin.junger@mcmillan.ca

Featured in Environment (Nationwide – Canada), Aboriginal Law (Nationwide – Canada)

Practice Areas: Robin's practice focuses on environmental, administrative and Aboriginal law. He acts for a broad range of mining, energy, infrastructure, forestry and industrial companies, as well as property developers, governments and First Nations. In addition to more than 20 years of legal practice, Robin has served as British Columbia's Deputy Minister of Energy, Mines & Petroleum Resources; Deputy Minister of Energy and Clean Technology; Head of the Environmental Assessment Office; Chair of the Oil & Gas Commission and Chief Provincial Treaty Negotiator. He has also acted as legal counsel to numerous statutory decision-makers, administrative tribunals and independent Officers of the Legislature, and was integrally involved in the development of some of British Columbia's most significant legislation including the Environmental Management Act, the Clean Energy Act and the Public Health Act. Robin is a Harvard Law School graduate and a former law clerk to the BC Court of Appeal. He has taught both private and public international law as a sessional instructor at the University of Victoria faculty of Law.

MAHONY, Dennis E

Torys LLP, Toronto
+1 416 865 8214
dmahony@torys.com

Featured in Environment (Nationwide – Canada)

Practice Areas: Dennis is the head of Torys' Environmental, Health and Safety Practice, the Co-Chair of the firm's interdisciplinary Climate Change and Emissions Trading Practice, and certified by the Law Society of Ontario as a Specialist in Environmental Law. Dennis provides comprehensive environmental, health and safety advice to a broad range of public- and private-sector clients, including public and private companies, federal government agencies, Crown corporations, provincial bodies and municipalities. The scope of his counsel covers virtually every industrial sector: transportation, utilities, non-renewable and renewable energy, pulp and paper, mining, chemicals and plastics, water and waste water treatment and disposal, manufacturing, financial institutions and real estate development. On projects, Dennis works alongside developers, lenders, technical consultants, regulators and other project stakeholders to plan, develop, permit and defend complex projects, often through sensitive environmental habitats. He regularly advises from the project planning stage through the approval and construction stages and into operation. His broad advice to clients spans regulatory compliance, major and

minor environmental assessment and other approvals, strategic stakeholder management, and litigation before environmental tribunals and courts. Over the past several years, Dennis and various Torys teams have successfully advised and defended more major projects than any other environmental team in the country. Dennis also assists buyers, sellers, lenders and investors through all environmental aspects of a transaction: from acquisition diligence and agreement negotiation, to the design and coordination of deal-specific environmental liability assessments, negotiation of agreements and in handling closing and post-closing details. Dennis has a broad regulatory practice that involves technical and strategic advice spanning the full range of issues in the environmental, health and safety field. In particular, he advises on federal and provincial environmental assessments and other approvals, contaminated sites, quasi-criminal, civil and administrative liability assessments, transportation of dangerous goods and waste, climate change, general legal compliance, legislative initiatives and Canada-U.S. cross-border issues. His work regularly involves litigation, covering environmental assessment and approval hearings, appeals of administrative orders, quasi criminal defence work and civil litigation. With respect to climate change and emissions trading, Dennis helps clients navigate through this evolving area, including keeping them informed on the numerous domestic and international developments in the area and working on project-specific teams for everything from assessing securities disclosure requirements to emissions trading.

PIKE, Alexandria J.

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Featured in Environment (Nationwide – Canada)

Practice Areas: Alex is a partner in the Environmental & Indigenous and Energy practices at Davies and is a past chair of the Canadian Bar Association's National Environment, Energy and Resource Law Section. She advises on environmental liability in various sectors, including mining, manufacturing, chemical, pulp and paper, transportation and real estate. Alex is an expert on contaminated lands, addressing liability in transactions and redevelopment. She advises on environmental risk and permitting requirements in complex energy, infrastructure and resource projects. Alex has expertise in Indigenous matters and advised on the creation of environmental protection and assessment regimes under Canada's First Nations Land Management Act. She also represents clients in regulatory proceedings and provides environmental expertise in litigation, including with respect to directors' and officers' liability. Select Recognition: Chambers Global; The Legal 500 Canada; The Lexpert/American Lawyer Guide to the Leading 500 Lawyers in Canada; Lexpert Special Edition: Energy and Mining; The Best Lawyers in Canada; Expert Guides' Women in Business Law.

POWELL, Sarah

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Toronto
+1 416.367.6931
spowell@dwpv.com

Featured in Environment (Nationwide – Canada)

Practice Areas: Sarah uses her thorough understanding of evolving issues in environmental and energy law to provide clients with practical, concise advice. She works with clients – both directly and as a member of Davies' transaction teams – to evaluate environmental and social risks in Canadian and international deals. Mining, renewable energy, Indigenous issues and climate change are significant areas of focus. Sarah is also successful at advocating before administrative tribunals regarding permitting for infrastructure, resource development and manufacturing projects. Sarah is a member of our Management Committee. She is deeply involved in the development and reform of Canadian environmental law and has held many leadership roles in prominent legal and business organizations. Sarah is past chair of the National Environmental, Energy and Resource Law Section of the Canadian Bar Association and the Ontario Bar Association's Environmental Law Section. Select Recognition: Chambers Global; The Lexpert/American Lawyer Guide to the Leading 500 Lawyers in Canada; The Legal 500 Canada; Lexpert Special Edition: Energy and Mining; The Best Lawyers in Canada's Toronto Energy Regulatory Law Lawyer of the Year 2023 and 2019 and Environmental Law Lawyer of the Year 2018; Expert Guides' Women in Business Law.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Franchising

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Sotos LLP
Band 2
Dale & Lessmann LLP
Fasken
Band 3
Dentons Canada LLP
Hoffer Adler LLP
McCarthy Tétrault LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell is a premier choice for franchising law in Canada, regularly advising large multinational franchise systems on disclosure, compliance and class action defence. The firm's Toronto-based lawyers assist clients with agreements, expansion and wind-down operations, providing additional expertise in M&A, tax, employment and advertising. The firm's client base includes major franchisors from the cannabis, hospitality, and food and beverage industries. It offers additional expertise advising foreign brands on entry into the Canadian market and is well positioned to advise on the franchise aspects of major transactions.

Strengths

"Cassels Brock & Blackwell are very responsive, which is always appreciated. The firm has a wider outreach in various areas of law, which is beneficial in our cases."

"Cassels Brock & Blackwell is a full-service firm. They've got all the relevant teams to help the case."

Work highlights Cassels Brock & Blackwell advised Canopy Growth on the divestment of its retail business across Canada.

Notable practitioners

Geoffrey Shaw is a litigation lawyer based in Toronto who is widely recognised for his work on franchising disputes, with further experience of arbitration and mediation. His clientele includes companies in the food and beverage sector. **Larry Weinberg** is a prominent franchising lawyer based in Toronto who is recognised as a leader in the field. His practice includes assisting with brand

Franchising
Senior Statespeople
Senior Statespeople: distinguished older partners
Levitt Edward (Ned) Dickinson Wright LLP (ORL) ◇
Shaw Geoffrey B Cassels Brock & Blackwell LLP
Sotos John Sotos LLP
Leading Individuals
Band 1
Dick Allan Sotos LLP
Dolman Jennifer Osler, Hoskin & Harcourt LLP
Frith Andraya Osler, Hoskin & Harcourt LLP
Sutin Debi Gowling WLG (Canada) LLP (ORL) ◇
Weinberg Larry M Cassels Brock & Blackwell LLP
Band 2
Floriani Bruno Lapointe Rosenstein Marchand (ORL) ◇
Fotinos Helen Dentons Canada LLP
Hoffman Jeffrey Dale & Lessmann LLP
Jarvis Darrell Fasken
Melvin Michael McInnes Cooper (ORL) ◇
Mochrie Dominic Osler, Hoskin & Harcourt LLP
Robinson Frank Cassels Brock & Blackwell LLP
Shaw David Dale & Lessmann LLP
Ship Adam McCarthy Tétrault LLP
Snell Peter Cassels Brock & Blackwell LLP
Viitre Peter Sotos LLP
Band 3
Adler Joseph Hoffer Adler LLP
Altshuller David Teplitsky Colson LLP (ORL) ◇
Finkelstein Chad Dale & Lessmann LLP
Hoffer Lloyd Hoffer Adler LLP
Rebane Blair Borden Ladner Gervais LLP (ORL) ◇
Yiokaris John Sotos LLP
Band 4
Boudreau Adrienne Sotos LLP
Gagnon Jean H Fasken
Gilbert Frédéric Fasken
Marrocco Andrae McMillan LLP (ORL) ◇ *
Ronde Derek Cassels Brock & Blackwell LLP
Up-and-coming individuals
Harrop Clark Dale & Lessmann LLP
Jackson Christine Osler, Hoskin & Harcourt LLP
Sugar Stephanie McCarthy Tétrault LLP

expansion for international clients into Canada, as well as drafting franchise agreements and M&A. **Strengths** "Larry Weinberg has the knowledge and ability to handle any type of franchising matter. We rely on him in that way to handle our cases." "Larry is a statesman in the industry." **Frank Robinson** is a Toronto-based lawyer who advises both domestic and international clients on a range of franchising issues. He has a notable presence in compliance and is actively involved in franchising

disputes. He has significant experience in the cannabis and food and beverage sectors, and also acts as co-chair of the firm's hospitality practice. **Strengths** "Frank Robinson is creative and practical, which we appreciate, but not at the expense of providing well-rounded advice. He can think outside the box." **Peter Snell** represents a wide variety of clients, most notably those from the food and beverage sector. Based in Vancouver, he is especially strong in advising international brands on their franchising matters in Canada. **Derek Ronde** is a litigator based in Toronto who is notably active in the franchising space. His experience includes representing franchisors in class actions and providing counsel on a variety of corporate, commercial and litigation matters.

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is a top-tier firm that acts for franchisors across all areas of the practice. Its Toronto-headquartered franchising team is renowned for its representation of clients with established franchise systems or expansion plans in Canada, notably in the quick-service restaurant, hospitality and automotive sectors. It assists with integrations, franchise agreements, disclosure documents and distribution matters and is able to draw upon the wider resources of the firm in related areas such as tax, real estate and M&A, as well as privacy and social media policy. The firm has notable strength advising US franchisors on entry into the Canadian market and is well equipped to handle both transactions and litigation in this space.

Strengths

"Osler is able to deliver on innovative and out-of-the-box solutions to complex matters."

"There has been great collaboration and the team is very responsive."

"Osler are very attentive to a client's needs and provide advice in a clear manner."

Work highlights Osler advised Pizza Hut on a CAD150 million class action lawsuit regarding misclassification that alleges delivery drivers must be classed as employees.

Notable practitioners

Jennifer Dolman is a highly regarded litigator based in Toronto with expertise in representing restaurant chains, and also advises a range of other household-name brands on franchise litigation and disclosure documentation. **Strengths** "Jennifer Dolman is a strong ally for crisis situa-

tions.” *“Jennifer Dolman is an excellent advocate and great to deal with.”* Highly respected franchising lawyer **Andraya Frith** has a strong transactional practice and is notably active in sectors such as automotive, food and beverages, and hospitality. She is based in Toronto. **Strengths:** *“Like other members of the firm with whom we work, Andraya Frith provides top-notch service – both with her responsiveness and with the delivery of practical and sage advice.”* *“Andraya Frith is an amazing business partner to our organisation.”* **Dominic Mochrie** is very active in the food and beverage sector, particularly in providing advice on commercial matters and franchise expansion into Canada. He is based in Toronto and is well versed in a range of franchising matters both in Canada and further afield. **Strengths:** *“Dominic provides top-notch service – both with responsiveness and the delivery of practical and sage advice, even when faced with complex and novel issues.”* **Christine Jackson** acts for clients on a broad array of their franchising issues, with notable skills in advising international businesses on their entry to the Canadian market and in advising on insolvency and bankruptcy matters.

Sotos LLP

What the team is known for Sotos LLP is a franchise law boutique that is known for its representation of both franchisor and franchisee clients. The Toronto-based law firm regularly handles the preparation of franchise agreements and disclosure documents, as well as advising on regulatory compliance. It also offers substantial litigation and arbitration expertise, including in relation to rescission, termination and the enforcement of non-compete covenants. The law firm assists a wide range of clients across various industries, including the automotive, food and beverage, and hospitality sectors, and is well placed to act on expansion mandates.

Strengths

“Sotos are incredibly responsive, with high service levels. They always come through with our expectations.”

“Sotos have provided an in-depth and comprehensive review to issues as well as working with us to develop the best possible solutions.”

“Sotos can deal with every aspect of franchise law.”

Notable practitioners

Firm founding partner **John Sotos** is a Toronto-based lawyer who often acts on franchise agreements and related arbitration matters. **Strengths** *“John is at the forefront of franchise law.”* *“John is the founding father of franchising law and a true statesman.”* **Allan Dick** is a Toronto-based lawyer who is noted for his franchisee-side work. He is experienced in negotiating retailer agreements and is active in disputes in this field, including arbitrations and rescission claims. **Strengths** *“I am impressed with Allan Dick’s knowledge and even-keeled demeanour.”* **Peter Vitre** is a Toronto-based lawyer who often provides counsel to clients in sectors such as automotive and food and beverages. He frequently advises on rescissions and drafting master franchise agreements, as well as assisting international clients with expansion into Canada. **John Yiokaris** is based in Toronto and possesses experience acting for

both franchisors and franchisees. He is notably active in the automotive industry and leads the firm’s sector practice in this area. He assists clients with contentious matters, transactions and master franchise agreements. **Strengths** *“John Yiokaris is extremely knowledgeable, proficient, and has the ability to take complex legal matters and explain them in simple-to-understand terms that any non-legal-profession person can understand.”* **Adrienne Boudreau** is a Toronto-based lawyer who is active in franchising matters across a range of sectors, including hospitality, food and beverages, and cannabis. She is particularly experienced in franchisee rescission cases, and also provides advice on related corporate and litigation matters. **Strengths** *“Adrienne Boudreau is an experienced litigator with exposure to a wide range of issues and the limitations of the legal system.”* *“Words can’t describe how helpful Adrienne is.”*

Band 2

Dale & Lessmann LLP

What the team is known for Dale & Lessmann is a robust Toronto-based franchising law firm with a notable presence in the market and significant expertise across all aspects of franchise and distribution law. Its areas of expertise include leasing, marketing and franchise disclosure matters, as well as financing and franchise-related M&A. The team also regularly handles contentious work in the franchising field. Clients include domestic and multinational franchisors, as well as franchisees, distributors and licensors.

Strengths

“Dale & Lessmann is a huge presence.”

Notable practitioners

Jeffrey Hoffman co-chairs Dale & Lessmann’s franchise practice group. He is a seasoned lawyer based in Toronto with extensive experience handling franchise litigation and arbitration. **David Shaw** is based in Toronto and is a significant figure in transactional franchising work. He regularly negotiates franchise agreements and assists with franchising acquisitions and divestitures. **Chad Finkelstein** is a Toronto-based lawyer who acts on a range of franchise and licence transactions. He has notable experience in the cannabis sector. **Clark Harrop** enjoys a burgeoning reputation for his franchise practice, with notable expertise in the retail, hospitality and cannabis sectors. **Strengths:** *“Clark is a very strong technical lawyer.”*

Fasken

What the team is known for Fasken handles a range of franchise-related litigation and transactional work for large franchisor clients as well as franchisees across Canada. The team is spread across Toronto, Vancouver and Montréal, from where it expertly advises on franchise agreements and disclosure documents. It also offers substantial experience in litigation. The firm demonstrates expertise in industries such as food and beverages, retail, automotive and pharmaceuticals.

Strengths

“Fasken has very strong capabilities and has an

array of experts who can address our complex matters as required.”

“We feel that Fasken were able to understand the unique particularities of our concept and were able to find solutions to adapt our matter accordingly.”

Work highlights Fasken advised Miniso on franchise agreements, disclosure documents and disputes.

Notable practitioners

Toronto-based **Darrell Jarvis** is a corporate/commercial lawyer who advises on a variety of non-contentious franchising mandates, including franchise agreements and rescissions. He has experience in the automotive and food and beverage sectors. **Strengths** *“Darrell Jarvis is a consummate professional and an expert in his field. He does whatever is required to provide us with the support that we need, and can communicate at all levels in our organisation in a way that makes his advice highly actionable.”* **Jean Gagnon** is a respected senior figure in the Montréal market. He acts on franchising disputes and has notable experience in the pharmaceutical sector. Montréal-based **Frédéric Gilbert** acts on franchising disputes, with experience acting for franchisees as well as franchisors. He frequently acts on behalf of prominent clients in the food and beverage and retail sectors.

Band 3

Dentons Canada LLP

What the team is known for Dentons has a well-reputed franchising law team primarily based in Toronto with experience across a wide array of franchising matters in Canada, including the acquisition and termination of franchises, and the preparation of disclosure documents and franchise agreements. It is further experienced in handling contentious mandates in the space and serves clients in sectors such as automotive, hospitality, retail, and food and beverages.

Strengths

“Dentons deliver great value, leveraging the experience of their team. We appreciate their national team and ability to leverage their global practice and expertise.”

Work highlights Dentons advised Greek Market on entering the franchise market in Canada and the USA, including the preparation of a Canada-wide franchise disclosure document and master franchise agreements.

Notable practitioners

Department head **Helen Fotinos** represents clients from a wide range of industries, including hospitality, cannabis, retail, and food and beverages. She is based in Toronto and regularly handles franchise law matters including both litigation and contracts. **Strengths** *“Helen Fotinos is a trusted adviser who is commercially aware and leverages this to ensure we are provided the best possible knowledge and advice to take carefully calculated decisions to grow our business and protect our brand.”*

Hoffer Adler LLP

What the team is known for Hoffer Adler is a well-regarded franchising boutique based in

Toronto, with an accomplished suite of lawyers acting on franchising mandates. The firm demonstrates strength in both corporate matters and disputes in the space, and possesses experience acting for franchisors and franchisees, as well as franchise associations. Clients benefit from the firm's complementary strength in intellectual property law.

Notable practitioners

Joseph Adler often acts for franchisors and franchisees, and is a well-established figure in the market. He is based in Toronto and has both domestic and international experience in this space. **Strengths** "Joseph Adler is very pragmatic and a very solid practitioner." **Lloyd Hoffer** is a prominent disputes lawyer in the franchising space. He is a seasoned litigator with experience before a wide range of courts and tribunals. **Strengths** "Lloyd Hoffer is a fantastic lawyer."

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault has a recognised national footprint and is well versed in both transactional and contentious franchising law matters. The firm offers expertise in the full gamut of matters arising in this space, drawing on its broad service offering to act as a one-stop shop for franchisors. Partners and associates based in Toronto and Vancouver advise clients ranging in size from emerging businesses and mid-market players to global corporations in a variety of sectors, including food and beverages, telecommunications, medical, education, hospitality and automotive. The firm's offices in New York and London, England position it well to assist international franchising clients.

Strengths

"McCarthy Tétrault's perspectives and guidance are well informed and they are particularly cognisant of scenarios and impacts, both legal and business." "I am continually amazed at the time they spend to understand not only the case but our business as well."

Work highlights McCarthy Tétrault represented The Source (Bell) Electronics & Bell Aliant in a CAD2 million litigation commenced by one of its former dealers.

Notable practitioners

Adam Ship is the head of the firm's franchise and distribution department. His practice includes an emphasis on franchise disputes, tackling issues such as rescissions, but also includes franchise disclosure matters and compliance. **Strengths** "Adam Ship is accessible, personable, well informed and experienced, and we have established a high level of regard and trust for his counsel." **Stephanie Sugar** has a strong contentious practice, with notable expertise in handling franchise disputes and wider commercial litigation matters. **Strengths:** "Stephanie Sugar was great to deal with, and always on our side with advice and reality checks." "She has the ability to be creative and bring knowledge in a way that adds value."

Other Ranked Lawyers

David Altshuller is a partner at Toronto-based litigation boutique Teplitsky Colson, from where he operates a respected litigation practice with a notable focus on franchise disputes.

Strengths

"David Altshuller is a very gifted and creative franchising litigator. He is a big risk-taker and does controversial cases."

Montréal-based **Bruno Floriani** of Lapointe Rosenstein Marchand Melançon acts on a variety of franchising and licensing mandates for clients hailing from the retail, hospitality and manufacturing industries.

Ned Levitt is a longstanding and highly respected lawyer in the market, with experience acting for major franchises. He was also previously the general counsel to the Canadian Franchise Association and has written extensively in the franchising space. Levitt is based in Dickinson Wright's

Toronto office.

Andrae Marrocco (see p.174) is co-chair of the franchising and distribution law group at McMillan and is based in Toronto. He often provides advice regarding disclosure documents, M&A and franchise expansion into Canada. He is particularly active in sectors such as fitness and food and beverages.

Strengths

"Andrae Marrocco has supported our company in all aspects and, where he isn't an expert, finds the support we need while keeping an eye on the matter to ensure we are satisfied."

Michael Melvin is a corporate/commercial partner in McInnes Cooper's Fredericton office. He drafts franchise and licence agreements and prepares franchise disclosure documents, and has experience advising franchise clients on their corporate structuring and restructuring concerns.

Strengths:

"Michael Melvin is very good and practically-minded. He definitely looks at things with a business view."

Vancouver-based **Blair Rebane** of Borden Ladner Gervais advises both franchisors and master franchisees, assisting with disputes and distribution agreements. He is notably active in the automotive and retail sectors.

Debi Sutin is an accomplished lawyer whose clients include companies in the education and food and beverage sectors. She frequently advises on the establishment and development of international franchises within Canada. She is based in Gowling WLG's Hamilton office.

Strengths

"Debi Sutin always exceeds our expectations in terms of delivery and accuracy of advice."

"Debi is fabulous. She is able to decipher what issues may arise if we go down certain avenues and the best way to proceed in any given scenario. She is extremely knowledgeable, professional and always finds a solution. My team loves her."

Leaders' Profiles in Franchising

MARROCCO, Andrae

McMillan LLP, Toronto
416-865-7924

andrae.marrocco@mcmillan.ca

Featured in *Franchising (Nationwide - Canada)*

Practice Areas: Andrae is a partner in the Business Law Group and Co-Leader of the Franchise and Distribution Law Group in the Toronto office of McMillan LLP. Andrae's transactional practice is focused on domestic and international franchise and distribution matters. He has particular expertise in complex franchise arrangements, franchise system mergers and acquisitions, cross-border and international transactions. Andrae works with businesses

and franchise systems at all stages of maturity across a range of industries, including professional services, technology, automotive, restaurant, retail, fitness and health care, childcare and education, real estate, manufacturing and commercial services. Advising on all aspects of Canadian franchise and distribution law, Andrae provides guidance on structuring and expansion strategies, negotiation of franchise, master franchise and area development agreements, distribution and licensing agreements, regulatory and disclosure compliance, system changes, disputes and enforcement. He has significant experience advising foreign franchisors expanding into the Canadian market.

Andrae is a frequent presenter at Canadian and international franchise conferences, and a regular contributor to national and international franchise publications. He is an active member of various North American franchise organizations, serving on steering committees, and holds the "Certified Franchise Executive" designation from the Institute of Certified Franchise Executives.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Gaming & Licensing

How lawyers are ranked

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rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Gaming & Licensing

Gaming & Licensing
Leading Firms
Band 1
Aird & Berlis LLP
Blake, Cassels & Graydon LLP
McCarthy Tétrault LLP
Band 2
Borden Ladner Gervais LLP
Osler, Hoskin & Harcourt LLP
Segev LLP
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
Lipton Michael D <i>Dickinson Wright LLP (ORL)</i> ◇
Eminent Practitioners
Stokes Bryson <i>Blake, Cassels & Graydon LLP</i>
Leading Individuals
Band 1
Bush Danielle <i>McCarthy Tétrault LLP</i>
Czegledy Peter <i>Aird & Berlis LLP</i>
Segev Ron <i>Segev LLP*</i>
Band 2
Bourgeois Don <i>Fogler, Rubinoff LLP (ORL)</i> ◇
Kelleher Matthew S. <i>McCarthy Tétrault LLP</i>
Levy Eric <i>Osler, Hoskin & Harcourt LLP</i>
Liu Ted <i>Osler, Hoskin & Harcourt LLP</i>
MacDonald Cameron <i>Borden Ladner Gervais LLP</i>
Tadman Jack <i>GME Law (ORL)</i> ◇
Up-and-coming individuals
Levi Cory <i>CORLEV Legal Inc. (ORL)</i> ◇
Associates to watch
Maodus Mike <i>Blake, Cassels & Graydon LLP</i>
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Aird & Berlis LLP

What the team is known for Aird & Berlis is a well-regarded Toronto law firm featuring experience advising on both regulatory compliance and corporate transactions. Acting at the intersection of traditional land-based gaming and the online gaming space, the group has particular expertise in the developing e-sports area. Its lawyers advise on a range of commercial contracts, policy development and licensing matters.

Strengths

"They bring tremendous value to us; they play a critical role in getting the most efficient contracts."
"We receive timely and expert responses and they are able to balance risk and value."

"They have a strong understanding of the gaming industry in Canada."

Work highlights Aird & Berlis continued to advise Apollo Global in connection with its investments in the Canadian gaming sector.

Notable practitioners

Toronto-based **Peter Czegledy** frequently represents national and international clients with interests in the land-based and online gaming, e-sports, hi-tech and mobile gaming spaces throughout Canada. He offers wide-ranging expertise from regulatory compliance advice and risk mitigation to policy development and transactions. **Strengths:** *"Peter is a very reasonable person, who is easy to deal with and has a strong understanding of the gaming industry."*

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon LLP is renowned for its representation of international gaming organisations involved in land-based and online operations. The practice frequently acts on matters relating to platform development, acquisitions and investment transactions. Leveraging the firm's premier disputes capabilities, the group is also well equipped to handle contentious and regulatory compliance matters. With further expertise in licensing and intellectual property issues, the team has a strong track record advising premier US casino and resort operators.

Strengths

"Blakes has a deep bench of corporate and commercial expertise. The lawyers are very aware of broad commercial considerations, as well as emerging trends in the field."

"They say you get what you pay for and this is true for Blakes – it's quality, sound advice you can always count on."

"Their relationship with the regulators, understanding of the law and regulations, and how to navigate the jurisdiction led to one of the best relationships our company has ever had."

"The work that we do is very innovative and new and Blakes is always up for the challenge."

Work highlights Blakes advised Penn National Gaming on its USD2 billion acquisition of Score Media and Gaming.

Notable practitioners

Toronto-based firm managing partner **Bryson Stokes** has experience advising clients on both transactional agreements and regulatory issues in the gaming and licensing space. **Strengths:**

"Bryson has the gravitas and presence." "He's great for overall perspective and strategy issues." **Mike Maodus** is highly reputed for using his regulatory insight to advise casino operators on a wide range of transactions. He demonstrates particular expertise in mergers and acquisitions involving major players in the gaming sector. **Strengths:** *"Mike is an emerging star in this field."*

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault operates a well-reputed Ontario gaming practice with significant experience in the representation of Crown corporations. The firm also acts for a variety of other clients on corporate and commercial matters including project development and financing transactions, as well as licensing and regulatory compliance.

Strengths

"I go to them when I have significant issues and decisions are big. They have a great depth of knowledge and make the complex ideas simpler."

"The lawyers we work with are very well connected. When we ask what to do or what to expect the regulator to do, they can get information which gives us insight on where the industry is going."

"Their ability to stay on top of things from a practical perspective has been critical. They cannot rely on how we used to do it, because we're doing things that have never been done before. They performed fantastically."

Work highlights McCarthy Tétrault advised Bet99 on its anti-money laundering programme and related issues in connection with its launch in Ontario.

Notable practitioners

Toronto-based **Danielle Bush** is distinguished for the breadth of her experience in the gaming sector, covering regulatory compliance, licensing and intellectual property. Noted for her specific expertise in the online gaming industry, she also operates a respected commercial law practice.

Strengths: *"Danielle's perspective on things brings a sense of calm to big issues, explaining the complex in a simple understandable way."* *"She is an industry legend."* Toronto-based **Matthew Kelleher** applies his extensive corporate expertise to highly regulated lottery and gaming developments and transactions, including the representation of the OLG in its land-based gaming modernisation process.

Strengths: *"His commercial law skills and drafting skills are excellent."*

Band 2

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais LLP has an increasingly strong presence in Canadian gaming law nationwide. From offices in Montréal and Toronto, the firm regularly assists a range of clients in the sports and gaming sector on the full spectrum of gaming industry requirements, including licensing and permitting, mergers and acquisitions, privacy and information management.

Strengths

"They have excellent capabilities and they do not shy away from complex situations. The team is highly responsive and always available."

"They have a diverse set of partners capable of handling all issues we encounter, who are always bringing up the big picture of various commercial matters."

"The group has been positive and very responsive, particularly as they identify new and emerging issues and trends."

Work highlights BLG advised CatchCorner, an online marketplace for sport-related activities, on its partnership with Sports Illustrated.

Notable practitioners

Cameron MacDonald has a wide-ranging corporate practice which sees him advise clients on commercial and wider transactional activity, capital markets work and governance matters for clients in the gaming and sports sector. **Strengths:** *"He consistently provides top-tier legal advice, but also has the commercial awareness to bring to light potential issues, or alternative commercial arrangements which I had not thought of originally. He is very forward-looking in anticipating the potential needs of my business."*

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is a noteworthy firm with significant experience representing a range of stakeholders in the gaming industry, acting for companies across Canada. The firm assists clients with a full range of matters related to the gaming industry such as technology, privacy, financial services, marketing, anti-money laundering and tax.

Strengths

"They are my go-to Canadian law firm for all

things gaming; they are great at helping their clients understand the new market as whole. They're always thinking about the next move or the next issue, rather than what people put in front of them, and they bring us a huge value."

"The service is always on point. They have an understanding of our business specifically and how to get us to our goals as a business."

"In-house general counsel heavily focus on business continuity and revenue generation, so it is such a pleasure working with an external firm who appreciates the balance between legal risk and commercial need."

Work highlights Osler advised Flutter Entertainment on its entry into the Ontario internet gaming market and its registration with the Alcohol and Gaming Commission of Ontario.

Notable practitioners

Chair of the firm's gaming practice **Eric Levy** is sought out for his handling of corporate and securities matters and is frequently engaged by a number of impressive global gaming brands.

Strengths: *"He is always available, offering high quality and strategic advice." "Eric is an experienced lawyer and knows all players, rules, the regulators and the legislature."* **Ted Liu** represents major market entrants and established players in the gaming industry with a range of advice. He shows particular expertise on acquisitions and regulatory strategy for entrants into the Ontario Internet gaming market.

Segev LLP

What the team is known for Segev LLP is a highly rated British Columbia boutique specialising in online gaming. The firm is respected for its handling of corporate and securities matters on behalf of interests in the iGaming and e-sports spaces. The lawyers also provide notable services in relation to regulatory clearance and licensing agreements.

Strengths

"Segev offers real value for their expertise. The lawyers are professional and highly knowledgeable in dealing with difficult and complex transactions that involve gaming regulatory matters."

"The firm has a very diverse depth and breadth amongst their team in terms of knowledge and experience. They're very commercially astute and switched on."

"Segev routinely balance keen technical expertise with pragmatic delivery and problem-solving, in order to help businesses deal with real-world issues efficiently and effectively."

Notable practitioners

Vancouver-based founding partner **Ron Segev** (see p.178) is distinguished in the Canadian gaming and licensing space for his deep-seated experience in the online gaming sector. With complementary securities and technology expertise, he frequently represents betting companies, as well as clients from e-sports and iGaming.

Strengths: *"Ron offers great advice in very complex regulatory transactions and gives guidance on how to navigate various governmental and market hurdles." "Ron Segev is one of the most knowledgeable and intelligent gaming lawyers I have come across. I respect and trust him immensely."*

Other Ranked Lawyers

Don Bourgeois of Fogler, Rubinoff LLP is reputed for his impressive gaming background, having worked within a number of regulatory bodies, including the Alcohol and Gaming Commission of Ontario. He is particularly well known for his knowledge of gaming regulation.

Cory Levi of CORLEV Legal is recognised in the gaming space for his knowledge of corporate structuring and regulatory compliance. He is noted for his work on behalf of start-up companies.

Toronto-based **Michael Lipton KC** of Dickinson Wright PLLC is held in high esteem for his long-standing practice within the Canadian gaming space. He is renowned for his significant regulatory expertise as well as advising on matters of governance and compliance.

Jack Tadman of GME Law enjoys a growing profile for his iGaming practice, which seems him advise a broad array of market participants on regulatory matters.

Strengths:

"He's an expert in the Canadian sports betting law field."

"He has been an invaluable resource. He's able to hit the ground running and he's very well aware of all the ins and outs of gaming law."

Leaders' Profiles in Gaming & Licensing

SEGEV, Ron

Segev LLP, Vancouver
+1 604 629 5402
ron@segev.ca

Featured in Gaming & Licensing (Nation-wide - Canada)

Practice Areas: Ron Segev is a founding partner of Segev LLP. Ron is a practical-minded business lawyer with a keen eye for opportunity, but also a sensitivity to risk. Ron is a specialized iGaming lawyer and assists online gaming, social gaming, skill games, sports books, daily fantasy sports, esports, v-sports, live-dealer, and other gaming and betting clients worldwide with their commercial, IP, transactional, licensing, regulatory and compliance needs. Ron has worked with all industry participants including developers, studios, publishers, and others. Ron has extensive experience in the iGaming sector and has appeared as an expert speaker on the topic for various media outlets and at various high-profile events, and conferences. Ron is also a General Member of the International Masters of Gaming Law and is ranked by Chambers & Partners as a Band-1 lawyer in Canada, Chambers' highest ranking. Ron without our busy Securities team through the complexities of private/public finance in a landscape that sees rapid market and legislative changes. Ron has considerable experience assisting clients in highly regulated industries (gaming, blockchain, cannabis, for example) with their financing needs and guides our team to ensure our clients meet their objectives. Ron also heads up Segev LLP's technology practice group and works with a wide variety of technology clients including data analytics companies, digital media and creative agencies, online marketers and affiliates, e-commerce companies, software, SaaS, enterprise software (CRM, ERP, etc.) and app developers, and interactive-entertainment, esports, iGaming and betting companies. Under Segev LLP's technology practice group, Ron has experience working with some of the top distributed ledger technology companies in Canada, and worldwide. He works with blockchain application development companies, miners, brokers, token projects, DeFi, GameFi, Web3, NFT and other multiverse related projects. Ron is also counsel to multiple lawful cannabis companies, assisting them with their corporate, commercial, transactional and private and public financing needs. Ron can assist in establishing key relationships and partnerships, negotiating joint ventures, navigating mergers & acquisitions and other deals, and addressing corporate development needs. Ron also has a broad network of potential partners to help connect you with the people you need to realize your vision.

Career: Recent speaking engagements IMGL Masterclass, Canada A Year in Review: Achievements, Developments, and Predictions - Canadian Gaming

Summit - June 14, 2023 Canadian Gaming Law - Canadian Gaming Summit - June 14, 2023 Hot Topics in Tribal Gaming - International Masters of Gaming Law Conference - April 27, 2023 Understanding the Regulatory Realities of iGaming Investments - iGaming Next NYC 23 - March 8, 2023 Understanding the real impact of the illegal market - What can we do about it today? - ICE VOX - February 8, 2023 Innovation in the Lower Mainland - Building the Gaming Export Market Panel - Canadian Gaming Leaders Forum - December 6, 2022 Biometric Data - The Holy Grail of Sports Betting - SiGMA Europe - November 17, 2022 Are cryptocasinos a danger to the industry's integrity? - SiGMA Europe - November 16, 2022 Lessons Learnt In Europe And Applied In America Or What Europeans Learned When Opening Up In North America - SiGMA Europe - November 15, 2022 Life as a Public Company: Issues and Opportunities Panel - SiGMA Americas - June 8, 2022 Going Public in the Canadian Market - SiGMA Americas - June 8, 2022 Betting with Bitcoin: The Gaming Industry's Next Growth Prospect - Canadian Gaming Summit - June 8, 2022 Tech Law in relation to Americas Gaming - SiGMA Americas - June 7, 2022 Gaming Law in Americas - SiGMA Americas - June 7, 2022 Tax Breaks, Time Zones, Talent & Tickertape - The 4Ts and the Larger Gaming Opportunity in Canada - Canadian Gaming Summit - June 7, 2022 Mobile Gaming App Technology: Implications for Cross-Border Regulatory Jurisdiction Disputes/ Cooperation between International, US, and Indian Country Regulators - IMGL Seattle - April 28, 2022 Global Market Roundtable Canada - ICE VOX - April 12, 2022 Crypto Catchup with Segev LLP - Gaming Americas Q1 Meetup, January 26, 2022 How Player Tracking Is Changing The Way Bettors Analyse Their Betting Data - SiGMA Europe, November 17, 2021 Regulatory Update US & Canada - SiGMA Europe, November 16, 2021 The Canadian Gaming Industry Updates - Gaming Americas Q4 Meetup, November 12, 2021 Crypto Catchup with Segev LLP - Tech Conference Americas, November 8, 2021 Crypto and Payment systems: their development and future - Casino Esports Conference, October 7, 2021 Jumping the hurdle of legal issues specific to gambling and esports gaming for Profit - Casino Esports Conference, October 6, 2021 Betting on Canada - is this the year? - SBC Digital North America, June 9, 2021 Canadian gambling industry in the spotlight - Gaming Americas Q2 Meetup, April 29, 2021 What innovation is being used to overcome challenges in payments - SBC Digital Payments, April 29, 2021 Canada Online Gaming, onwards and upwards in 2021 - Gaming Americas Q1 Meetup, January 28, 2021 Canada's PASPA moment - iGaming Business, January 28, 2021

Professional Memberships: International Masters of Gaming Law Canadian Gaming Association

Publications: iGaming Business, Ontario Report, October 26, 2022 - The AGCO's Position on Hold-out Operators Canadian Gaming Business, June 10, 2022 - The 4Ts & the Canadian gaming opportunity - SiGMA World, May 2022 - Segev LLP on iGaming in Canada's Provinces: Ontario and Beyond SiGMA Magazine, Spring/Summer 2022 Issue 18 - eSports: A Gaming Powerhouse AIBC, November 18, 2021 The State of Crypto in Gaming iGaming Business, August 18, 2021, Ontario: is the province's hands-off approach illegal? GPWA Times Magazine, August 2020, Issue 50, A New Frontier The Licensing Journal, February 2020, Volume 40, Number 2, Fan Art: Appropriation or Appreciation? Canadian Gaming Lawyer Magazine, Fall 2019 Edition, Cover Story, Ontario's Online Gaming Liberalization: Looking into the Crystal Ball Canadian Gaming Business Magazine, Spring 2019 Edition, Page 16, The Canadian Competitive Advantage iGaming Business, October 13, 2017, Why Blockchain is a Game-Changer for the iGaming Industry Canadian Gaming Lawyer, Volume 10, No. 2, Fall 2017; First Nations Gaming in Canada: A Case for Reform iGaming Business North America, Issue 25, June/July 2016; Canadian Update: The Quebec Wall iGaming Business North America, Issue 22, December/January 2016; Raising Money in the Great White North: Why Canada is a hotbed of iGaming Finance Activity American Gaming Lawyer, Volume 11, No. 2, Autumn 2015; Online Gaming: Are You Rolling the Dice with Roll Playing Games? (Co-authored with Eric Stein and David McHugh) iGaming Business North America, Issue 17, February/March 2015; Canada: At the Crossroads? A Review of Recent Changes to the Canadian iGaming Landscape iINTERGAMING, Issue 5, 2014, The Canadian Opportunity; Working with BCLC and Playnow.com

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Health Law

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

Contents:

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Healthcare

Healthcare: Contentious
Leading Firms
Band 1
Borden Ladner Gervais LLP
Gowling WLG (Canada) LLP
McCarthy Tétrault LLP
Band 2
Bennett Jones LLP
Harper Grey LLP
Lenczner Slaght
Lerners LLP
Band 3
Cox & Palmer
McKercher LLP
MLT Aikins LLP
Paliare Roland Rosenberg Rothstein LLP
Rosen Sunshine LLP
Stewart McKelvey
<small>* Indicates individual with profile.</small>
<small>◇ (ORL) = Other Ranked Lawyer.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

The editorial is in alphabetical order by firm name.

Bennett Jones LLP

What the team is known for Bennett Jones possesses a robust litigation group that enjoys a strong reputation for its experience in representing health professionals and associations in Alberta in medical malpractice and negligence defence. The firm often acts for the Canadian Medical Protective Association (CMPA) on other contentious issues, including mandatory vaccination, defamation claims and allegations of unprofessional behaviour.

Strengths

“The lawyers are very familiar with medical lawsuits. The firm is very knowledgeable on how to defend doctors.”

“I was very impressed at the quality of the support and actions of the team.”

“Bennett Jones is able to reply quickly and respond quickly in response to arbitrary and vindictive opponents.”

Work highlights Bennett Jones’s team successfully represented a defendant on behalf of the CMPA in a dispute regarding a sanction for boundary violations.

Notable practitioners

Calgary-based **Valerie Prather KC** is often retained by the CMPA for representation of individual physicians in malpractice and negligence

Healthcare: Contentious
Leading Individuals
Star individuals
Crolla Domenic <i>Gowling WLG (Canada) LLP</i>
Band 1
Cruz Darryl A <i>McCarthy Tétrault LLP</i>
Curry Tom <i>Lenczner Slaght*</i>
Jakeman Kimberly <i>Harper Grey LLP</i>
Kryworuk Peter <i>Lerners LLP</i>
Prather Valerie <i>Bennett Jones LLP</i>
Band 2
Brown Guy <i>Harper Grey LLP</i>
Dow Donald <i>Gowling WLG (Canada) LLP</i>
Kirshblum Risa <i>Lenczner Slaght*</i>
McLaughlin Frank <i>McCarthy Tétrault LLP</i>
Poupart Emmanuelle <i>McCarthy Tétrault LLP</i>
Sheahan Robert <i>Gowling WLG (Canada) LLP</i>
Band 3
Batner Sarit E <i>McCarthy Tétrault LLP</i>
Clark William <i>Harper Grey LLP</i>
Clarke Cindy <i>Borden Ladner Gervais LLP</i>
Crawford Kate A. <i>Borden Ladner Gervais LLP</i>
Hawkins Patrick <i>Borden Ladner Gervais LLP</i>
Jarvis Daphne <i>Borden Ladner Gervais LLP</i>
MacKenzie Donna <i>Gowling WLG (Canada) LLP</i>
Sammon Matthew <i>Lenczner Slaght*</i>
Trattner Paula <i>Osler, Hoskin & Harcourt LLP</i>
Band 4
Baril François <i>Gowling WLG (Canada) LLP</i>
Baron Erica <i>McCarthy Tétrault LLP</i>
Boivin Daniel <i>Gowling WLG (Canada) LLP</i>
Campbell Todd <i>MLT Aikins LLP</i>
Cargnello Adriana <i>Gowling WLG (Canada) LLP</i>
Clarke Colin <i>Cox & Palmer</i>
Froese Andrea L. <i>Bennett Jones LLP</i>
Glazer Christine J <i>McKercher LLP*</i>
Heelan James J <i>Bennett Jones LLP</i>
Jones Rebecca <i>Lenczner Slaght*</i>
Kuehl Cynthia <i>Lerners LLP</i>
Lilles Jaan <i>Lenczner Slaght*</i>
Meadows Jonathan <i>Harper Grey LLP</i>
Plumb Andrea <i>Lerners LLP</i>
Rosen Lonny <i>Rosen Sunshine LLP</i>
Ross Kevin L. <i>Lerners LLP</i>
Spafford Anne <i>Lerners LLP</i>
Stratton Barbara <i>Bennett Jones LLP</i>
Sunshine Elyse <i>Rosen Sunshine LLP</i>
Veel Paul-Erik <i>Lenczner Slaght*</i>
Veneziano Mark <i>Lenczner Slaght*</i>
Up-and-coming individuals
Varah Dena N. <i>Lenczner Slaght*</i>

Healthcare Corporate/Commercial & Regulatory
Leading Firms
Band 1
Borden Ladner Gervais LLP
Osler, Hoskin & Harcourt LLP
Band 2
Fasken
Band 3
Norton Rose Fulbright
Leading Individuals
Band 1
Watts Michael <i>Osler, Hoskin & Harcourt LLP</i>
Band 2
Golding Lynne <i>Fasken</i>
Pasquino Nick <i>Borden Ladner Gervais LLP</i>
Roth Michelle <i>Goodmans LLP (ORL) ◇</i>
Turner Laurie <i>Fasken</i>
Up-and-coming individuals
Barry Véronique <i>Norton Rose Fulbright*</i>
Murphy Maureen <i>Gowling WLG (Canada) LLP</i>
Newell Susan <i>Osler, Hoskin & Harcourt LLP</i>
Associates to watch
Mitrova Victoria <i>Fasken</i>

trials. **Strengths:** “We received extremely strong representation. Valerie Prather is surgically accurate with her approach to the case and took an interest in the medical details that supported the case. We couldn’t have stronger support.” “Ms Prather was fantastic to work with. Valerie is knowledgeable and responsive. I would welcome the opportunity to work with her and team in the future.” “She is at the top of the game in Alberta.” **Andrea Froese** regularly represents physicians in professional negligence claims. She is based in Calgary. **Strengths:** “Andrea was extremely thorough. She was well aware of the case overall and provided excellent advice. She provided ample availability to meet my busy schedule. Overall it was great working with her.” Alberta-based **James Heelan** is held in high regard for his ability to represent physicians facing allegations of misconduct before the College of Physicians and Surgeons of Alberta. He has further experience handling medical negligence cases. **Strengths:** “In our work, James Heelan is a system-level thinker, and that is why we engage him. He can be strategic and look not just at individual issues but also at the system operating as a whole and identify areas for improvement.” “James is excellent to work with. He is a balanced and fair-minded individual who looks at the big picture for regulations.” **Barbara Stratton KC**

is noted for her expertise in contentious matters. She co-heads the firm's health law practice from Edmonton. **Strengths:** "Barbara consistently supplies usable and reliable advice. She is aware of the client's political and operational constraints, offers credible advice, is always willing to brief decision makers and does so in an understandable way, and stays up to date with evolving regulatory and legal developments." "Her leadership is important and she is collaborative and can provide constructive feedback."

Borden Ladner Gervais LLP

What the team is known for The healthcare practice at Borden Ladner Gervais is renowned for its unparalleled bench strength across Canada, as well as its ability to provide high-quality legal advice and representation across the entire health sector. Its diverse client base includes long-term care facilities, hospitals and pharmacies. The health law group has proven skill across a broad array of healthcare matters including privacy and IT, governance, medical malpractice litigation and corporate transactions, with additional expertise in specialist areas such as child and adolescent health.

Strengths

"BLG is quite literally the go-to firm for complex medical legal matters, and this experience shows in the results achieved and the well-deserved respect the team is accorded."

"BLG is Canada's health law leader. The team provides outstanding legal advice and analysis."

"The advice is high-quality, timely and reflects a strong understanding of the client's operations and needs."

"We have diversified the range of subject areas we use BLG for in recent years and have come to appreciate that they have a deep bench available covering a wide range of specialised areas."

"We always felt a sense of fairness in working with BLG. The lawyers also tend to be clear and upfront on more costly work, and are also able to provide creative ways to make the work more cost-effective."

Work highlights Borden Ladner Gervais was retained by Alberta Health Services to defend it in class actions concerning COVID-19 contraction.

Notable practitioners

Nick Pasquino is noted for his skilled handling of corporate transactions and governance mandates for a range of care providers and non-profits in the healthcare sector. He is based in Toronto, from where he co-chairs BLG's health sector services group. **Strengths:** "Nick Pasquino is excellent and highly respected." "Nick is a trusted partner that truly understands our needs." "He is always willing – and interested – to learn more about our field and where we are going as an organisation." Toronto-based **Cindy Clarke** is noted for her extensive experience representing pharmaceutical clients, hospitals and other institutions in a range of disputes. Her recent practice includes medical negligence and product liability class actions. **Strengths:** "Cindy Clarke is the personification of client service, while remaining practical and clearly aligned with clients' business growth and accountability obligations." "Cindy runs an excellent shop. She is the brain behind the team." National practice

leader **Kate Crawford** is an experienced Toronto-based healthcare disputes lawyer with a solid reputation for defending healthcare institutions in class action proceedings. **Strengths:** "Kate provides excellent counsel on many clinician matters." "Her advice reflects her strategic and risk-based thinking and her appreciation of clients' needs." "She is smart, strategic and a true trusted adviser for the hospital. She goes above and beyond on every file." Toronto-based **Patrick Hawkins** acts for hospitals and other healthcare providers in a range of lawsuits, including class action proceedings relating to privacy issues. **Strengths:** "Patrick Hawkins is an expert in his field and supports his clients very well." "Patrick has solid experience and well-developed advice or strategy. He defines a plan, and explains and modifies it during discussions with us." "Patrick handles our difficult cases and resolves them amicably from legal exposure and cost perspectives." **Daphne Jarvis** defends hospitals and healthcare institutions against claims linked to controversial death certificates and 'do not resuscitate' instructions. She is based in Toronto. **Strengths:** "Daphne Jarvis is unmatched in her field and focus." "Daphne provides great strategic advice reflecting a strong understanding of her client's context and operation." "Daphne is an incredible lawyer who is skilled at dealing with very challenging medico-legal issues like end-of-life decision-making and other consent, capacity and mental health law issues."

Cox & Palmer

What the team is known for Cox & Palmer is a well-regarded firm noted for its representation of physicians on behalf of the Canadian Medical Protective Association (CMPA) from its offices in Nova Scotia, Newfoundland and Labrador, Prince Edward Island and New Brunswick. Its lawyers provide support on a range of healthcare mandates, including product liability defence, medical malpractice and advising on risk.

Notable practitioners

Halifax-based **Colin Clarke KC** frequently acts as a lead counsel to the CMPA and its members in Nova Scotia. His well-regarded practice covers both litigation and disciplinary proceedings, responding to allegations of malpractice and negligence.

Fasken

What the team is known for Fasken is a highly esteemed law firm with an acclaimed health law practice. It advises on corporate transactions and projects, and offers additional expertise in health privacy matters. The team often advises healthcare companies and hospitals on possible expansions. The firm is increasingly active in e-health and data sharing mandates in the sector. Specific areas of strength include providing counsel to health industry clients on labour and employment and real estate issues.

Strengths

"The firm has a broad array of talent it can call upon for complex matters."

"The partner in charge and the team are very competent, credible and helpful."

"Fasken provided in-depth and comprehensive analysis of complex and emerging issues."

"We have always received prompt responses to queries and been pleased with the timeliness of work that is being conducted for us."

Notable practitioners

Leader of the firm's practice group, **Lynne Golding** frequently assists healthcare institutions and non-profits in navigating regulatory regimes, as well as advising on corporate and commercial mandates. She is based in Toronto. **Strengths:** "Lynne Golding is incredible, one of the best lawyers that I have ever worked with. She is insightful, provides excellent legal advice, and understands the relationships between the business and the legal impact. She is so warm and friendly." "Lynne Golding is an outstanding lawyer who is able to draw on her own extensive knowledge, as well as the specialism of her colleagues, in order to provide comprehensive and commercially appropriate advice." "Lynne has been a great partner to work with, whether it is a complex detailed matter or as a resource to run a quick question by her. She has a sophisticated understanding of the complex legal and political environment and has been a valuable partner in navigating through legal issues that arise." **Laurie Turner** is noted for her ability to provide counsel to healthcare providers on a wide spectrum of matters, including regulatory issues and corporate acquisitions. **Strengths:** "Laurie Turner is very responsive. She assists us with corporate governance matters and gives us the information we need to move forward. She is a pleasure to work with." "Laurie has been instrumental in helping transactions occur or be done in a time-effective manner." **Victoria Mitrova** enters the rankings as an associate to watch on the back of her work on health sector regulations. She assists clients with negotiating joint venture and service agreements, as well as with corporate transactions in the healthcare industry. **Strengths:** "She is very knowledgeable, diligent and understands and delivers on the ask every time."

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG is an eminent law firm in the Canadian healthcare sector, renowned for its activity on behalf of the Canadian Medical Protective Association (CMPA). The medical defence and health law team enjoys a strong reputation for its representation of physicians in medical malpractice cases in Ontario, Alberta and Nunavut. The group also acts as trusted counsel on regulatory and policy concerns at federal and provincial levels, as well as acting for health organisations and non-profits across the spectrum of corporate and commercial issues.

Strengths

"Gowlings is a world-class firm with exceptional talent."

"The team is cohesive, works well together and is always focused on the best and most practical outcomes while maintaining a high degree of personal touch and customer service."

"The firm possesses a strong leadership and a balanced approach."

"The firm has an in-depth understanding of the issues, presents a sophisticated analysis of the implications and offers creative and practical solutions."

"Gowlings provides a wide range of services. The lawyers understand our business, our environment and our priorities."

Work highlights Gowlings WLG advised Saegis on a range of governance issues around new programmes for healthcare professionals and on negotiating commercial agreements.

Notable practitioners

Ottawa-based **Domenic Crolla** is an eminent lawyer in the healthcare market, and well known for his leadership of the firm's CMPA-dedicated team. He has particular experience in topical matters such as virtual care and the rise of AI in the healthcare sector. **Strengths:** *"Domenic Crolla is an impressive leader in the legal field." "Domenic is amazing – always available, always supportive and provides exceptional guidance." "He is impressive, knowledgeable and a leading person in this space." "Domenic is a national leader in his field. He is trusted and valued by his colleagues."* **Donald Dow** leads the firm's medical defence practice group and has considerable experience representing clients in a broad array of contentious cases, from malpractice to genetic testing. He is licensed to practise in both Ontario and Nunavut. **Strengths:** *"Donald Dow is very experienced, knowledgeable and has good judgement." "Donald is a champion for us and physicians. He is the lawyers' lawyer. The doctors love working with him; he is a good leader."* Ottawa-based **Robert Sheahan** is a skilled health law practitioner who represents individual physicians in malpractice lawsuits. He also regularly provides counsel on disciplinary and misconduct reviews. **Strengths:** *"Robert Sheahan provides excellent case management support, support for submissions to medical regulatory authorities, and support for our products." "Robert is a very good lawyer who has exceptionally good judgement and experience."* **Donna MacKenzie** focuses her practice on professional liability and medical defence work, and frequently assists the CMPA in the defence of claims against its members. **Strengths:** *"For complex issues, Donna MacKenzie is my go-to lawyer." "She will always answer and always give a practical response. She gets it and she knows us."* **François Baril** acts for a number of non-profit organisations and professional bodies in the healthcare sector, assisting with matters ranging from governance to civil litigation. He is based in Ottawa. **Daniel Boivin** has extensive experience within the healthcare space, with a particular focus on issues concerning medical assistance in dying. **Strengths:** *"Daniel has been an essential expert on the Québec medico-legal environment."* **Adriana Cargnello** demonstrates strength in advising clients on matters concerning medical negligence issues. Her practice is based in Ottawa. **Maureen Murphy** is an up-and-coming partner based in Ottawa who frequently acts for the CMPA as part of the General Counsel team while also assisting with corporate, privacy, technology and governance matters. **Strengths:** *"Maureen provides us with expert advice." "Maureen does a lot of corporate work and is an expert in privacy." "Maureen is incredible at writing in a way that non-lawyers can understand."*

Harper Grey LLP

What the team is known for Harper Grey is highly regarded for its work on behalf of physicians, surgeons and other health specialists in British Columbia. The Vancouver-based law firm also represents medical clients in litigation in the Yukon. Its health law and professional regulation groups assist with both civil litigation and professional regulation issues, and its lawyers are also heavily involved with regard to end-of-life issues.

Strengths

"Harper Grey is a high-quality law firm, with regard to both the legal ability and the personal integrity and skills of its lawyers." "Lawyers at the firm are always well prepared." "All of the lawyers with whom I've worked have had the ability to get to the core commercial and legal issues and express them succinctly."

"The lawyers are dedicated to their clients, thoughtful and insightful."

Notable practitioners

Kimberly Jakeman KC enjoys an impressive reputation for leading physician defence cases in British Columbia. She has considerable experience in professional negligence and misconduct disputes, offering additional capabilities in matters concerning medical assistance in dying. **Strengths:** *"Kimberly Jakeman is a leader in terms of level of sophistication and commercial awareness. She handles the toughest files." "In all areas, Kimberly sees the bigger picture and is thoughtful in her advice and tactics." "She is a terrific trial counsel. Kimberly Jakeman is fearless in terms of cross-examinations and gets good results."* **Guy Brown KC** is highly regarded by sources for his skilful courtroom advocacy. His civil practice includes professional negligence, medical malpractice and personal injury, as well as assisting clients with appearances in inquests. **Strengths:** *"Guy Brown is reasonable, courteous and deservedly highly regarded." "One of the senior leaders at Harper Grey, Guy Brown handles some of the most complex and challenging work and does it well." "Guy is a strong trial counsel and he is strong at appellate too, with good trial management skills and strong skills for arguing appeals."* **William Clark** leads the firm's professional regulation practice group and is noted for his expertise in representing practitioners in class action proceedings. **Strengths:** *"He has advanced technical knowledge of legal issues, is thoroughly prepared and possesses very good advocacy skills."* **Jonathan Meadows** demonstrates considerable strength in defending physicians and medical practitioners against medical malpractice claims. He also acts on a number of matters involving medical assistance in dying. **Strengths:** *"He is an extremely good lawyer. Jonathan can do it all and never seems rattled or taken by surprise."*

Lenczner Slaght

What the team is known for Lenczner Slaght is an esteemed Ontario-based litigation boutique that offers deep expertise in healthcare trial work. The firm also regularly represents professional regulatory bodies in the health sector. It is particularly well regarded for its representation of Canadian Medical Protective Association (CMPA) member physicians in medical malpractice cases.

Its lawyers also offer complementary strength in product liability proceedings in the pharmaceutical sector.

Strengths

"Lenczner Slaght has a number of lawyers who can handle complicated litigation. The firm has extremely capable partners, associates and clerks." "Lenczner Slaght has a team of very bright and experienced lawyers who are experts in the field of complex medical negligence and professional liability claims."

"The Lenczner Slaght team always provides strategic advice that specifically targets simplifying matters and ensuring the client is well informed."

Work highlights Lenczner Slaght's team defended a hospital's chief of staff on behalf of the CMPA in relation to allegations of defamation and misfeasance in public office.

Notable practitioners

Versatile litigator **Tom Curry** (see p.185) has represented a wide array of parties in the healthcare sector, including physicians and pharmaceutical companies. He is frequently engaged as lead defence counsel in complex medical malpractice and product liability lawsuits. **Strengths:** *"Tom Curry is a true barrister. His oral ability is second to none. He boils a case down to its essential elements." "Tom is one of the leading litigators in Ontario." "Tom Curry is known as a litigation superstar, at both trial and appellate levels. He is known across Canada for his skills and demeanour as a respectful advocate."* **Risa Kirshblum** (see p.185) has significant experience representing individual physicians in complex professional negligence and medical malpractice lawsuits. **Strengths:** *"Risa Kirshblum is a trusted and exceptional advocate." "Risa has a high degree of civility and respect for lawyers and clients. She sets the bar." "Risa Kirshblum provides effective strategic advice and sound recommendations, always with a view to achieving excellent outcomes for her clients." "It is obvious whenever you work with Risa that she loves her work and she cares about her clients."* **Matthew Sammon** (see p.185) has significant experience in representing physicians in medical malpractice suits, as well as before disciplinary bodies. **Strengths:** *"Matthew Sammon is tough, he is a strong advocate for his clients and he is someone who is always forthright. I have a ton of respect for him." "Matthew Sammon is an experienced litigator who can assess a file at its outset and work towards moving it forward in the context of competing objectives. He has strong legal analytical skills. You can rely on him for new issues and twists."* **Rebecca Jones** (see p.267) assists clients with workplace investigations and medical negligence cases. **Strengths:** *"Rebecca Jones is capable, insightful and practical." "Rebecca is bright, practical and strategic. She is an excellent lawyer." "Rebecca Jones is a strong litigator, who can narrow down the issues and vigorously advocate on behalf of her clients."* **Jaen Lilles** (see p.185) is highlighted for his ability to defend physicians in medical malpractice cases. He has additional experience representing clients in disciplinary hearings and defamation cases, as well as disputes regarding pharmaceutical distribution. **Strengths:** *"Jaen handles all matters, no matter the complexity, and every challenge with the same even-keeled*

approach. His recommendations are direct and to the point, always ensuring that his clients have the necessary information to make an informed decision." **Paul-Erik Veel** (see p.185) advises physicians on medical malpractice cases.

Strengths: "Paul-Erik Veel is an exceptional lawyer and oral advocate. He is collegial and respectful while providing top-notch advocacy for his clients."

"Paul-Erik Veel is an excellent advocate." **Mark**

Veneziano (see p.185) enters the rankings on the back of his reputation for representing clients in medical malpractice litigation. **Strengths:** "Mark handles sophisticated medical negligence matters capably and with good judgement." "He is a very solid litigator."

Dena Varah (see p.185) is noted for her ability to represent physicians in a wide spectrum of matters, including surgical misadventure cases and internal investigations. She is based in Toronto. **Strengths:** "Dena Varah is an excellent lawyer, she is exceptional – a straight shooter and an honest communicator."

Lerners LLP

What the team is known for Lerners is a highly regarded Ontario law firm that enjoys a strong reputation in the field of health litigation. Its health law team is endorsed for its representation of Canadian Medical Protective Association members and numerous other professional regulatory bodies in Ontario. The group is also increasingly active advising on health regulatory matters as well as class actions. The firm has offices in Toronto, London, Strathroy, Waterloo and Owen Sound.

Notable practitioners

The London-based chair of the health law group, **Peter Kryworuk** has extensive experience handling physician-side defence cases, as well as offering notable skill in class action proceedings. **Strengths:** "Peter is very responsive, gives great advice and provides information that I need to know in a way that is easy for me to digest."

Cynthia Kuehl offers notable experience representing physicians in a wide range of contentious proceedings, covering negligence lawsuits and disciplinary proceedings. She is based in Toronto. **Strengths:** "Cynthia is fabulous and a great advocate."

London-based **Andrea Plumb** is an experienced medical negligence and malpractice lawyer. She has also led administrative appeals cases. **Strengths:** "Andrea Plumb is an excellent lawyer."

"She is a reasonable, practical but tough advocate." **Kevin Ross** has a solid track record of representing health professionals implicated in serious malpractice and negligence lawsuits. Based in the firm's London office, he also has a busy class action practice, representing both defendants and plaintiffs. Based in the firm's Toronto office, **Anne Spafford** attracts praise for her trial experience. She represents physicians in medical negligence and professional discipline proceedings. **Strengths:** "Anne Spafford is terrific."

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is a prominent national law firm that is identified for the depth of its expertise in medical negligence

claims and other health-related litigation. The healthcare team regularly acts for the Canadian Medical Protective Association in Ontario and Québec, as well as representing a range of other healthcare clients, including private healthcare providers and suppliers. The firm stands out for its expert handling of complex health issues, including regulatory health matters and transactions.

Strengths

"They ensured that all Canadian-specific aspects of the case were properly explained to the foreign clients. We have extensive experience in the field, and McCarthy Tétrault is the best firm we've ever worked with in Canada."

"The service is second to none."

"The team members are highly strategic and collaborative and very helpful in solving complex problems."

Work highlights McCarthy Tétrault represented Dr Chakraverty in a medical malpractice defence at trial following the accusation of negligence.

Notable practitioners

Toronto-based **Darryl Cruz** has considerable experience representing individuals and institutions in contentious proceedings, including negligence claims and class actions. **Strengths:** "He is a Canadian leader in health law. Darryl Cruz is very knowledgeable, with impeccable judgement and a strong work ethic." "Darryl Cruz is a leading practitioner in Ontario. He is senior and his practice is devoted to this area." "He is confident and the kind of lawyer I want for a medical legal issue." "Darryl is an experienced trial lawyer and does the most sophisticated and complex cases. He is very valued by the client."

Toronto-based **Frank McLaughlin** is a seasoned lawyer who is highly experienced in litigating medical malpractice claims. **Strengths:** "Frank McLaughlin is a highly skilled trial lawyer."

"Frank McLaughlin is a trial warrior. Frank is the kind of trial lawyer you want to pull in for the most difficult trials." "Frank is certainly one of the best litigators I've ever worked with. His strong legal background, his ability to understand complex problems plus his communication and negotiation skills make him an outstanding attorney."

Emmanuelle Poupart is recognised by sources as one of the leading experts in health law in Québec for her representation of individual physicians in negligence and damage claims. **Strengths:** "Emmanuelle Poupart has good judgement and solid litigation skills. Emmanuelle is pleasant to deal with and an effective leader."

"Emmanuelle is a very skilled lawyer, an all-rounder. She does mainly civil action matters but she would be pulled into every problematic file where it needs strategic planning or problem solving."

"Emmanuelle Poupart is very experienced, well respected and well regarded." **Sarit Batner** has extensive experience of handling complex litigation related to allegations of medical negligence. She is based in Toronto. **Strengths:** "Sarit Batner is known as an outstanding, formidable and excellent opponent."

"Sarit identifies the key issues, drills down on them and is a very talented cross-examiner." "Sarit Batner is strong and knowledgeable. I want her by my side."

Toronto-based **Erica Baron** represents clients in complex disputes relating to medical malpractice and professional negligence. **Strengths:** "Erica

Baron is reflective, careful and expert." "Erica is conscientious, a good advocate and an enjoyable person to work with."

McKercher LLP

What the team is known for With a respected healthcare department across its offices in Saskatoon and Regina, McKercher regularly acts on provincial medical malpractice and negligence cases.

Notable practitioners

Christine Glazer KC (see p.185) is noted for her considerable experience handling medical malpractice cases and wider personal injury claims. Her litigation expertise also covers administrative and professional regulation law. She is based in Saskatoon. **Strengths:** "Christine Glazer is very experienced and leads the practice."

MLT Aikins LLP

What the team is known for With offices across British Columbia, Alberta, Saskatchewan and Manitoba, MLT Aikins is a renowned full-service Prairie law firm, with particular health law strength in its Winnipeg office. The firm is regarded as go-to Manitoba counsel for the Canadian Medical Protective Association, assisting with a broad range of malpractice and negligence cases.

Notable practitioners

Todd Campbell defends physicians in medical malpractice cases. He is based in Winnipeg.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is respected for its handling of a range of corporate and commercial issues for healthcare clients, with particular strength in Ontario and Québec. The firm offers experienced representation to health authorities, medical research facilities and hospitals. The group's capabilities are supported by the firm's complementary expertise in IP and life sciences.

Strengths

"Norton Rose Fulbright are responsive, get the job done and have the confidence of our executives."

"The firm is reliable, has the bench strength and is responsive. That is what we needed and we are satisfied."

"As our business is expanding rapidly and health regulation is not static, we often have short-notice needs for accurate and comprehensive advice. I use this firm as I can rely on the team 100% to respond quickly and as required."

Work highlights Norton Rose Fulbright acted as counsel to the University Health Network on its patent applications and prosecution.

Notable practitioners

Véronique Barry (see p.185) continues to be noted for her impressive expertise in negotiating commercial agreements for healthcare sector clients, as well as advising them on privacy issues. She is based in the firm's Québec City office. **Strengths:** "Véronique Barry is very strong in health law. I have gone to her for complex health law advice and every request I have sent to her has been executed to a high skill level."

"Véronique Barry is dedicated, hard-working, astute, spirited, and a senior person with a good background."

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt commands respect for its representation of local and international players in public and private health. Operating out of its hub in Toronto, the health group advises on a broad range of regulatory, privacy and corporate commercial matters, with an impressive roster of clients from healthcare providers to government departments. The firm is particularly noted for its pioneering practice focused on the emerging e-health sector.

Strengths

“Osler has the ability to handle any legal matter with expertise.”

“The firm is well versed on all legal issues, provides proactive engagement around changes that impact clients, and is responsive to priority issues.”

“Osler are always responsive and quick to provide input and advice.”

“Osler is top notch for e-health.”

Work highlights Osler acted for several digital healthcare providers on various matters such as virtual health, regulatory compliance, privacy and security, and strategic initiatives. Clients include Felix Health and Cleveland Clinic.

Notable practitioners

Michael Watts continues to be an acknowledged leader in the healthcare space, with renowned expertise in corporate governance and transactions, as well as assisting with the development of a range of e-health platforms. **Strengths:** *“Michael Watts is an excellent, business-minded healthcare lawyer dealing with board governance and employee issues. He is well known in the Bar and is very innovative and aggressive in the legal opinions he provides against sensitive political issues.”* **Paula Trattner** has significant experience in healthcare administrative law, representing a range of institutions before the Health Professions Appeal and Review Board on employee privilege mandates and coroner’s inquests. **Susan Newell** is an up-and-coming corporate lawyer with a strong focus on the healthcare sector, advising on matters ranging from M&A to e-health and medical-use cannabis. She

works for an array of clients, covering healthcare providers and institutions, as well as investors and e-health platforms.

Paliare Roland Rosenberg Rothstein LLP

What the team is known for Paliare Roland Rosenberg Rothstein is considered a leading choice for contentious regulatory work arising in the healthcare sector, offering a stable of highly regarded, Toronto-based litigators with an excellent pedigree in complex disputes. The firm frequently advises regulators, public sector entities and other businesses in public inquiries, employment matters and unauthorized practitioner litigation.

Strengths#

“They are open to accepting very challenging work and thinking creatively about how to address legal issues as they arise. They are a cooperative group who work together and with other teams in the interest of their client.”

“They enjoy a reputation as a firm that can handle any kind of litigation that may arise and they have particular depth in constitutional issues and administrative law. The depth of talent, the years of experience in this space, and the fact that they are so current in case law, means they’re great value for the dollar.”

“Working with Paliare is like working with a team that is working on a common goal, this is unique strength of the firm. They always respect our views and how we like to do things, they give us advice catered to our goals.”

Notable practitioners

Linda Rothstein is a key contact for clients.

Rosen Sunshine LLP

What the team is known for Rosen Sunshine is a distinguished boutique health and regulatory firm based in Toronto. The team routinely provides counsel to healthcare associations and professionals. The group has notable experience handling matters arising from allegations of misconduct and privacy breaches. Its practitioners are also relied upon to advise clients on regula-

tory policies and procedures.

Strengths

“I think it is a good shop and the lawyers do good work, such as policy advising and administrative/tribunal work.”

Notable practitioners

Toronto-based **Lonny Rosen** regularly represents healthcare professionals in disciplinary proceedings and privileges disputes. He also provides advice to clients on legislation and healthcare policy. **Elyse Sunshine** is called upon by both health associations and professionals to provide counsel on medical negligence disputes. Her practice is based out of Toronto.

Stewart McKelvey

What the team is known for With offices in New Brunswick, Nova Scotia and Prince Edward Island, Stewart McKelvey is a notable team for healthcare law matters in Atlantic Canada. The law firm enters the rankings this year based on its experience in medical negligence, disciplinary and product liability matters. It represents both healthcare providers and insurers in contentious matters, including class actions.

Strengths

“Stewart McKelvey is a well-recognised firm in CMPA work.”

“The team is really responsive to our needs.”

Notable practitioners

Karen Bennett-Clayton and Cynthia Benson KC are key contacts at the firm.

Other Ranked Lawyers

Michelle Roth continues to be well regarded for her experience advising entities focused on senior living and elderly care. Her practice encompasses corporate transactions and financing, as well as the settlement of sanctions and liability protection.

Strengths:

“Michelle Roth is knowledgeable and well networked.”

Leaders' Profiles in Health Law

BARRY, Véronique

Norton Rose Fulbright, Québec
+1 418 640 5170
veronique.barry@nortonrosefulbright.com

Featured in Healthcare (Nationwide - Canada)

Practice Areas: Véronique Barry's practice covers all aspects of commercial and corporate law, with a particular focus on drafting commercial contracts and on matters relating to life sciences and healthcare. Véronique has gained valuable experience in personalized medicine, clinical trials and the use of technology in healthcare. She has also developed a keen interest in access to information and protection of personal information, as well as French language and Canada's anti-spam legislation requirements. Over the last few years, Véronique has given several presentations on these topics. While pursuing her bachelor of laws - international profile at Laval University, Véronique studied at Birmingham University in England where she furthered her knowledge of international commercial law, among other topics. Véronique also studied at Queen's University and subsequently became a member of the Ontario Bar.

CURRY, Tom

Lenczner Slaght, Toronto
416.865.3096
tcurry@litigate.com

Featured in Dispute Resolution (Nationwide - Canada), Healthcare (Nationwide - Canada), Litigation (Ontario)

Practice Areas: Tom is recognized as one of the most experienced trial and appellate advocates of his generation in Canada. Tom has a long record of success in high profile commercial litigation, class actions, arbitrations, business disputes, administrative law, judicial review, intellectual property, competition, and professional liability cases. Tom is a Fellow of the American College of Trial Lawyers and the International Academy of Trial Lawyers and is certified as a specialist in civil litigation by the Law Society of Ontario. He is a regular speaker on a wide variety of subjects relating to trial practice and substantive law. He has been recognized with the prestigious Law Society Medal, The Catzman Award, The Advocates' Society Award for Excellence in Teaching, and most recently, the OBA Award for Excellence in Civil Litigation.

GLAZER, Christine J

McKercher LLP, Saskatoon

Featured in Healthcare (Nationwide - Canada)

Practice Areas: Health Care Medical Malpractice Defense Administrative Law Civil Litigation

Career: McKercher LLP Partner, 1999 Queen's Counsel, 1999 Of Counsel, 2020

Professional Memberships:

Member and Past President, Canadian Bar Association, Saskatchewan Branch Member and Past Chair, Canadian Bar Association, National Health Law Section Member, American College of Trial Lawyers Member, Joint Committee of Law Society and CBA on No Fault Insurance Member, Trial Lawyers Association of Saskatchewan

JONES, Rebecca

Lenczner Slaght, Toronto
416-865-3055
rjones@litigate.com

Featured in Healthcare (Nationwide - Canada), Litigation (Ontario)

See under Litigation & Dispute Resolution for profile.

KIRSHBLUM, Risa

Lenczner Slaght, Toronto
416-865-3098
rkirshblum@litigate.com

Featured in Healthcare (Nationwide - Canada)

Practice Areas: As co-lead of Lenczner Slaght's Professional Liability practice, Risa provides strong leadership and strategic guidance on a broad range of health law matters. Throughout her career, Risa has acted for physicians in civil, regulatory and various other legal matters related to their practice of medicine. She is a recognized expert on many health law topics and is regularly asked to speak at continuing legal education programs for organizations such as The Advocates' Society and Osgoode Professional Development. She has also presented in continuing education programs for a variety of medical organizations.

LILLES, Jaan

Lenczner Slaght, Toronto
416-865-3552
jlilles@litigate.com

Featured in Healthcare (Nationwide - Canada)

Practice Areas: Jaan's practice includes a diverse range of litigation: professional liability, medical malpractice, commercial disputes, employment, and administrative law. In particular, he has extensive experience acting for both health professionals and regulators. Jaan has acted for physicians in a broad range of matters, including in civil actions, regulatory matters, and criminal proceedings. In addition, he has

acted as prosecution counsel for the College of Traditional Chinese Medicine and Acupuncturists of Ontario and the College of Massage Therapists of Ontario in discipline proceedings. Having acted in several significant medical negligence cases over the years, Jaan is recognized by colleagues and clients as a leading lawyer in his field. Jaan is also routinely invited to present in continuing education sessions on health law matters.

SAMMON, Matthew

Lenczner Slaght, Toronto
(416) 865-3057
msammon@litigate.com

Featured in Construction (Nationwide - Canada), Employment (Ontario), Healthcare (Nationwide - Canada)

Practice Areas: Recognized as a leading and formidable trial counsel, Matthew has extensive litigation experience across a broad range of areas, including complex corporate and commercial litigation, professional liability and medical malpractice, and employment cases. He regularly conducts trials, regulatory hearings, and arbitral proceedings. His roster of clients include large and mid-sized corporations across a wide range of sectors, including financial services, banking, telecommunications, retail, health care, manufacturing, hospitality, and oil and gas. Matthew also has deep experience in professional regulation and medical malpractice litigation, appearing regularly as lead counsel in complex medical litigation and regulatory proceedings. He also acts frequently for executives and other individuals in civil and regulatory disputes.

VARAH, Dena N.

Lenczner Slaght, Toronto

Featured in Healthcare (Nationwide - Canada)

Practice Areas: Dena's practice has broad scope, encompassing corporate and commercial litigation, shareholder disputes and oppression claims, contract issues, professional negligence cases, employment/wrongful dismissal matters and administrative and insurance law. She has often appeared in the Ontario Superior Court of Justice and the Ontario Court of Appeal, as well as before administrative tribunals and in private arbitrations. Prior to joining Lenczner Slaght, Dena clerked for the judges of the Court of Appeal. Dena has also taught in continuing legal education programs presented by the Law Society of Ontario, the Ontario Bar Association, The Advocates' Society,

and Osgoode Professional Development. She is a co-chair of the University of Toronto Academic Tribunal.

VEEL, Paul-Erik

Lenczner Slaght, Toronto
416.865.2842
pveel@litigate.com

Featured in Dispute Resolution (Nationwide - Canada), Healthcare (Nationwide - Canada)

Practice Areas: Paul-Erik's litigation practice focuses on class actions, competition law, complex commercial disputes, and professional liability. His clients include major technology companies, financial institutions, professional services firms, pharmaceutical companies, retailers, and franchisors. He also routinely acts for physicians in a number of contexts, including in civil proceedings and regulatory matters. Paul-Erik has extensive trial experience in all types of cases, and he appears regularly before the Supreme Court of Canada and the Ontario Court of Appeal. Paul-Erik is an adjunct professor at the University of Toronto. As the lead of Lenczner Slaght's Data-Driven Decisions program, he is also a strong advocate of using legal data analytics to inform the practice of litigation and achieve exceptional outcomes for clients. In 2022, Paul-Erik was named one of the Top 25 Most Influential Lawyers by Canadian Lawyer.

VENEZIANO, Mark

Lenczner Slaght, Toronto
416-865-3051
mveneziano@litigate.com

Featured in Healthcare (Nationwide - Canada)

Practice Areas: Mark is an expert trial lawyer having conducted dozens of trials and arbitrations as lead counsel. His practice has a particular emphasis on commercial and civil litigation, professional liability, shareholder disputes, insurance coverage, securities, construction, and real estate law. His clients range from corporations and physicians to stockbrokers and banks. Mark provides his clients with practical advice aimed at efficiently resolving disputes. However, when the case demands, he is willing and prepared to go to trial. Mark has significant experience in the area of professional regulation and appears frequently before the College of Physicians and Surgeons of Ontario and other administrative and regulatory tribunals. Mark has also taught trial advocacy at the University of Toronto, Faculty of Law.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Hospitality

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Leading Individuals
Band 1
Di Fiore Mario <i>Goodmans LLP</i>
Band 2
Arbuck Jason <i>Cassels Brock & Blackwell LLP</i>
Green Bram <i>Goodmans LLP</i>
Schyven Melissa <i>Stikeman Elliott LLP</i>
Band 3
Citron Jeffrey A. <i>Goodmans LLP</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Goodmans LLP

What the team is known for Toronto-based Goodmans is a leading full-service law firm. With a number of longstanding clients, Goodmans demonstrates strong capabilities in the development and refinancing of hotel projects, as well as the negotiation and implementation of management agreements. The firm has conducted a wide range of work for the likes of management companies, banks, investors and casinos. The firm has also recently acted for luxury hotel chains.

Strengths

"The advice provided is always of high quality. What really stands out is the team's responsiveness; I can count on the team for any urgent matters."

Work highlights Goodmans acted for the Bank of Montreal on the refinancing of two hotel properties in Ontario.

Notable practitioners

Mario Di Fiore advises clients on a variety of

hospitality concerns, from renovations and construction projects to matters involving hotel management agreements and financing agreements. **Bram Green** assists clients with hotel management agreements and projects in the gaming sector. **Jeffrey Citron** has experience in negotiating a range of management agreements alongside his work on hotel development financing.

Band 2

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell has a well-respected team renowned for its franchising work in the hospitality sector, as well as its handling of large M&A transactions. The group demonstrates further capabilities in relation to litigious mandates, such as franchise agreement disputes, and is equally equipped to act on hospitality finance mandates. Its varied client roster includes hotel chains and investors. The firm is also adept in resort management issues and particularly well placed to act for clients across Eastern Canada.

Strengths

"The firm has deep expertise in a wide range of areas and highly experienced attorneys."

Notable practitioners

Jason Arbuck is the co-chair of the hospitality group and is based in the firm's Toronto office. He has experience advising clients on hotel management agreements.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott has a well-known team of lawyers who often handle sizeable M&A transactions in the hospitality market. The firm frequently advises on portfolio and single-asset deals in the hotel and restaurant sectors, as well as acting on financing matters. It is also well equipped to assist with real estate development in the sector in addition to litigation

and marina transactions. The team represents investors and resort chains.

Strengths

"The lawyers are always attentive to time-sensitive matters and offer very quick responses."

Work highlights Stikeman Elliott acted as the Canadian counsel for Abry Partners on the acquisition of Urgo Hotels & Resorts in Canada.

Notable practitioners

Melissa Schyven is a Toronto-based lawyer who offers experience in acquisitions and equity investments in the hospitality sector. In addition, she advises on hotel management agreements and financing arrangements.

Band 3

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is a well-regarded law firm acting on a range of hospitality-related matters, including high-profile M&A deals. The group is also well equipped to handle cross-border work and consumer protection class actions. It represents an array of clients from the hotel, restaurant and gaming sectors. It frequently assists such clients with their entry into, and expansion within, the Canadian market. The team is also highly adept in supporting hospitality clients with labour and employment agreements.

Work highlights McCarthy Tétrault assisted Wyndham Hotels and Resorts with a number of commercial projects and labour and employment issues.

Notable practitioners

Department head Trevor Lawson is a key contact at the firm.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Immigration

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Green and Spiegel LLP
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Corporate Immigration Law Firm
Gomberg Dalfen
McCarthy Tétrault LLP
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Gowling WLG (Canada) LLP
Maynard Kischer Stojicevic
Band 4
BCF LLP
Dentons Canada LLP
Galileo Partners Lawyers Inc.
KPMG Law LLP
Vialto Partners
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

EY Law LLP

What the team is known for EY Law is a premier choice for business immigration in Canada, regularly advising large multinationals in a variety of sectors including retail, energy, technology and finance. With partners based in Calgary, Vancouver and Toronto, the team provides guidance on work permits, visas and citizenship, as well as strategic counsel on corporate immigration and HR policies. Clients benefit from the team's capacity to draw upon Ernst & Young's global network, as well as its application of cutting-edge technology and processes.

Strengths

"The team's quality and knowledge of the immigration space is outstanding."

"EY Law's practitioners are very knowledgeable and complex and sophisticated matters are thoroughly researched."

"The group is very thorough, it is absolutely fantastic."

Notable practitioners

Based in Vancouver, **Jonathan Leebosh** heads up EY's Canadian and cross-border NAFTA immigration practice. His work includes preparing immigration documents and advising on immigration programme development. **Strengths:** "He does a fantastic job on matters." **Jonathan is an excellent lawyer.** Calgary-based **Roxanne Israel** is a respected and highly experienced immigration lawyer. She maintains a strong profile in the market and is regularly retained by corporate clients on high-stakes business immigration

Immigration
Leading Individuals
Band 1
Brunet Jean-Philippe Galileo Partners Lawyers Inc.
Caruso Barbara Jo Corporate Immigration Law Firm
Duval Stéphane McCarthy Tétrault LLP
Garson David L. P. Garson Immigration Law (ORL) ◇
Green Evan Green and Spiegel LLP
Green Stephen Green and Spiegel LLP
Greenberg Howard Greenberg Hameed PC (ORL) ◇
Greene Michael Sherritt Greene Barristers (ORL) ◇
Leebosh Jonathan EY Law LLP
Maynard Gordon Maynard Kischer Stojicevic
Band 2
Arsenault Chantal McCarthy Tétrault LLP
Chang Henry Dentons Canada LLP
Dalfen Seth Gomberg Dalfen
Dingle Brian Borden Ladner Gervais LLP (ORL) ◇
Gomberg Avi Gomberg Dalfen
Israel Roxanne EY Law LLP
Jain Ravi Jain Immigration Law (ORL) ◇
MacGregor Bill Gowling WLG (Canada) LLP
Siddiquee Yusra Littler Mendelson, PC (ORL) ◇
Stojicevic Aleksandar Maynard Kischer Stojicevic
Band 3
Dongier Isabelle Sole Practitioner (ORL) ◇
Green Shoshana Green and Spiegel LLP
Guberman Joel Guberman // Appleby (ORL) ◇
Kane Betsy Capelle Kane (ORL) ◇
Tsuji Brian Tsuji Law Group (ORL) ◇
Zemp Kevin Zemp Law Group (ORL) ◇
Band 4
Agostinho Elsa BCF LLP
Baldwin Andrea Barteaux Labour (ORL) ◇
Kischer Rudolf Maynard Kischer Stojicevic
Landry Nadine Vialto Partners
Lessard Julie BCF LLP
Resetarits Julie McCarthy Tétrault LLP
Schofer Krista Gowling WLG (Canada) LLP
Up-and-coming individuals
Fagan Sarah Corporate Immigration Law Firm
Guida Cristina Green and Spiegel LLP
Park Helen Dentons Canada LLP
Simard-Lafontaine Nicolas Galileo Partners Lawyers
Associates to watch
Beltempo Christine McCarthy Tétrault LLP
Dupuis-Sène Amy McCarthy Tétrault LLP
Heinsohn-Spiropoulos Stephanie Fasken (ORL) ◇
Lim Jae-Yeon Harris & Company (ORL) ◇
Regent Camille Galileo Partners Lawyers Inc.
Tanna Shefali McCarthy Tétrault LLP

matters. **Strengths:** "She's a very good and bright lawyer."

Green and Spiegel LLP

What the team is known for Green and Spiegel is a leading immigration boutique offering extensive experience in corporate immigration, Labour Market Impact Assessment applications and permanent residence applications through the Express Entry system. The Toronto-based group is well versed in the representation of large multinationals, and continues its involvement in the Global Skills Strategy as clients in the IT industry look to establish bases in the hi-tech 'mini-Silicon Valley' between Ontario and Québec. It is also noted for its focus on US-Canada cross-border matters, with the firm able to call upon resources based in Philadelphia, Providence, Cleveland and Vail to bolster its competitive edge.

Strengths

"The team are very knowledgeable and they help me navigate complex scenarios."

"Green and Spiegel is a great firm to work with and it's a great team."

"Its practitioners handle complex work. They always provide streamlined efficiency in communication and they are smooth and effective."

Notable practitioners

Toronto-based senior partner **Evan Green** manages the firm's US immigration practice and is licensed to practise law in both Canada and the United States. His experience includes providing immigration advice to both large multinational corporations and small and medium-sized businesses. **Strengths:** "He's a lead figure and one of the experts in the immigration space." "Evan is the don of the immigration market. He's also super responsive." Toronto-based senior partner **Stephen Green** enjoys a formidable reputation as a go-to resource for a variety of clients, ranging from multinationals to startups and non-profit organisations. **Strengths:** "He's a very good and diligent practitioner." Toronto-based **Shoshana Green** maintains a wide-ranging immigration practice that encompasses work on behalf of refugees as well as corporate employers. She is highly experienced in immigration litigation, representing her clients at the first instance and on appeal, in addition to overseeing applications for judicial review. She regularly assists with the processing of work permits for temporary foreign workers. **Strengths:** "Her turnaround time is just amazing." Based in Toronto, **Cristina Guida** is held in high regard for her ability to provide counsel to multinational corporations, as well as small businesses, on complex work permitting matters. She has further experience of advising clients on citizenship applications. **Strengths:** "Christina is very knowledgeable." "She's a fantastic lawyer."

Band 2

Corporate Immigration Law Firm

What the team is known for Corporate Immigration Law Firm is a high-quality Toronto-based immigration boutique noted for its effective counsel on a wide range of immigration matters, including study and work permit applications, temporary and permanent residency, inadmissibility issues and citizenship. The firm's key clients include prominent businesses, universities and non-profit organisations. It also assists companies with devising corporate immigration policies and regulatory compliance and operates a strategic alliance with Galileo Partners in Montréal.

Strengths

"A well-respected law firm in the space."

Notable practitioners

Toronto-based firm founder **Barbara Jo Caruso** is one of the most experienced immigration lawyers in the market. Her work includes representing high-profile senior executives. **Strengths:** *"Barbara is wonderful, she's very prolific and bright." "She's one of the top lawyers in the space, she has very good expertise."* **Sarah Fagan** is an increasingly prominent lawyer who is currently based in Toronto. She has a wide clientele from major multinational corporations to small and medium businesses and her practice encompasses work authorisation, permanent residence and citizenship issues. **Strengths:** *"Sarah is a very diligent practitioner."*

Gomberg Dalfen

What the team is known for Gomberg Dalfen is a pre-eminent Montréal-based boutique with in-depth knowledge of regional immigration matters. The firm assists companies of all sizes with the movement of skilled workers to Canada from around the world, advising on work permits and both the Canadian and Québec permanent residence immigration programmes. The team also advises Canadian companies on outbound immigration, particularly to European, South American and Asian countries. It offers notable experience in the entertainment and IT industries, and provides services in English, French and Spanish.

Strengths

"It's a go-to firm for particularly challenging issues."

Notable practitioners

Seth Dalfen is a respected figure with many years' experience advising on business-related immigration issues. He is one of the prominent names for such matters in Québec, and has a notable focus on relocation to Canada. **Avi Gomberg** has extensive experience in immigration law, which includes handling matters on behalf of major corporations as well as individual executives. Based in Montréal, he is well known in the legal community and widely respected for his abilities.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault has a strong team based across Toronto, Montréal, Calgary and Vancouver that is recognised for its handling of all aspects of Canadian and global business immigration law. The firm advises a broad range of clients hailing from the infrastructure, luxury goods and tourism sectors,

among others.

Strengths

"The team is proactive and extremely quick."

"We use them as an extension of our team due to their skill set and work ethic."

"McCarthy Tétrault's team is extremely professional and responsive. It also has a wide range of expertise and broad range of knowledge."

Notable practitioners

Stéphane Duval leads the firm's national immigration practice and is notable for his immigration work on behalf of clients in a number of industries. He is based in Montréal. **Strengths:** *"Stéphane is a very knowledgeable and professional lawyer with great expertise." "He is an excellent lawyer with a great reputation in the space."* Montréal-based **Chantal Arsenault** advises on a wide range of immigration matters at McCarthy Tétrault, with notable experience assisting clients in the energy, retail and healthcare industries. **Strengths:** *"She guides us through very complex situations and she knows the best strategies to be used. She is also client-focused." "Chantal is extremely well versed in immigration law."* **Julie Resetarits'** practice is based in Montréal. She is held in high regard for her ability to provide counsel on a broad range of corporate immigration issues, including matters related to work permits and global mobility. **Strengths:** *"Julie provides an excellent service."*

Christine Beltempo of McCarthy Tétrault provides counsel to clients from the construction, pharmaceutical and manufacturing sectors on a range of complex immigration matters. She regularly advises clients on permanent residency and compliance following Employment and Social Development Canada audits. Her practice is based in Montréal. **Strengths:** *"She's an incredibly strong lawyer with an impeccable knowledge of the immigration space in Canada." "Christine offers excellent services."* Montréal-based, **Amy Dupuis-Sène** has a burgeoning practice in the space. Her experience covers the full spectrum of immigration issues, but she is notably adept at advising clients on international mobility and compliance matters. **Strengths:** *"She offers excellent customer service and has vast knowledge." "Amy is a great collaborator."* **Shefali Tanna's** clients stem from a number of sectors, including sports, construction and retail. She has experience of advising multinational corporates on work permits and compliance with immigration laws. **Strengths:** *"Shefali is a very good communicator and a pleasure to work with."*

Band 3

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG is a dynamic law firm with an immigration group serving an impressive array of clients, including high-profile multinational corporates. Its experience includes assisting with US expansion issues. Clients in sectors such as banking, energy and telecoms benefit from access to the firm's offices across Canada, particularly in Calgary and Waterloo Region.

Strengths

"The work is done to the highest standard and they

offer really great customer service."

"Gowling's team is very knowledgeable and responsive."

"The team is always responsive and provides quick and effective solutions."

Notable practitioners

Kitchener-based **Bill MacGregor** serves major clients in sectors such as technology, energy and food and beverages. He is well versed in advising on personnel movement and obtaining work permits. **Strengths:** *"An excellent lawyer with a wealth of knowledge."* Based in Calgary, **Krista Schofer's** immigration expertise is complemented by a broader focus on employment and labour law. She is admitted to practice in both Alberta and Massachusetts. **Strengths:** *"She's a thorough and she provides a prompt, professional service." "Krista does an excellent job of assisting clients on immigration matters."*

Maynard Kischer Stojicevic

What the team is known for Maynard Kischer Stojicevic is a Vancouver-based immigration boutique with a broad range of expertise covering business immigration, litigation and appeals, as well as significant experience concerning the Immigration and Refugee Board of Canada.

Strengths

"All of the lawyers at Maynard Kischer are excellent."

"Maynard Kischer is a great firm."

Notable practitioners

Vancouver-based **Gordon Maynard** is known for his regular handling of both personal and corporate immigration matters on behalf of clients across Canada, including Federal Court appeals. He has assisted individuals with obtaining residency and citizenship through the full gamut of official processes and also has a notable presence as a commentator on immigration matters in the media. **Strengths:** *"Gordon is a luminary within the field, he's terrific."* Firm founder and managing partner **Aleksandar Stojicevic** is a well-respected litigator who assists a variety of clients with corporate immigration disputes and immigration-related humanitarian cases. He also advises an array of HR departments. **Strengths:** *"He's an excellent lawyer."* **Rudolf Kischer** counsels clients on immigration issues relating to labour shortages. An experienced practitioner in the immigration law space, he also acts for individual entrepreneurs seeking to enter Canada. **Strengths:** *"He's a great lawyer who does great work."*

Band 4

BCF LLP

What the team is known for BCF boasts a strong team of practitioners based in Montréal. The team consistently demonstrates its ability to handle complex immigration matters on behalf of both multinational organisations and small businesses. Its members are relied upon to advise clients on a wide spectrum of issues, including work permit applications and policy compliance, among others. Its group represents corporations from a number of sectors ranging from financial services to manufacturing.

Strengths

"BCF's team has the knowledge and resources to handle complex cases."

"They provide quality, in-depth work on complex matters."

"The group has a deep understanding and knowledge of Canadian and international immigration matters."

Notable practitioners

Montréal-based **Elsa Agostinho** is noted for her ability to provide counsel on complex corporate immigration matters, such as obtaining visas and employment authorisations for foreign workers. Her clients stem from a range of sectors, including manufacturing and technology. **Strengths:** "Elsa is very responsive and very knowledgeable." **Julie Lessard** is a Montréal-based lawyer who heads BCF's business immigration department. She particularly excels in advising major multinationals on immigration policy. **Strengths:** "Julie has a lot of experience of dealing with complex cases."

Dentons Canada LLP

What the team is known for Dentons Canada operates a respected immigration department with a notable focus on work permit applications. The Toronto and Vancouver-based team is notably present in the entertainment industry, and also acts for clients in the real estate and energy sectors.

Strengths

"The practitioners are all very knowledgeable, helpful, prompt and easy to work with."

"Dentons' group are always very responsive and provide very high level of services for any matter relating to Canadian immigration."

"The team provide excellent attention to detail and are knowledgeable."

Notable practitioners

Henry Chang maintains a respected immigration practice from his base in Dentons' Toronto office. He particularly excels in immigration matters relating to both Canada and the United States. **Strengths:** "He's fantastic to work with." "Henry offers excellent service, is highly knowledgeable and great to work with." Colead of the national immigration group, **Helen Park** is noted for her ability to provide counsel on complex work permit and PNP application issues. She is particularly adept at advising clients in the media and entertainment and technology sectors. **Strengths:** "Helen is a pleasure to work – she's always responsive and her work is of great quality." "She provides excellent service and is highly knowledgeable."

Galileo Partners Lawyers Inc.

What the team is known for Galileo Partners Lawyers has a strong team of practitioners based in Montreal who demonstrate notable strength in the immigration space. The team is depended upon to assist clients across a wide spectrum of matters, including the relocation of professionals and work permit issues. Its clients stem from the manufacturing, food and beverage and construction sectors.

Strengths

"Galileo's team demonstrates professionalism, efficiency and speed."

"They are proactive and efficient."

Notable practitioners

Jean-Philippe Brunet is the founder and managing partner of Galileo Partners Lawyers and is based in Montréal. He is highly experienced in representing employers on immigration matters such as workforce relocations. **Strengths:** "Whenever I have a matter that is complex and delicate I work with Jean." "He's a dynamic lawyer." **Nicolas Simard-Lafontaine** is an increasingly prominent lawyer based at Galileo Partners Lawyers in Montréal. He demonstrates strong capabilities in representing both domestic and international clients on staff immigration and relocation. **Strengths:** "He is highly effective in dealing with complex situations." Montréal-based **Camille Regent** represents clients in the food and beverage and manufacturing sectors, among others. She has notable strength in handling work permit and relocation matters. **Strengths:** "Camille is a professional and attentive lawyer."

KPMG Law LLP

What the team is known for KPMG Law in Canada is highly regarded for its in-depth guidance on business immigration, working closely with the firm's tax practice group and drawing upon the international KPMG network. Its partners based in Toronto, Calgary, Vancouver and Montréal regularly assist corporations with global mobility strategies and immigration compliance analysis, keeping abreast of ever-developing government policy. The firm offers particular expertise in the financial services, telecommunications, pharmaceutical and IT sectors.

Strengths

"They are a group of extreme professionals – they are incredibly responsive and timely and they go above and beyond."

Notable practitioners US immigration practice group leader Elizabeth Nanton is a key contact.

Vialto Partners

What the team is known for Vialto Partners' team are positioned across the country, with offices located in Vancouver and Montréal. Its practitioners have considerable experience of handling a broad range of issues, including those related to work permits, temporary residence applications and family sponsorship matters.

Notable practitioners

Montréal-based **Nadine Landry** has a business immigration focus. Her clientele is both domestic and international in scope. **Strengths:** "She's an excellent lawyer who's great with clients."

Other Ranked Lawyers

Andrea Baldwin provides clients with a range of strategic immigration advice, acting in sectors such as transportation, energy, and pharmaceuticals. Based in Halifax, she is a key immigration lawyer in Atlantic Canada.

Toronto-based **Brian Dingle** leads BLG's immigration team. He represents both employers and employees, and his work includes advising on the immigration aspects of corporate reorganisations. He has a particularly notable presence in the entertainment industry.

Strengths:

"Brian is a strong partner and a valued resource for our team."

"He is devoted to his clients."

Montréal-based sole practitioner **Isabelle Dongier** is a well-experienced corporate immigration lawyer.

Strengths:

"She's a fabulous lawyer."

"Isabelle is well known in the market and very proactive."

David Garson is the founder of Garson Immigration Law and is based in Toronto. A highly experienced lawyer, he is particularly notable for his work in the technology sector, and his client base includes senior executives and multinational organisations.

Strengths:

"David is an excellent lawyer."

Toronto-based **Howard Greenberg** heads Greenberg Hameed's immigration practice and maintains an excellent reputation for advising corporate clients and their high-profile employees.

Strengths:

"Howard is excellent – he is seasoned and well respected in the market."

Calgary-based **Michael Greene KC** is a senior partner at Sherritt Greene and is widely considered to be a top practitioner in the Canadian immigration law market. He demonstrates decades of experience in the field and his handling of contentious matters is particularly noteworthy.

Strengths:

"He's a luminary in the space."

"Michael is one of the top attorneys in the market."

Joel Guberman is based in the firm's Toronto office. His practice spans a variety of cross-border immigration matters, with multinational corporations among his clientele.

Montréal-based **Stephanie Heinsohn-Spiropoulos** of Fasken is noted for her ability to advise both small businesses and multinational organisations on a number of matters. She is adept at providing counsel on work permits and Labour Market Impact Assessments.

Strengths:

"Stephanie is great to work with and extremely knowledgeable."

"She is a thorough attorney."

Toronto-based founding partner of Jain Immigration Law, **Ravi Jain** is notable for his expertise in both Canadian and US immigration law. He also has considerable litigation experience.

Strengths:

"He's an excellent lawyer who's very bright."

Betsy Kane is a founding partner of Capelle Kane, based in Ottawa. She has a wealth of experience in corporate immigration law.

Strengths:

"She's a strong lawyer."

Jae-Yeon Lim of Harris & Company focuses her practice on immigration matters and has extensive experience in the space. She is adept at providing counsel to both small businesses and individuals, as well as high-tech organisations on temporary relocation matters and employer compliance audits, among other issues.

Strengths:

"She's prompt, knowledgeable and supportive."

"The service she provides is excellent and we are 100% confident in the advice and support she gives."

Yusra Siddiquee is well versed in assisting clients from the financial services, technology and telecoms sectors with the full spectrum of corporate immigration law matters. In addition to her work advising on immigration into Canada, she also regularly handles outbound immigration mandates. She works out of Littler Mendelson's Toronto office.

Strengths:

"She has lots of experience in handling corporate immigration matters."

With close to four decades' experience in this field, **Brian Tsuji** is especially known for his work on behalf of Japanese clients. He is based in Vancouver.

Strengths:

"He's a very professional lawyer."

Based in Calgary, **Kevin Zemp** is admitted to practice in both Canada and the USA. He is a leading corporate immigration lawyer in Alberta, and serves clients in sectors such as energy, tech and manufacturing.

Strengths:

"He's a knowledgeable practitioner."

"Kevin is a great lawyer."

Immigration Personal

Immigration: Personal
Senior Statespeople
Senior Statespeople: distinguished older partners
Matas David <i>Sole Practitioner</i>
Leading Individuals
Band 1
Bellissimo Mario <i>Bellissimo Law Group</i>
Jackman Barbara <i>Jackman & Associates</i>
Waldman Lorne <i>Waldman & Associates</i>
Band 2
Desloges Chantal <i>Desloges Law Group</i>
Maynard Gordon <i>Maynard Kischer Stojicevic</i>
Band 3
Battista Michael <i>Battista Smith Migration Law Group</i>
Goldberg Mitchell <i>Goldberg Berger</i>
Jeffery Matthew <i>Canada Immigration Lawyer</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>

Ranked Lawyers

Michael Battista is the founding partner of Battista Smith Migration Law Group and is based in Toronto. He particularly excels in advising on sponsorships and permanent residence applications based on same-sex relationships. Toronto lawyer **Mario Bellissimo** is the founding partner of Bellissimo Law Group and is a past chair of the immigration division of the Canadian

Bar Association. He is well respected for his work representing individuals in immigration disputes before all levels of the court and is a regular commentator on Canadian immigration issues in the media.

Strengths:

"Mario Bellissimo is one of the best."

Chantal Desloges is the founder and senior partner of Desloges Law Group and is based in Toronto. Her practice covers citizenship matters, sponsorship cases and refugee law.

Mitchell Goldberg is a respected immigration lawyer based at Goldberg Berger who is particularly noted for his expertise concerning the rights of refugees. He regularly acts on behalf of individuals and families in their applications for permanent residency and advocates on their behalf in cases brought before the Refugee and Immigration Board.

Toronto-based **Barbara Jackman** is a top immigration lawyer at Jackman & Associates. She is best known for her representation of refugees, particularly in the context of security and international human rights issues.

Strengths:

"Barbara is a preeminent immigration lawyer."

Matthew Jeffery is a sole practitioner based in Toronto who excels in immigration law. His capabilities range across family sponsorship, express

entry and citizenship matters as well as immigration appeals.

Winnipeg-based sole practitioner **David Matas** enjoys a formidable reputation in the market. His practice covers personal immigration and human rights matters, including in regard to the status of refugees. He is also well known for his role as senior legal counsel to the Canadian chapter of Jewish service organisation B'nai Brith.

Strengths:

"Obviously a top quality litigator."

Vancouver-based **Gordon Maynard** is known for his regular handling of both personal and corporate immigration matters on behalf of clients across Canada, including Federal Court appeals. He has assisted individuals with obtaining residency and citizenship through the full gamut of official processes and also has a notable presence as a commentator on immigration matters in the media.

Lorne Waldman is a Toronto-based lawyer at Waldman & Associates who has garnered an excellent reputation among his peers. Having practised for more than 40 years, he is well versed in a wide variety of personal immigration law issues, including matters relating to the immigration rights of refugees. He has a strong profile in the media, having provided expert opinion on a variety of high-profile cases.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Information Technology

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Information Technology

Information Technology
Leading Firms
Band 1
McCarthy Tétrault LLP
Osler, Hoskin & Harcourt LLP
Band 2
Blake, Cassels & Graydon LLP
Torys LLP
Band 3
Borden Ladner Gervais LLP
Fasken
Goodmans LLP
Band 4
Bennett Jones LLP
Deeth Williams Wall LLP
Dentons Canada LLP
Gowling WLG (Canada) LLP
Stikeman Elliott LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault operates a distinguished technology practice with an impressive depth of expertise across a range of IT matters. The team often acts on outsourcing and technology infrastructure development mandates, with further capabilities in IT-related litigation. The firm advises a prestigious portfolio of clients, including banks and large technology multinationals, together with players in the transportation, aerospace and defence sectors. It is also noted for its work on high-profile tech procurements.

Strengths

"McCarthys is our preferred firm for technology engagements in Canada. The team provides practical, detailed and well-resourced support. The firm is extremely commercial and provides value-added strategic and commercial checks in addition to legal support."

"McCarthys has a very strong team, with incredible depth across multiple offices across Canada, including Vancouver, Toronto and Montréal. The firm is very responsive and timely, and the level of advice is practical and useful."

"McCarthys have the expertise and bench strength to bring clarity to all the minutiae and risk in a dense contract."

Information Technology
Senior Statespeople
Senior Statespeople: distinguished older partners
Corley Richard Goodmans LLP
Sookman Barry McCarthy Tétrault LLP
Williams Amy-Lynne Deeth Williams Wall LLP
Leading Individuals
Band 1
Gross Wendy J Osler, Hoskin & Harcourt LLP
Ing Christine McCarthy Tétrault LLP
Band 2
Armstrong Adam S Torys LLP*
Fekete Michael Osler, Hoskin & Harcourt LLP
Handa Sunny Blake, Cassels & Graydon LLP
Morgan Charles S McCarthy Tétrault LLP
Ramsey Joel Torys LLP*
Band 3
Boehm Eric Borden Ladner Gervais LLP
Fecenko Mark J Borden Ladner Gervais LLP
Lifshitz Lisa R. Torkin Manes LLP (ORL) ◇
Ng Wesley Stikeman Elliott LLP
Nunes Andrew Fasken
Percival Robert Blake, Cassels & Graydon LLP
Rahman Ebad Torys LLP*
Ruby Peter Goodmans LLP
Band 4
Alleyne Andrew Fasken
Bayrakal Karam Fasken
Beairsto Michael Dentons Canada LLP
Beardwood John Fasken
Feldman David Blake, Cassels & Graydon LLP
Freedman Bradley Borden Ladner Gervais LLP
Hodgett Simon Osler, Hoskin & Harcourt LLP
Kosa James WeirFoulds LLP (ORL) ◇
Ling Theo Baker McKenzie (ORL) ◇
Liu Ted Osler, Hoskin & Harcourt LLP
Sabet-Stephenson Parna Gowling WLG (Canada) LLP
Up-and-coming individuals
Bishop Jessica Goodmans LLP
Crane David McCarthy Tétrault LLP
Scherman Michael McCarthy Tétrault LLP
Smith Shawn Stikeman Elliott LLP
Associates to watch
Keung Wendes McCarthy Tétrault LLP

"We retain McCarthys on high-stakes, complex or developing matters because of the depth of their knowledge, their ability to meet our timelines and the quality of the advice that we obtain."

Work highlights A McCarthy Tétrault team led by David Crane advised the Ministry of Finance of the Province of British Columbia with respect to the

province's project to modernise its treasury management system.

Notable practitioners

Barry Sookman is a pre-eminent Toronto-based technology lawyer with vast experience in complex IT contract negotiations, including master services agreements. **Strengths:** "He is excellent at distilling issues to their essence and helping us find a practical solution. Every time I am in a negotiation with Barry I learn something new." Top-ranked **Christine Ing** is well respected for her representation of leading financial institutions in commercial tech transactions, often involving novel structuring concerns. She is based in Toronto. **Strengths:** "Christine is a leading technology lawyer in Canada. She is trusted with our most complex technology agreements. She provides superlative, detailed and commercial legal advice and has trained a very strong team of junior partners." "She is quick, collaborative, responsive and a joy to work with." "Christine has a strong business acumen and aptitude; she is very impressive." "She gives excellent, practical advice." Montréal-based **Charles Morgan** has a broad-based technology practice which sees him engaged on commercial transactions, including outsourcing agreements, as well as advising on data and privacy concerns. **Strengths:** "I will keep working with Charles because he truly cares about our business and success, which made this experience so enjoyable." Vancouver-based **David Crane** is increasingly visible in the market, assisting tech companies and public bodies with licensing and service agreements. He is notably experienced in procurement and e-commerce. **Strengths:** "David has an excellent level of knowledge and sophistication. He is practical, efficient, effective and a very likeable individual." **Michael Scherman** frequently acts on cases related to AI, cloud services and outsourcing. **Strengths:** "Michael Scherman is an excellent technical lawyer with sharp commercial sense and good client management skills." "Michael's advice is very practical and he presents information in a way that is easy to convey to our clients." "Michael was wonderful to work with."

"Michael can go deep into technical esoteric legal issues and still abstract the core concepts to the business leaders for direction." **Wendes Keung** is a Toronto-based associate McCarthy Tétrault's technology group. She is highly adept at assisting clients with the preparation and negotiation of service agreements, as well as broader commer-

cial arrangements for modernization projects. **Strengths:** “She completes our deals efficiently and under budget.” “Wendes provided great support – she was responsive, timely and picked up on our key issues very quickly.”

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is well respected for its ability to handle an impressive range of technology mandates, with notable strength in privacy law, various data matters and cloud computing. Its technology team advises both national and international clients on sophisticated transactional matters, including large outsourcing deals. The lawyers stand out for their work on behalf of financial institutions and emerging companies. The firm is also knowledgeable on public policy issues and initiatives regarding the technology sector and innovation, particularly procurement modernisation. Its varied client roster extends to organisations from the healthcare, retail and technology sectors.

Strengths

“They are the best of the best. I find niche experts that other firms have a hard time developing.”

“Osler is top tier in terms of full-service expertise. That says pretty much everything – the lawyers are able to carry the drafting, negotiation and advice on our strategic and critical agreements. Osler has been engaged for our most high-risk, high-value, critical engagements for that reason.”

“Osler has significant breadth and internal depth to facilitate the most complicated matters. Tech matters have nuanced differences that are constantly changing, and the firm clearly monitors those dynamics.”

“Osler has a broad range of expertise and understands our business well. The team advises on some of our most complex files.”

“Our lawyers at Osler are the top of their field; they handle complex and sophisticated matters with professionalism.”

Notable practitioners

Wendy Gross is renowned for her representation of leading Canadian financial institutions in a range of matters, including the negotiation of master services, licence and programme agreements. Based in Toronto, she is the chair of the firm’s commercial technology transactions team.

Strengths: “Wendy has a well-earned reputation for being one of the best technology lawyers in Canada. Just getting her in the room can shift the table in our favour. We have leveraged her deep market expertise to take principled stands in negotiations.”

“Wendy’s particular knowledge of the industry is unmatched. Her thoughtful, practical advice is very helpful.” **Michael Fekete’s** practice sees him engaged by leading tech companies on matters involving IT procurement, as well as on public policy questions regarding data and AI. He is also experienced in advising on issues relating to outsourcing. **Strengths:** “Michael provides fantastic client management. He provides us with excellent service and brings in other experts from the firm who are great to work with. Mike understands our business and provides us with proactive advice that is practical and helps us to stay ahead of legal developments.” **Simon Hodgett** assists growth-stage and established tech com-

panies with commercial transactions, such as procurement and outsourcing agreements. Based in Toronto, he also has a deep understanding of AI and fintech matters. **Strengths:** “Simon is a skilled, talented lawyer who is communicative, diplomatic and tolerant of high-maintenance clients. He demonstrates incredible practical business acumen.” “Simon is very legally and technologically sophisticated and can explain things in clear terms. He is a pleasure to work with.” “He is commercially practical, knowledgeable of the law and an effective negotiator.” Toronto-based **Ted Liu** has experience negotiating on behalf of leading Canadian banks in commercial agreements involving a variety of technology-related matters including outsourcing and strategic master services agreements. **Strengths:** “Ted is extremely hard-working, with a comprehensive understanding of technology, Ted is an expert at converting descriptions of business needs into legal commitments and translating between technical and legal language.” “He is knowledgeable and up to date on commercial issues, and is able to navigate those around unique government requirements. He is always quick to respond to urgent issues and general communication.”

Band 2

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon operates a well-established technology practice with a strong track record of handling a diverse array of IT mandates, including regulatory matters and transactions. The firm acts for a range of high-end technology companies and major corporate clients in the financial services and retail spaces, as well as emerging tech startups. It also advises on commercial agreements, outsourcing and licensing issues.

Strengths

“I rate the depth and breadth of the team very highly. Blakes’ lawyers have expertise in a very wide variety of complex matters and they collaborate effectively to provide comprehensive services for our company.”

“The team at Blakes is very sophisticated. The lawyers understand our business, they take the time to understand our level of risk tolerance when it comes to deals, and they work effectively with us to solve issues, complete deals and create win/win solutions.”

“They always provide detailed expert opinion while understanding business constraints.”

“Blakes has demonstrated deep expertise across all fields related to our business.”

“The firm’s technical expertise and ability to effectively negotiate and draft practical solutions and advocate for client value is exceptional.”

Work highlights A Blake, Cassels & Graydon team led by Sunny Handa advised Beneva on the drafting and negotiation of transaction documents as well as software licence and data access agreements following its sale of SSQ Dealer Services’ distribution business.

Notable practitioners

Sunny Handa advises his client base of technology companies on a broad range of matters,

involving procurement, IP and privacy concerns. His expertise and counsel extend to both transactional and regulatory matters. Based in Montréal, Handa is the national head of both the firm’s technology and communications law groups.

Strengths: “Sunny is an immense asset for us – he is very well versed in his field and a true expert. He can talk legal or business interchangeably with no issue and he did a beyond outstanding job.” “He is the most brilliant, commercially savvy and personable lawyer I have ever worked with. He makes doing business with him and his team a great pleasure.” “He has my complete trust and confidence in all legal matters and he has been an invaluable resource for me for both business and legal issues.” “Sunny supports our team with a stellar level of accompaniment. He is always professional, flexible and business-sensitive.” Toronto-based

Robert Percival routinely advises clients on outsourcing agreements and a range of licensing matters. **Strengths:** “He is an excellent lawyer. I would have no hesitation using him again.” “I had the pleasure of working with Robert Percival and I cannot recommend him highly enough. His expertise in IT law was evident from the beginning, and he was able to provide invaluable guidance and advice throughout the negotiation process. I felt confident that I was in good hands and that my business was being well represented.” “He is deeply experienced, extremely knowledgeable, highly responsive and attentive. Overall I was very impressed with Robert and his team.” **David Feldman** is a Toronto-based lawyer who focuses his practice on the negotiation of outsourcing agreements for clients from the financial sector. His client roster features a number of banks, as well as financial companies. **Strengths:** “David has provided high-quality legal services throughout the time I have worked with him. He is very good at listening to and understanding our legal and commercial needs, and he works well with individuals from a variety of business units and roles within our company.” “David is an exceptionally sharp attorney who is acutely aware of commercial issues impacting his clients. He delivers a practical approach to problem-solving and operates with significant awareness of his client’s needs and operations.”

Torys LLP

What the team is known for Torys has a well-regarded technology group with an impressive IT offering. The Toronto-headquartered firm often assists insurance companies, banks and pension plans with technology development and licensing matters, as well as advising on outsourcing transactions. It offers impressive experience in relation to payment and card systems, with further coverage of blockchain, AI and large-scale cloud implementations.

Strengths

“The teams we worked with at Torys had a keen ability to distil complex and wide-ranging topics into manageable concepts. They were well informed on not only the legal developments in this space but also industry practices.”

“Torys bring a highly experienced team to bear with specific experience and skills as required for each unique interaction.”

“They are always ready to meet strict or tight

timelines when needed, including on complex and detailed matters.”

“They have diverse and deep expertise at varying levels of seniority. The more junior lawyers were supported and led very effectively by seasoned counsel.”

“The team are exceptionally strong, highly thoughtful, with a ton of experience across multiple sectors and clients.”

Work highlights A Torys team led by Konata Lake advised Lindsay Broadband on its sale to Technetix Group.

Notable practitioners

Adam Armstrong (see p.198) has particular experience guiding clients through complex modernisation initiatives and also has a strong track record in outsourcing and acquisition matters. His clients include insurance and other financial services companies. **Strengths:** “I would recommend Adam to any client. He will redefine your sense of quality, breadth of knowledge and service, as well as depth of sophistication on complex subject matters.” “Adam is an industry leader and a valued adviser.” “Adam is incredibly available and able to jump into things quickly. He is one of the best advisers I have worked with.” “He helps with communication and breaking things down into plain English. He is all-round the strongest IT systems procurement counsel I’ve worked with.” “Adam is well positioned to apply his knowledge across a range of commercial transactions, especially for the financial services industry.” **Joel Ramsey** (see p.198) regularly advises leading Canadian banks on major outsourcing and technology services agreements. He is additionally well placed to advise on fintech and cloud computing mandates.

Strengths: “Joel is a responsive lawyer who knows the current market trends to assist with sophisticated clients in complex regulatory environment.” “He is a trusted adviser and preferred partner for challenging transactions.” “Joel has the highest level of knowledge, expertise and experience, and absolutely outstanding customer service. He is outstanding in all respects and extremely personable, making doing business with Joel an absolute pleasure.” **Ebad Rahman** (see p.198) provides counsel on outsourcing and software development issues to a broad client base, primarily banks. He also has experience with commercial rights agreements. **Strengths:** “Ebad is very service-oriented. He brings great value to all files in which he has been involved. His customer service focus and industry expertise are invaluable. He is very respected.” “He has become our preferred partner in the technology space because he is customer-focused, humble and sophisticated.” “Ebad is a trusted adviser and a pleasure to work with.” “He delivers exceptional advice and does so in an accessible way, while respectful of time and the complexity of matters.”

Band 3

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais is highly regarded for its representation of health industry clients and other public sector organisations in relation to licensing and service

agreements, technology-related litigation and the privacy regulatory framework. The firm acts for both purchasers and providers of technology. It is also well versed in assisting with cybersecurity issues as well as technology-related procurement mandates.

Strengths

“Borden Ladner Gervais has an impressive breadth of expertise. We have rapid connection to subject matter experts in the firm to address highly technical and specific issues.”

“Borden Ladner Gervais always impress in terms of their consideration and resulting guidance.”

Work highlights A Borden Ladner Gervais team led by Bradley Freedman assisted Emtelligent with the commercialisation of its technology, including drafting standard customer and channel partner agreements and negotiations.

Notable practitioners

Eric Boehm is a well-regarded Toronto-based technology lawyer who advises his client base of retailers and financial bodies on a range of tech-related commercial transactions. He is particularly well versed in e-commerce and cloud services matters. **Mark Fecenko** is based in Toronto and is experienced in handling a multitude of software-related contract negotiations for public sector bodies. He also offers expertise in procurement and cloud solutions projects. **Bradley Freedman** operates a wide-reaching Vancouver-based technology practice spanning privacy, e-commerce and cybersecurity. He is noted for his proficiency in the structuring of commercial transactions. **Strengths:** “Bradley Freedman continues to do an amazing job for us and is incredibly responsive on all matters.”

Fasken

What the team is known for Fasken has a well-established technology practice that is valued for its extensive knowledge of both mature and emerging company IT concerns. The firm leverages its multidisciplinary strength to represent an impressive portfolio of public clients, including insurance companies, in complex outsourcing transactions. The information technology team’s expertise extends to the negotiation of service agreements, SaaS contracts and software licensing. Its lawyers also stand out for their knowledge of developments in the technology field, in addition to providing invaluable advice on tech-related M&A transactions.

Strengths

“Fasken was able to offer a breadth of experience in a number of areas. Having a one-stop shop was crucial for this complex project. It was great to rely on them to provide sound advice and experience.”

“The expertise brought was very broad and deep. They are incredibly detailed and able to ensure that no thread is dropped even with many outstanding issues in play.”

“Faskens has a number of partners in the information technology space helping us on our project. They are all very strong in the area of information technology law and contracting with significant expertise and experience.”

“They are very knowledgeable, competent, helpful and professional. They have the right subject matter expert for any topic.”

“The Fasken team has always been incredible to work with. Their depth of knowledge and their ability to fight for their client and know when to compromise have always led to securing the right deal.”

Work highlights A Fasken team led by Daniel Fabioano assisted Metrolinx with a procurement programme to modernise the PRESTO payment system.

Notable practitioners

Toronto-based **Andrew Nunes** possesses experience across a range of information technology issues, from outsourcing to cloud computing. He is additionally recognised for his handling of e-commerce and SaaS-related matters. **Strengths:** “Andrew is exceptional – he is practical and reasonable, he has a very good skill which is reading other parties, so he provides balanced perspectives. He also has a comprehensive understanding of our risk appetite.” “He is one of the leaders in the IT field. He really knows his stuff and provides solid advice to our leadership team.” “He is an absolute pleasure to work with. He is incredibly smart and someone you can trust will get the job done well.” “Andrew is wonderful to work with. He is incredibly detailed and wants to get to the right outcome for his client. He brings a calm and patient style but does not leave a stone unturned in helping to get to the right outcome.” **Andrew Alleyne** advises clients on matters including master supplier agreements and software licensing concerns. He is based in Toronto.

Strengths: “Andrew has become a trusted part of our team. We value his contributions to our business requirements.” “He provides exceptional service, expertise, depth of knowledge and client negotiation skills.” “Andrew provides excellent client service. He is also very knowledgeable in this area of law.” “He understands our goals and is adept at managing a multitude of personalities and priorities in order to deliver on our goals.” **Karam Bayrakal** represents tech companies from a range of sectors, including video gaming and AI, in complex commercial transactions. He is particularly active assisting with procurement and service agreements. He co-leads the firm’s technology, media and telecommunications group from Vancouver.

Strengths: “Karam has excellent knowledge. He is a trusted legal adviser to our business.” “Karam is a trusted adviser. He always helps us to protect what we are building and achieve our goals without taking unnecessary risks.” **John Beardwood’s** Toronto-based practice encompasses a variety of IT issues, including outsourcing, software procurement and privacy concerns. He acts for both public entities and privately owned companies, including insurers and healthcare companies. **Strengths:** “John is a strategic thinker and always focused on solutions. His commercial acumen is excellent and we have relied heavily on it.” “John is a solid lawyer and great client service practitioner.”

Goodmans LLP

What the team is known for Goodmans is a prestigious Toronto-based firm that is well known for acting for technology suppliers, government entities and service providers on a range of IT-related M&A and outsourcing transactions. It is also known for its strength in IT-related litigation and regulatory work. The team has a strong track

record of advising clients on early-stage investments in the technology sector.

Strengths

"Whenever I have any matters involving Canada, Goodmans is my first call. Every attorney I've interacted with has been responsive, knowledgeable, client-forward and fantastic."

"Everyone we have dealt with has the expertise and knowledge needed to allow us to get to the right results."

Work highlights A Goodmans team led by Richard Corley assisted AdHawk Microsystems with its negotiation of technology agreements for the licensing and sales of its technology and related services to a variety of technology OEMs.

Notable practitioners

Richard Corley possesses expansive knowledge of IT law, including complex procurement and outsourcing issues. He is additionally accomplished in advising on other service agreement transactions, as well as licensing. **Strengths:** *"Richard is very aware of our business needs and the commercial implications, and ensures that our organisation is protected in the agreements we work on."* **Peter Ruby** is active on trade secret matters as well as litigation in the technology sphere. **Jessica Bishop** focuses on tech procurement as well as software licensing and cloud computing. She works with technology service providers, government agencies and financial institutions.

Band 4

Bennett Jones LLP

What the team is known for Bennett Jones operates a Calgary and Toronto-based technology practice with deep and broad expertise. The firm advises both public and private sector clients on e-commerce, compliance and licensing matters, often involving a cross-border element. Its lawyers represent venture funds and growth-stage companies in the tech space. The team is also known for advising energy and natural resource clients on broad technology matters and transactions.

Strengths

"Bennett Jones has provided us with exceptional service and is always very responsive, which is very important to our business."

"All team members with whom I have engaged have had complementary knowledge to provide a holistic response."

"All of our needs have been met by experts who made themselves available as our needs arose."

Work highlights A Bennett Jones team led by Sébastien Gittens advised Volkswagen Canada on a range of matters including the rollout of its connected car offering in Canada and the review and negotiations of IT-related agreements.

Notable practitioners

Stephen Burns is a key contact for clients.

Deeth Williams Wall LLP

What the team is known for Deeth Williams Wall is a highly reputed IP and technology-focused boutique with an experienced and dedicated team of practitioners. The firm acts on a range of outsourcing transactions, licensing agreements, and

procurement and e-commerce matters for both private and public sector clients. It offers additional expertise in relation to mobile applications and payments.

Notable practitioners

Amy-Lynne Williams is an experienced technology lawyer who advises clients on systems acquisition, outsourcing and licensing matters.

Dentons Canada LLP

What the team is known for Dentons has a solid technology practice in Canada, offering experience in a range of technology-related mandates spanning M&A transactions as well as licensing and service agreements. The firm's client base includes public and private companies and venture funds. Its strong international network of offices means the team is routinely engaged on cross-border matters.

Strengths

"The Dentons team has a wide breadth of talent across a number of areas where we have utilised them. They also have very good depth of talent within their group, with strong associates."

"We've been very happy with Dentons' ability to give our complex issues the attention they need in a timely manner."

"We get sophisticated and practical advice focused on outcomes."

"Dentons' team has provided outstanding service levels and responsiveness."

Work highlights Dentons acted for Infrastructure Ontario on the re-procurement of its asset management information system.

Notable practitioners

Michael Beairsto is based in the firm's Toronto office, from where he routinely assists clients with large-scale acquisitions and recapitalisation, alongside advising on debt financing. **Strengths:** *"Michael was simply wonderful to work with. I would highly recommend his services and look forward to working with him again."*

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG has a well-resourced Canadian group with broad, multidisciplinary knowledge across technology, outsourcing and e-commerce. The firm regularly assists with technology-based transactions, including M&A and venture capital investments. The tech team offers particular expertise in the retail and public sectors. Its lawyers are knowledgeable on the latest developments in the sector, including privacy, blockchain and fintech matters.

Strengths

"The lawyers are always responsive and come up with practical solutions to problems. The service levels were extremely high."

"Gowlings has many legal experts in information technology. This allows the firm to provide specialised legal assistance to best suit its clients' needs."

"Gowlings has provided us best-in-class legal service and guidance on complex and sophisticated technology deals."

"They always responded quickly and met my expectations."

"I can trust their ability to handle complex and sophisticated matters and that the advice will be business-practical and timely."

Work highlights A Gowling team led by Lorne Segal advised Glia Technologies on its acquisition of Finn AI.

Notable practitioners

Parna Sabet-Stephenson draws upon her experience in IT law to assist a broad client base drawn from industries including energy, finance and the public sector. She is based in Toronto. **Strengths:** *"Parna Sabet-Stephenson was able to provide excellent advice and guidance based on what is clearly a depth of experience."* *"Parna is a talented, diligent, thoughtful and pragmatic lawyer who delivers high-quality work. She is very much on top of all of the details and helped us secure a strong outcome in a very challenging situation."* *"Parna Sabet-Stephenson has a wealth of knowledge and expertise that helps us navigate complex deals."* *"She is excellent to work with and able to break down complex problems."*

Stikeman Elliott LLP

What the team is known for Stikeman Elliott's robust IT practice is reputed for its handling of technology-related M&A transactions. The firm's clients include a range of tech companies, as well as public authority clients. It has notable experience in large-scale outsourcing and software procurement.

Strengths

"Stikeman Elliott has broad skills and knowledge; it is a true full-service firm with highly regarded experts in many practice areas."

"We received expert, timely advice with, at times, very demanding timelines. The team demonstrated a large breadth of expertise in all matters of technology."

"They have very strong expertise and solid industry knowledge, and can navigate and explain complicated agreements."

"The depth of their expertise is very impressive and reliable."

Work highlights Stikeman Elliott assisted Nutrien with strategic partnerships for the development of innovations in the mining industry through the use of robotics AI and smart technologies.

Notable practitioners

Wesley Ng regularly acts for clients on access agreements, procurement and blockchain matters. He also has strong experience advising on the commercial aspects of AI and smart device development. Based in Toronto, Ng is the head of the firm's technology group. **Strengths:** *"Wesley consistently meets challenging timelines and delivers high-quality work. His focus and attention to detail ensure that our interests are adequately addressed."* *"He is an exceptional counsel that you can depend on to provide very timely and effective legal services."* *"Wesley delivers very client-focused service with excellent-quality results."* *"Wesley has proven to be a partner to our organisation with aligned goals and success factors."*

Shawn Smith is held in high esteem of advising clients on emerging technologies, procurements and licensing. He is also sought after by clients for his experience in privacy matters. **Strengths:** *"I very much appreciate his level of knowledge and expertise navigating some rather complex agreements within the technology space."* *"Shawn is our go-to and we love everything he does. We put him in*

front of clients and suppliers as he is so good and so professional." "He is an excellent lawyer who is quick to respond with sound advice."

Other Ranked Lawyers

James Kosa of WeirFoulds LLP advises clients across a range of IT issues including software licensing, privacy and related IP concerns. He is based in Toronto.

Lisa Lifshitz of Torkin Manes LLP has a broad Toronto-based tech practice that includes the negotiation of e-commerce and cloud computing agreements. She is also experienced in assisting clients with privacy and data security matters.

Strengths:

"Lisa is an outstanding lawyer, committed to the success of our company in every matter we ask

of her. She also delegates and oversees the other lawyers in the firm who work with us, ensuring they deliver outstanding services and responsiveness."

"Lisa knows her stuff, has substantial experience and is a pleasure to work with."

"Lisa is an excellent attorney with a strong understanding of the areas of law in which she practises."

"Lisa consistently, professionally and responsively provides pragmatic advice tailored for the particular client in a cost-efficient manner."

"Lisa has very strong negotiation skills and business acumen. She knows the market and keeps up with changing industry standards and legislation. She also brings a wide breadth of experience in this field."

Theo Ling provides technology-related regulatory assistance to a range of clients from Baker McKenzie's Toronto office, including organisations from the life sciences, telecommunications and

financial services sectors. He often works on matters with cross-border elements.

Strengths:

"Theo has been excellent on all matters on which he has advised, providing practical, actionable advice that allows us to move forward and make decisions as a business."

"Theo is a highly capable lawyer who not only provides excellent advice but also provides active engagement to verify the advice is actionable and meets our expectations. He is extremely responsive and goes out of his way to provide additional support and guidance."

"He provided advice that was highly tailored to our situation, and quick turnarounds, and was very responsive to the unique facets of our situation."

Leaders' Profiles in Information Technology

ARMSTRONG, Adam S

Torys LLP, Toronto
416.865.7336
aarmstrong@torys.com

*Featured in Information Technology
(Nationwide - Canada)*

Practice Areas: Co-head of Torys' Technology Contracting Practice, Adam advises clients on outsourcing transactions and on the licensing and conveyancing of hardware, software and other intellectual property. He has played a leading role on major technology outsourcings undertaken by clients and has a long history of running large-scale transactions and consortium arrangements for Canada's major financial institutions. Adam is also the coordinator of Torys' Corporate Department; in addition to his technology practice, he has extensive corporate and securities experience, supporting clients in public and private financings (including initial public offerings), shareholder arrangements and mergers and acquisitions.

RAHMAN, Ebad

Torys LLP, Toronto
416.865.7399
eranhman@torys.com

*Featured in Information Technology
(Nationwide - Canada)*

Practice Areas: Ebad's diverse technology practice includes advising on technology contracting, outsourcing and general commercial agreements, as well as on software development, cloud computing and procurement matters. He also counsels clients on sponsorship, licensing and naming rights agreements, frequently sought out by corporate sponsors to advise on how best to structure their sponsorship arrangements to maximize their return on investment. Ebad co-heads Torys' Payments and Cards practice and supports clients in the acquisition and development of card programs, payment systems and mobile payment solutions, as well as related outsourcing arrangements.

RAMSEY, Joel

Torys LLP, Toronto
+1 416 865 7638
jramsey@torys.com

*Featured in Information Technology
(Nationwide - Canada)*

Practice Areas: As co-head of Torys' Technology Contracting Practice, Joel advises clients in Canada and the United States on strategic commercial transactions involving technology development and procurement, outsourcing, payment systems, fintech, blockchain, cloud computing, digital and e-commerce solutions, data distribution, privacy compliance and breach response. Joel's clients include technology service providers, retailers, pension funds, financial institutions, government agencies and companies in the asset management, energy and securities sectors. Joel also co-heads Torys' Data Governance and Strategy Group and regularly counsels clients on critical data-related issues, opportunities and best practices, including data protection, management, development and commercialization.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Insurance

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Borden Ladner Gervais LLP
McCarthy Tétrault LLP
Band 3
Gowling WLG (Canada) LLP
Langlois Lawyers, LLP
Lenczner Slaght
Norton Rose Fulbright
Band 4
Alexander Holburn Beaudin + Lang LLP
Dolden Wallace Folick LLP
Fasken
Lax O'Sullivan Lisus Gottlieb LLP
Singleton Urquhart Reynolds Vogel LLP
Stikeman Elliott LLP
Leading Individuals
Band 1
Legrand André Norton Rose Fulbright*
Nicholl, Ad E John Clyde & Co
Band 2
Clarke Dominic Blaney McMurtry LLP*
Tupper David V Blake, Cassels & Graydon LLP
Band 3
Afarian Hovsep Lax O'Sullivan Lisus Gottlieb LLP
Donnelly Thomas Thomas Gold Pettingill LLP (ORL) ◇
Emblem Robert Clyde & Co
Frederick Mark R Miller Thomson LLP (ORL) ◇
Gagnon Jean-François Langlois Lawyers, LLP
Gordon Carolena Clyde & Co
Band 4
Berlach Deborah Stieber Berlach LLP (ORL) ◇
Bombier Nina Lenczner Slaght*
Cameron Aidan McCarthy Tétrault LLP
D'Silva Alan Stikeman Elliott LLP
Dolden Eric Dolden Wallace Folick LLP
Lemaire Valérie Langlois Lawyers, LLP
Liben Matthew Blake, Cassels & Graydon LLP
Mason Lara Norton Rose Fulbright*
McKibbin Christopher FCL LLP (ORL) ◇
Outerbridge David Torys LLP*
Parrish Michael Fasken
Trevethan Nigel L Harper Grey LLP (ORL) ◇*
Up-and-coming individuals
Gatensby Anthony Blaney McMurtry LLP*
Law Matthew Lax O'Sullivan Lisus Gottlieb LLP
Marlowe Keith Blake, Cassels & Graydon LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Insurance: Transactional & Regulatory
Leading Firms
Band 1
McCarthy Tétrault LLP
Stikeman Elliott LLP
Torys LLP
Band 2
Blake, Cassels & Graydon LLP
Fasken
Band 3
Cassels Brock & Blackwell LLP
Dentons Canada LLP
Gowling WLG (Canada) LLP
Leading Individuals
Band 1
Carroll Nancy J McCarthy Tétrault LLP
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Band 2
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Christensen Koker Fasken
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Band 3
Ammerman Darcy McMillan LLP (ORL) ◇*
Butterfield Kathleen E. Fasken
Da Costa Rick Borden Ladner Gervais LLP
Goodman Gordon P. Cassels Brock & Blackwell LLP
Morris Kelly Torys LLP*
Sorensen Sean G. Walker Sorensen LLP (ORL) ◇
Walker John Walker Sorensen LLP (ORL) ◇
Up-and-coming individuals
Murray Bonny Blake, Cassels & Graydon LLP

The editorial is in alphabetical order by firm name.

Alexander Holburn Beaudin + Lang LLP

What the team is known for Alexander Holburn Beaudin + Lang LLP is a notable full-service law firm based in Vancouver with a recognised and broad insurance offering. It wins particular recognition for its work on construction disputes, as well as experience handling claims in the aviation and healthcare sectors.

Notable practitioners

Judi Kennedy is a key contact at the firm.

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is one of the leading insurance and reinsurance practices in Canada. It has extensive transactional and regulatory capabilities, as well

as the ability to advise on big-ticket litigation. The firm supports clients across Canada in coverage disputes, indemnity claims and product liability litigation, and is additionally recognised for its experience defending insurers in class action litigation. On the transactional side the team represents clients in M&A and financing matters, as well as in cross-border insurance arrangements, reinsurance programmes, pensions de-risking and demutualisation transactions.

Strengths

"Blake, Cassels & Graydon has the experience and knowledge to handle any issue."

"A highly adaptable team that is really in tune to the needs of their clients."

Work highlights Blake, Cassels & Graydon LLP represented Green Rise Foods in an insurance coverage dispute filed against N.V. Hagelunie, a Dutch insurer, relating to a boiler malfunction that caused a significant loss of crops at a tomato greenhouse facility owned and operated by Green Rise Foods in Kingsville, Ontario.

Notable practitioners

Toronto-based partner **Paul Belanger** is a highly experienced regulatory lawyer with considerable insurance expertise. He is also well regarded for his work in the financial services industry. **Strengths:** "Paul Belanger is a top practitioner who has a longstanding and recognised practice in the area." Based in the firm's Calgary office, **David Tupper** is an experienced commercial litigator who represents an impressive roster of industry-leading insurers in claims relating to the energy sector in Alberta and BC. **Matthew Liben** has notable expertise in litigation, frequently acting as insurer-side counsel on a wide-range of insurance coverage disputes. **Strengths:** "Matthew Liben has very strong commercial awareness and client service." Up-and-coming partner **Keith Marlowe**, based in Calgary, handles insurance coverage claims and assists clients with the procurement and renewal of insurance programmes, D&O policies and casualty issues. **Strengths:** "Keith Marlowe is very responsive and has an excellent understanding of insurance-related issues." "He offers a very strong client service and never misses a beat." Based out of Toronto, **Bonny Murray** is a respected insurance attorney noted for her regulatory expertise. She is particularly known for her work in the financial services industry. **Strengths:** "Bonny Murray has broad knowledge of Canadian law and the regulatory issues as well as a good understanding of business needs."

Blaney McMurtry LLP

What the team is known for Blaney McMurtry is a compact Toronto-based law firm recognised for its experience advising on a broad array of coverage disputes and insurance litigation matters. Its insurance team has a noteworthy track record in D&O and E&O claims as well as insurance cases arising from social engineering fraud. Its increasing areas of focus include fidelity insurance and cyber risk issues, offering additional expertise in matters involving inter-insurer disputes and casualty claims.

Strengths

"Blaney McMurtry's proactive and focused approach allows us to deal with complex matters efficiently."

"They have a team of highly intellectual lawyers who are able to discern key issues and advise on the best course of action."

Work highlights Blaney McMurtry LLP represented QBE Syndicate 1886 and QBE Underwriting Limited in coverage litigation initiated by Loblaw Companies, Shoppers Drug Mart and Sanis Health, against over a dozen insurers, in relation to the numerous class actions regarding the opioid epidemic in Canada.

Notable practitioners

Dominic Clarke (see p.204), based in Toronto, is frequently engaged to represent clients in a range of coverage and claims matters, as well as advising on internal dispute resolution strategy.

Strengths: *"Dominic Clarke is an excellent professional who continues to deliver at the highest level."* *"He is a bright lawyer who is attuned to the insurance and reinsurance space."* Up-and-coming practitioner **Anthony Gatsensby** (see p.204) is a Toronto-based partner who offers extensive expertise assisting clients with coverage litigation claims and remediation cases. **Strengths:** *"Anthony Gatsensby is an excellent coverage lawyer who has the ability to handle sophisticated mandates."*

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais is home to a highly regarded national insurance group with a strong focus on litigation. The firm advises domestic and international insurers and reinsurers on a wide range of liability claims, including automotive, aviation and personal injury matters as well as subrogation. It has notable expertise handling class action litigation and insurance arbitration. The team also provides advice on regulatory matters, including in regard to the development of new insurance products.

Strengths

"Their pragmatic approach to matters results in reasonable settlements and resolutions. They can parachute colleagues from any of their multi-disciplinary teams on short notice."

"They have excellent lawyers at all levels of experience at the firm."

Work highlights Borden Ladner Gervais LLP acted as counsel to Marsh Canada, as defendants, in a claim alleging professional negligence in the brokering of a D&O policy in 2011.

Notable practitioners

Rick Da Costa advises insurers and reinsurers on a wide range of liability claims. Based in Toronto, he

is the national leader of the firm's Corporate and Regulatory & Reinsurance practice. **Strengths:** *"Rick Da Costa is a knowledgeable and enthusiastic lawyer who is always eager to roll up his sleeves and help us achieve our goals."* *"His knowledge, experience, responsiveness and engagement make him a pleasure to work with."*

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell stands out for its representation of foreign insurers and reinsurers in relation to their Canadian operations, including in respect of both federal and provincial licensing and incorporation issues. The firm and its lawyers regularly act as chief agent for the Canadian branches of international insurance companies. It has an extensive practice assisting with the regulatory aspects of major insurance M&A transactions, including cross-border mandates, as well as offering advice on product design and demutualisations.

Strengths

"They consistently step up to provide the support and expertise we need."

"The team are very aware of our industry and the latest trends, which provides them with a very strong commercial vision."

Work highlights Cassels Brock & Blackwell LLP continued to act as chief agent to the Life Insurance Company of North America, providing oversight and ensuring compliance of the Canadian branch with both federal and provincial regulatory insurance laws.

Notable practitioners

Toronto-based partner **Gordon Goodman** has a notable practice advising insurers on a range of transactional and regulatory mandates. He is also well placed to provide representation in insurance disputes as well as assist clients with their entrance into the Canadian market. **Strengths:** *"Gordon Goodman is responsive, engaging, knowledgeable and always willing to help at short notice."* *"He is the perfect example of what every in-house lawyer seeks in an external partner."*

Clyde & Co

What the team is known for Clyde & Co is the pre-eminent law firm for insurance litigation in Canada, leveraging its considerable expertise in this field globally. The firm acts on a wide range of mandates, including D&O and E&O cases, as well as property, casualty and large commercial insurance disputes, including those relating to construction projects or breaches of the Securities Act. It also handles class action defence, arbitration and mediation, product design and regulatory compliance, and provides clients with risk management and underwriting guidance. The firm is increasingly active advising on environmental insurance claims and pollution liability disputes.

Strengths

"Clyde & Co LLP has a team of highly intellectual lawyers who are able to discern the key issues and advise on the best course of action."

"We are very confident in Clyde & Co LLP managing our most complex professional liability claims. They have a very strong and knowledgeable team."

Work highlights Clyde & Co LLP represented Trisura Guarantee Insurance Company in a lia-

bility coverage claim filed by school boards in Québec after they settled a class action brought against them by the parents of students seeking reimbursement of allegedly illegal school fees and expenses.

Notable practitioners

Market-leading Toronto-based partner **John Nicholl, Ad E** boasts extensive experience acting across the full gamut of insurance-related disputes, with an emphasis on coverage and liability claims. **Strengths:** *"John Nicholl is a splendid practitioner and a great lawyer to work with."* **Robert Emblem**, based in Montréal, acts across a variety of insurance disputes, including damages claims in the transportation sector. **Strengths:** *"Robert Emblem is very responsive and a great resource on a variety of coverage questions. He is a valued partner and great adviser."* Montréal-based partner **Carolena Gordon** has specialist expertise handling insurance matters in the construction industry. She is frequently seen representing notable contractors and engineering companies, as well as directors and officers, and insurers. **Strengths:** *"I have been impressed with Carolena Gordon's skill and breadth of knowledge from day one."* *"She is an incredibly strong insurance lawyer who offers a great client service."*

Dentons Canada LLP

What the team is known for Dentons boasts a well-regarded insurance team, noted for its ability to advise on a range of transactional and regulatory matters. The team is regularly sought after by both insurance and reinsurance clients for advice on complex domestic and cross-border issues.

Strengths

"Dentons has a very knowledgeable team that is able to address complex issues as they arise. Its professionals are very well versed in all insurance matters."

"The firm has a deep bench strength and the ability to pull together a team of experts. They are also attentive and client-focused."

Work highlights Dentons Canada advised United American Insurance Company in an assumption reinsurance and withdrawal transaction involving the disposition of the entire life book of business to Assumption Life for fair market value, which was subject to both provincial and federal regulatory approval.

Notable practitioners

Laurie LaPalme is based out of Dentons Canada's Toronto office, and frequently acts as chief agent to a variety of domestic and multinational insurer clients. **Strengths:** *"Laurie LaPalme is a high-quality Canadian insurance lawyer, with excellent and efficient client service, as well as in-depth knowledge of both the regulatory environment and the issues faced by the industry."*

Dolden Wallace Folick LLP

What the team is known for Dolden Wallace Folick is a respected British Columbia-based specialty insurance law firm with additional offices in Toronto and Calgary. It provides a wide range of advice on various insurance disputes, including personal injury, professional liability and cyber defence. Its lawyers act most often for insurers.

Notable practitioners

Vancouver-based **Eric Dolden** brings over four decades of experience to bear when advising clients on insurance disputes. **Strengths:** *“Eric Dolden is a good lawyer who is well known in the insurance world.”*

Fasken

What the team is known for Fasken possesses a significant insurance regulatory practice, often advising international clients on Canadian entry requirements. The firm is often retained by industry associations for guidance on proposed legislative changes, providing impact assessments and response advice. Its lawyers regularly act on M&A transactions, both domestic and cross-border, with particular strength representing property and casualty insurers. The team also advises on insurance defence and coverage claims and wins praise from clients for its knowledge of the reinsurance industry.

Strengths

“The lawyers we have worked with are extremely responsive, making themselves available whenever we need them.”

“Both the partners and associates at Fasken have a tremendous wealth of knowledge in a wide variety of specialties.”

Work highlights Fasken advised Rogers Insurance on its merger with fellow insurer CapriCMW to form Acera Insurance Services.

Notable practitioners

Toronto-based **Koker Christensen** is a notable financial institutions lawyer. He has an impressive range of skills advising on legislative change and M&A, as well as on market entry and exit processes. **Strengths:** *“Koker Christensen offers great industry insights, is straightforward in his approach and ensures that output aligns well with expectations.” “He is responsive, practical and commercial.”*

Kathleen Butterfield is commended for her regulatory insurance practice. Based in Toronto, she leads the firm’s Asia Pacific and Southeast Asia practice groups. **Strengths:** *“Kathleen Butterfield is highly professional and very considered in her ability to handle sensitive matters.”* **Michael Parrish**, based in Vancouver, is regularly retained by both corporate clients and insurers to advise on a broad range of insurance disputes. **Strengths:** *“Michael Parrish is a dedicated and impressive lawyer.”*

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG hosts a sizeable insurance team that demonstrates notable skill in litigation, transactional and regulatory matters. The firm acts for a range of insurers, policyholders and plaintiffs on a variety of contentious matters, including property and liability coverage claims, and professional negligence matters. It also regularly assists clients with insurance sector transactions, including cross-border M&A and the accompanying regulatory considerations.

Strengths

“Gowling’s insurance team has always provided us with excellent and thoughtful legal advice. The lawyers we have worked with are experts in their specialised fields and consistently provide sound recommendations.”

Work highlights Gowling represented Sodexo Canada in a claim against King Coating Roof for damages arising from a fire at a five-storey office tower in Burlington, Ontario.

Notable practitioners

Belinda Bain is the key client contact at the firm.

Langlois Lawyers, LLP

What the team is known for Langlois Lawyers is a distinguished Québec law firm with a bench of skilled advocates and extensive insurance disputes experience. Its client roster features a plethora of regional and national insurers and its lawyers are well versed in both single-plaintiff and class action suits, with experience in claims relating to construction defects, environmental contamination and E&O liability.

Notable practitioners

Jean-François Gagnon plays a central role representing clients in the litigation and arbitration of insurance claims. He is also well-versed in policy formation and regulatory compliance. Québec-based partner **Valérie Lemaire** continues to offer significant expertise advising on litigation proceedings, frequently acting as insurer-side counsel.

Lax O’Sullivan Liusu Gottlieb LLP

What the team is known for Lax O’Sullivan Liusu Gottlieb LLP is a dynamic Toronto-based insurance law firm. It provides a wide range of advice on various insurance disputes, including business interruption claims, insurance coverage and D&O liability.

Strengths

“Lax O’Sullivan Liusu Gottlieb LLP is litigation-oriented and strategic, with a team of experts in the insurance arena.”

Work highlights Lax O’Sullivan Liusu Gottlieb LLP represented DentalCorp Health Services ULC in a single business interruption claims arising out of the COVID-19 pandemic, relating to hundreds of dental practices across Canada.

Notable practitioners

Toronto-based **Hovsep Afarian** is noted for his contentious insurance practice. He is well placed to assist clients with sector-related class actions, business interruption claims and liability cases. **Strengths:** *“Hovsep has an encyclopedic knowledge of Canadian insurance coverage law.” “He is very strong technically and very strategic in his approach to difficult situations.” “He’s detailed and methodical, and provides excellent advice and strategy.”* Up-and-coming partner **Matthew Law** is sought out by clients to assist with business interruption, insurance coverage and liability claims.

Lenczner Slaght

What the team is known for Lenczner Slaght is a prominent Toronto-based litigation law firm that has a robust contentious insurance practice. The team acts for numerous high-profile corporations, with notable areas of expertise including fidelity, professional negligence and construction insurance disputes, with its reputation extending to class actions as well as single-plaintiff claims. It is additionally well versed in other areas including political risk, environmental liability and cyber coverage.

Strengths

“Lenczner Slaght has an absolutely professional team that is timely and razor-sharp with its advice.”

Work highlights Lenczner Slaght represented the Law Society of Ontario in an action for coverage and indemnification under liability policies issued to it by LawPRO and Catlin for losses arising from two claims asserted against the Law Society of Ontario in 2013 and 2017.

Notable practitioners

Nina Bombier (see p.204), based in Toronto, is well versed in environmental liability, professional negligence and fidelity disputes. She demonstrates expertise in class actions as well as single-plaintiff claims. **Strengths:** *“Nina Bombier is a go-to for complex insurance litigation. She has outstanding skills, as well as excellent judgement and experience.”*

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault acts across the insurance space on high-value transactions as well as insurance coverage matters. Its M&A and joint venture expertise is supported by an extensive regulatory practice, and by litigators who can handle a diverse range of insurance coverage matters such as E&O liability claims. It also assists international insurers and reinsurers with cross-border transactions and the regulatory considerations of the establishment of operations in Canada. The firm additionally advises on insurance regulatory and licensing issues as well as acting as counsel on demutualisation mandates.

Strengths

“McCarthy Tétrault is a highly professional firm that is able to navigate complex negotiations.”

“Throughout the process the team showed a high awareness of the commercial nature of the negotiations.”

“Clients are consistently impressed with the quality and sophistication of the team.”

Work highlights McCarthy Tétrault LLP represented Siemens Canada against numerous liability insurers with respect to a claim made by Syncrude relating to a business interruption claim.

Notable practitioners

Toronto-based **Nancy Carroll** is a highly experienced insurance lawyer who has been consulted by a number of industry-leading insurers for assistance with both regulatory and transactional issues. **Strengths:** *“Nancy Carroll is a pleasure to work with. She is thorough, insightful and very sophisticated in her legal analysis. She is also very nuanced with her advice, and beats deadlines with work that provides exactly what we need.” “A great lawyer who excels in every aspect of her practice.”*

Hartley Lefton is acclaimed for his insurance and regulatory practice. He is further noted for his particular expertise in insurtech. **Strengths:** *“He is a skilful and knowledgeable lawyer who is exceedingly focused. He understands the commercial aspects of transactions and explains his steps in a business-friendly manner.” “He is not only an expert in insurance law, but also has an eye on what the business really needs.”* **Aidan Cameron**, based out of McCarthy Tétrault’s Vancouver office, has a noteworthy contentious insurance practice. She

regularly represents clients in insurance coverage matters, including disputes arising from denials of coverage under property and liability policies.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is a high-profile international firm with insurance capabilities across the country. It maintains a particularly strong insurance presence in Québec, acting for a number of regional, national and international insurers and reinsurers. The team's expertise spans a variety of coverage claims, including in the maritime and construction fields. It offers notable class action capabilities, with experience defending municipalities and their insurers.

Strengths

"They're professional and communicative and they understand the issues."

Work highlights Norton Rose Fulbright represented L'Unique Assurances Générales and La Capitale Assurances Générales in two class action proceedings related to business interruption coverage and its application to business losses incurred in the context of the COVID-19 pandemic.

Notable practitioners

Montréal-based **André Legrand** (see p.204) represents an impressive number of Québec-based municipal clients on behalf of their insurers in class action proceedings. He also offers a stellar practice assisting clients with general liability, D&O liability and professional liability insurance, as well as cyber defence. **Strengths:** *"André Legrand is an extremely responsive lawyer who provides platinum advice."* Calgary-based partner **Lara Mason** (see p.204) is commended for her expertise in complex professional liability and coverage claims.

Singleton Urquhart Reynolds Vogel LLP

What the team is known for Singleton Urquhart Reynolds Vogel LLP is recognised for its contentious insurance practice, representing industry clients across a broad range of disputes. The team is well placed to assist with commodity insurance cases.

Strengths

"Singleton Urquhart Reynolds Vogel is a noteworthy firm that has an active presence in the contentious insurance sector."

Notable practitioners

Jane Ingman Baker, Sharon Vogel and Betsy Segal are key contacts for the practice.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott enjoys an excellent reputation due to its capacity to handle large-scale transactional and regulatory insurance matters, as well as complex litigation. Its insurance and reinsurance group acts for national and international clients on domestic and cross-border transactions and disputes. The team has deep expertise in M&A and public offerings in the insurance sector and provides additional expertise in insurtech transactions, including the launch of digital portals and products.

Strengths

"Stikeman Elliott has an expert team for anything regulatory insurance-related. They know what is going on in the market and tailor their advice accordingly."

"They offer fantastic advice on specific and complex regulatory matters, while also providing excellent communication skills."

Work highlights Stikeman Elliott LLP advised Sagicor Financial Company on its proposed CAD325 million acquisition of ivari, a leading middle-market life insurance company in Canada, from Wilton RE/Canada Pension Plan Investment Board.

Notable practitioners

Stuart Carruthers is widely regarded as a market-leading practitioner in the Canadian insurance market. He is frequently sought out by insurers and reinsurers to assist with related financial services transactions and regulatory matters, including acquisitions and dispositions of insurers, formation and licensing, and white labelling initiatives. **Strengths:** *"Stuart Carruthers is a brilliant lawyer who delivers very pragmatic advice."* *"He has broad knowledge of the regulatory insurance area and knows what is going on across the market."* Based in Toronto, **Alan D'Silva** continues to be sought after by insurers for his ability to advise on large class actions. **Strengths:** *"Alan D'Silva is a fearsome trial lawyer."*

Torys LLP

What the team is known for Torys stands out for its deep experience of insurance regulatory law, both federal and provincial, frequently advising on regulatory investigations, registration proceedings, compliance and governance matters. The Toronto-based insurance team is equally adept at advising on major M&A and securities transactions, as well as issues relating to digital insurance platforms. Its lawyers act on behalf of insurers in coverage disputes and professional liability matters. The firm has a particularly strong reputation in the life insurance sector and also acts for other large insurers and financial services companies.

Strengths

"Torys has an excellent core group of lawyers who are responsive and deliver excellent work to tight deadlines."

"They provide practical advice that is informed by an understanding of the insurance business and market."

Work highlights Torys LLP assisted Covéa Société de Groupe d'Assurance Mutuelle with regulatory advice related to its acquisition of PartnerRe and all its subsidiaries.

Notable practitioners

Toronto-based **Blair Keefe** (see p.204) is a highly acclaimed lawyer in the insurance market, as well as a strong feature of the wider Canadian financial services sector. His broad experience encompasses a wide range of mandates from regulatory investigations to securities offerings and M&A. **Strengths:** *"Blair Keefe provides invaluable advice with respect to the Insurance Companies Act. He consistently offers creative and practical solutions to the most challenging legal issues."* Well regarded for her regulatory expertise, Toronto lawyer **Jill McCutcheon** (see p.204)

provides a range of services to an array of industry-leading insurers, from compliance advice to digital product launch and disputes guidance.

Strengths: *"Jill McCutcheon is an excellent adviser with a deep understanding of the regulatory insurance landscape. She provides valuable guidance on complex questions and novel ideas."* *"She is a top-notch expert and a go-to lawyer for insurance-related advice."* **Kelly Morris** (see p.205), based in Toronto, advises clients on transactional and regulatory insurance matters. **Strengths:** *"Kelly Morris offers extensive expertise handling regulatory insurance matters and provides responsive and practical advice."* *"She has an amazing level of knowledge and experience in privacy and insurance, and provides excellent client service."* **David Outerbridge** (see p.205) plays a key role representing clients in major life insurance class action proceedings. He also acts in coverage disputes, reinsurance disputes and professional liability insurance. **Strengths:** *"David Outerbridge is a well thought-of policy holder lawyer."*

Other Ranked Lawyers

Darcy Ammerman (see p.204) of McMillan LLP advises insurance companies on the establishment of operations in Canada, regularly assisting with incorporations, fronting arrangements and regulatory approvals.

Deborah Berlach of Stieber Berlach LLP is recommended for her experience advising on complex insurance disputes.

Strengths:

"She is an insurance lawyer through and through."

Toronto-based **Thomas Donnelly** of Thomas Gold Pettingill LLP continues to be recognised for his ability to handle insurance coverage claims, acting for insurers and insureds. He is also well placed to represent clients in arbitration and mediation proceedings.

Strengths:

"He is a very talented lawyer and a very safe pair of hands."

Toronto-based partner **Mark Frederick** of Miller Thomson LLP is noted for his significant experience in the insurance sector, particularly in the areas of professional liability and E&O claims. He is licensed to practise in Ontario, British Columbia, Nunavut and New Brunswick.

Strengths:

"Mark Frederick is a force in the market. He is a very good lawyer."

Toronto-based partner **Christopher McKibbin** of FCL LLP is a go-to insurance disputes lawyer, noted in particular for his expertise in fidelity matters.

Strengths:

"Christopher McKibbin stays on top of the trends in the market and is commercially astute."

Sean Sorensen of Walker Sorensen LLP is an experienced lawyer noted for his work advising insurers and insurance agents. He is looked to for his knowledge of regulatory issues affecting sector clients.

Strengths:

"Sean Sorensen is a thoughtful and meticulous lawyer."

Nigel Trevethan (see p.205) of Harper Grey LLP is commended for his contentious insurance practice.

Strengths:

“Nigel Trevethan is an excellent lawyer who is very responsive, thoughtful and efficient with his advice.”

Toronto-based **John Walker** of Walker Sorensen

LLP continues to play a central role advising a number of insurers, brokers and financial institutions on issues ranging from business strategy to licensing.

Strengths:

“John Walker is a well-known insurance practitioner in Canada.”

Leaders' Profiles in Insurance

AMMERMAN, Darcy

McMillan LLP, Ottawa

Featured in Insurance (Nationwide - Canada)

Practice Areas: Darcy is co-lead of McMillan LLP's financial services practice group. Her expertise includes all aspects of establishing insurance business in Canada for insurers (including reciprocals), reinsurers and intermediaries, including obtaining requisite regulatory approvals at the federal and provincial levels. She also has extensive knowledge of provincial insurance requirements, licensing and compliance matters and serves as a key advisor on various types of insurance transactions. Since 2014, Darcy has been providing ongoing compliance advice through the firm's collaboration with Ethidex Inc.'s offering of Risk Manager®, a web-based risk management and legislative compliance tool for both life and P&C insurance companies, fraternal benefit societies and branches across Canada. She also regularly advises auto, electronics and other manufacturers, warranty administrators, etc. on the borderline between insurance and non-insurance products and the implementation and administration of warranty, extended warranty, service contract and other dealer and non-dealer sold programs on a cross-Canada basis. Darcy is a regular speaker on the topic of financial institution regulation and insurance matters, and is known for her substantive contributions to key industry publications. She is recognized in the IFLR1000 Financial and Corporate Guide and as a Leading Practitioner in the Canadian Legal Lexpert Directory.

BOMBIER, Nina

Lenczner Slaght, Toronto

+1 416 865 3052

nbombier@litigate.com

Featured in Insurance (Nationwide - Canada)

Practice Areas: Nina's litigation practice covers complex commercial cases, professional negligence, insurance coverage and public law cases. She has led numerous trials, hearings, and appeals, appearing as counsel before all levels of court, as well as arbitration panels and administrative tribunals. Nina joined Lenczner Slaght in 1999 after clerking at the Supreme Court of Canada. Nina is

a frequent speaker and instructor at trial advocacy programs and in all facets of continuing legal education.

CLARKE, Dominic

Blaney McMurtry LLP, Toronto

Featured in Insurance (Nationwide - Canada)

Practice Areas: Dominic practises principally in the area of insurance litigation encompassing both coverage and defence matters. A “go-to” counsel for insurers both nationally and internationally, Dominic's expertise is sought out on large and complex coverage claims. He specialises in advising and representing insurers with respect to commercial general liability, directors' and officers' liability and commercial property policies. He has significant experience in the defence of products liability and sexual abuse litigation. A force in the courtroom, he has appeared in the Ontario Superior Court of Justice and the Ontario Court of Appeal. A leading expert in insurance coverage and reinsurance matters, Dominic is a frequent lecturer and is hailed as “very experienced, very agreeable and highly competent” by Who's Who Legal, with respondents drawing praise for his litigation practice, especially in coverage disputes. He has published numerous thought leadership pieces in his nearly three decades. He is a graduate of Cambridge University, England, where he obtained both an MA and an LL.M.

Career: Called to the Bar of England & Wales in 1988 and to the Bar of Ontario in 1992.

Professional Memberships: Law Society of Ontario Ontario Bar Association The Advocates' Society Defence Research Institute

GATENSBY, Anthony

Blaney McMurtry LLP, Toronto

Featured in Insurance (Nationwide - Canada)

Practice Areas: Anthony is well-known in the field of insurance law, with a distinguished practice that spans the entire spectrum of insurance coverage. With a wealth of experience that transcends borders, Anthony is recognized as a trusted advisor to a global clientele at the primary, excess, and reinsurance tiers. Frequently sought after for his expertise, Anthony consistently delivers strategic legal guidance and unwaver-

ing representation to insurers, deftly navigating the intricacies of first-party and third-party insurance coverage issues. His expertise shines through in his adept handling of potential and ongoing claims, both within and outside the litigation arena. Anthony is often called upon for redrafting existing insurance policies, and also the creation of new, innovative wordings and policy forms. He is a seasoned presence in applications and appellate courts, tackling novel and complex legal questions. What sets Anthony apart is his commitment to delivering practical, economically efficient solutions that are tailored precisely to his clients' unique needs. His solutions are marked by their pragmatism and effectiveness. Anthony's extensive knowledge of insurance law is a testament to his unwavering dedication to staying at the forefront of the field. He consistently advises on the most challenging and intricate issues that confront the insurance industry and its stakeholders, ensuring that his clients are well-equipped to navigate a complex and ever-evolving landscape.

KEEFE, Blair W

Torys LLP, Toronto

+1 416 865 8164

bkeefe@torys.com

Featured in Banking & Finance (Nationwide - Canada), Insurance (Nationwide - Canada)

Practice Areas: Blair is co-head of the firm's Financial Services, Bank Regulatory and Insurance Regulatory practices, and is co-head of the Payments and Cards Practice. His practice focuses on corporate and regulatory issues relating to financial institutions, advising also on mergers and acquisitions and corporate finance in the financial services industry. Blair is known for his in-depth understanding of all matters relating to the Bank Act. In addition, he has extensive experience in insurance and bank regulatory matters, banking and debt finance as well as payments and cards.

LEGRAND, André

Norton Rose Fulbright, Montréal
andre.legrand@nortonrosefulbright.com

Featured in Insurance (Nationwide - Canada)

Practice Areas: André Legrand's practice focuses on insurance law and professional liability. His insurance law practice focuses on general liability insurance, directors' and officers' liability insurance, professional liability insurance, property insurance and cyber insurance. Mr. Legrand's professional liability practice involves representing the interests of directors and officers of corporations. He has acted before all Quebec courts and the Supreme Court of Canada.

Practice Areas: André Legrand's practice focuses on insurance law and professional liability. His insurance law practice focuses on general liability insurance, directors' and officers' liability insurance, professional liability insurance, property insurance and cyber insurance. Mr. Legrand's professional liability practice involves representing the interests of directors and officers of corporations. He has acted before all Quebec courts and the Supreme Court of Canada.

MASON, Lara

Norton Rose Fulbright, Calgary

+1 403.267.8218

lara.mason@nortonrosefulbright.com

Featured in Insurance (Nationwide - Canada)

Practice Areas: Lara Mason's practice encompasses a wide range of commercial litigation matters, including commercial disputes, transnational and cross-border disputes, professional liability matters, insurance coverage disputes and class actions. Ms. Mason has appeared at all levels of court in Alberta, before the Supreme Court of Canada, and before the Alberta Utilities Commission. She has also participated in a variety of alternative dispute resolution processes. Ms. Mason joined our Calgary office as an articling student, after completing a 10-month articling term with the Court of Queen's Bench of Alberta in Calgary. She graduated from law school in 2006 and was the recipient of the William A. McGillivray Gold Medal in Law.

MCCUTCHEON, Jill

Torys LLP, Toronto

+1 (416) 865-8121

jmccutcheon@torys.com

Featured in Insurance (Nationwide - Canada)

Practice Areas: Co-head of the firm's Financial Services practice, Jill has more than 25 years of experience advising the property and casualty, life and reinsurance sectors of the insurance industry on corporate, regulatory and transactional matters. Jill regularly advises on all aspects of the law, whether federal or provincial, and acts as counsel to a broad range of clients, including insurers, reinsurers, banks, credit unions, intermediaries, cover holders and MGAs, third-party

administrators, retailers, employers and associations. Jill is noted for her ability to respond to and resolve issues with the numerous regulators who impact on the insurance sector in Canada. She also has extensive experience in privacy law and data breach response matters.

MORRIS, Kelly

Torys LLP, Toronto
416.865.8120
kjmorris@torys.com

Featured in Insurance (Nationwide – Canada)

Practice Areas: Kelly Morris' practice focuses on insurance corporate and regulatory law, as well as privacy and data security and anti-spam related matters. She advises domestic and foreign insurers, reinsurers, banks, brokers, agents, adjusters, third party administrators and other insurance intermediaries on all aspects of their operations. Kelly provides clients in the insurance industry with comprehensive legal support. She advises on the incorporation, organization, licensing and governance of insurers, brokers and agents, as well as the regulatory and licensing requirements applicable to foreign insurers entering Canada, and on issues with respect to distribution

and outsourcing. She also advises on the acquisition of insurance companies, transfers of books of business and the withdrawal and winding up of insurers. Kelly regularly assists leading players in the sector with the preparation of insurance policies and fulfilment documents, review of insurance marketing and promotional material, and compliance with federal and provincial privacy laws, including privacy breach responses and Canada's Anti-Spam Legislation (CASL). Kelly also has deep experience advising on market conduct matters. She is also knowledgeable about near-insurance products, including warranties.

OUTERBRIDGE, David

Torys LLP, Toronto

Featured in Insurance (Nationwide – Canada)

Practice Areas: David has significant experience both as a trial lawyer and as appellate counsel, with a focus on litigation and arbitration in the energy, infrastructure, construction and procurement sectors, insurance law, product liability claims, indigenous law, class actions, environmental claims and commercial disputes. He acts for project developers and owners, lenders, contractors, design professionals, regu-

lators and insurers in all manner of construction disputes, as well as for a wide range of clients in class actions, including financial institutions, pharmaceutical companies, public authorities and schools. In his insurance practice, David advises and represents a wide range of industry participants, in matters involving, among other things, policy interpretation, regulatory compliance, corporate and commercial transactions, and reinsurance. In addition to his commercial disputes practice, David has substantial experience in public law, criminal and constitutional litigation. He has appeared as lead counsel at the Supreme Court of Canada, the Federal Court, all levels of court in Ontario, the courts of five other provinces, in commercial arbitrations, before public inquiries and before various administrative tribunals, including the Human Rights Tribunal of Ontario and the Ontario Licence Appeal Tribunal.

TREVETHAN, Nigel L

Harper Grey LLP, Vancouver
604.895.2821
ntrevethan@harpergrey.com

Featured in Insurance (Nationwide – Canada)

Practice Areas: Nigel is a Partner with Harper Grey and chair of our Insurance Law Group. Nigel's practice includes legal services to multinational, national and regional insurers and brokers. A significant amount of his practice focuses on working on large subrogation matters. Nigel's defence practice focuses on large complex litigation matters ranging from class actions, to complex bodily injury claims, often including mass casualty events, to product liability cases. He has defended many high profile cases including professional athlete concussion cases and class actions for product liability and personal injury. He is our in-house expert on subrogated property insurance claims. He has set up several professional liability programs for large organizations, and is a sought after speaker about risk management at conferences and meetings. Nigel is the editor of the Contemporary Canadian Insurance Law Casebook published in 2015. Nigel has appeared before all levels of BC courts and in the Supreme Court of Canada. He applies a practical, informed and strategic approach to dispute resolution and to the leadership of our insurance group. In his spare time, Nigel road bikes and plays recreational hockey.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Intellectual Property

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Intellectual Property

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Oyen Wiggs Green & Mutala LLP
Ridout & Maybee LLP
ROBIC LLP
Stikeman Elliott LLP
<small>* Indicates individual with profile.</small>
<small>◇ (ORL) = Other Ranked Lawyer.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

The editorial is in alphabetical order by firm name.

Aitken Klee LLP

What the team is known for Aitken Klee is a respected IP boutique with a strong bench of litigators who possess significant trial experience. Highlighted for its prominent reputation in the pharmaceutical sector, the law firm is noted for its skilled handling of complex patent disputes. The team operates from offices in Toronto and Ottawa.

Strengths

“The lawyers’ commitment to clear and timely communication with clients is an important aspect of providing excellent legal representation.”

Work highlights Aitken Klee represented Teva, Pharmascience and Laboratoires Riva in invalidity claims of a tadalafil patent.

Notable practitioners

Ottawa-based **Marcus Klee** centres his practice on contentious IP matters, notably representing life sciences clients in patent infringement disputes. He also acts for clients in the technology and manufacturing industries. **Strengths:** *“Marcus Klee’s knowledge and experience in the field of intellectual property, combined with his*

Intellectual Property
Senior Statespeople
Senior Statespeople: distinguished older partners
Sookman Barry McCarthy Tétrault LLP
Leading Individuals
Band 1
Evans Mark Smart & Biggar
McMahon Eileen M Torys LLP*
Band 2
Berg Amalia Goodmans LLP
White Donna G Osler, Hoskin & Harcourt LLP
Band 3
Aide Christopher Baker McKenzie
Chan Jeilah Stikeman Elliott LLP*
Chisick Casey Cassels Brock & Blackwell LLP
Clarizio Dino P Ridout & Maybee LLP
Fan Edward Torys LLP*
Macchione Alfred McCarthy Tétrault LLP
Nelles Michelle Torys LLP*
Wiebe Justine Borden Ladner Gervais LLP
Band 4
Auerbach Jonathan Stikeman Elliott LLP
Bolduc Christian Smart & Biggar
Carnegie Shelagh Gowling WLG (Canada) LLP
Cheng May Dipchand LLP (ORL) ◇
Colombo Jonathan Marks & Clerk (ORL) ◇
Dipchand Elizabeth Dipchand LLP (ORL) ◇
Giddens Peter McMillan LLP (ORL) ◇*
Hardy Shane Cozen O’Connor (ORL) ◇
Hayman Alison Osler, Hoskin & Harcourt LLP
Hunter Chris Blake, Cassels & Graydon LLP
Lainson Daphne Smart & Biggar
Lovrics Catherine Marks & Clerk (ORL) ◇
Lue Henry Wilson Lue LLP (ORL) ◇
Prenol Anthony M. CPST Intellectual Property (ORL) ◇
Rush Andrea Blaney McMurtry LLP (ORL) ◇*
Vaccari Stephanie Baker McKenzie
Up-and-coming individuals
Evenson Brandon Borden Ladner Gervais LLP
Rizkalla-Kamel Natalie Gowling WLG (Canada) LLP
Associates to watch
De Freitas Tasha Torys LLP
Kroetch Andrea Stikeman Elliott LLP
Rowand Melanie Torys LLP

carving approach, made me feel confident.” **Bryan Norrie** is recognised for his growing profile in the patent field, where he has represented several major pharmaceutical and biotechnology clients at various levels of court. He is based in Ottawa. **Strengths:** *“Bryan is a strong lawyer.”* Toronto-based **Jonathan Stainsby** is a seasoned intellectual property litigator with a strong repu-

Intellectual Property: Litigation
Leading Firms
Band 1
Goodmans LLP
Gowling WLG (Canada) LLP
Smart & Biggar
Band 2
Fasken
McCarthy Tétrault LLP
Osler, Hoskin & Harcourt LLP
Torys LLP
Band 3
Aitken Klee LLP
Bennett Jones LLP
Blake, Cassels & Graydon LLP
Norton Rose Fulbright
Band 4
Belmore Neidrauer LLP
Bereskin & Parr LLP
DLA Piper (Canada) LLP
Fineberg Ramamoorthy LLP
Lenczner Slaght

tation in the area of patent infringement actions. He represents clients in the manufacturing and pharmaceutical industries. **Strengths:** *“Jonathan Stainsby provides perfect legal services in quite complicated, multi-jurisdictional cases. His litigation skills are exceptional.”*

Baker McKenzie

What the team is known for Well-known international law firm Baker McKenzie services an impressive list of global brands across pharmaceuticals, luxury consumer products, technology and financial services. The Toronto-based team offers significant experience in IP portfolio management and prosecution, covering both trade marks and patents. The group also regularly assists with IP issues relating to significant cross-border transactions.

Strengths

“Baker McKenzie are attentive to detail, and resources are always available at many levels.”

“The team is well suited to handling complex and sophisticated matters. It has depth and breadth, and the lawyers provide a great service and are very responsive. They are also very commercially aware.”

“The department provides very quick turnarounds on requests and is able to expedite as needed.”

“It is a multidisciplinary law firm that is able to provide support on the many different aspects of the business.”

Intellectual Property: Litigation
Senior Statespeople
Senior Statespeople: distinguished older partners
Cameron Donald M <i>Bereskin & Parr LLP</i>
Dimock Ronald E <i>Gowling WLG (Canada) LLP</i>
Gaikis Gunars <i>Norton Rose Fulbright*</i>
Robinson Judith M <i>Fineberg Ramamoorthy LLP</i>
Leading Individuals
Star individuals
Brodkin Andrew <i>Goodmans LLP</i>
Radomski Harry <i>Goodmans LLP</i>
Band 1
Guay François <i>Smart & Biggar</i>
Mason Steven <i>McCarthy Tétrault LLP</i>
Shaughnessy Andrew M <i>Torys LLP*</i>
White J Bradley <i>Osler, Hoskin & Harcourt LLP</i>
Band 2
Bernstein Andrew E <i>Torys LLP*</i>
Desrosiers Julie <i>Fasken</i>
Garland Steven <i>Smart & Biggar</i>
Hussey Dominique <i>Bennett Jones LLP</i>
Scopa Jordan D. <i>Goodmans LLP</i>
Van Barr Christopher C <i>Gowling WLG (Canada) LLP</i>
Wilcox Peter R <i>Belmore Neidrauer LLP</i>
Band 3
Baird Melanie <i>Blake, Cassels & Graydon LLP</i>
Halwani Sana <i>Lenczner Slaght*</i>
Klee Marcus <i>Aitken Klee LLP</i>
Lipkus Nathaniel <i>Osler, Hoskin & Harcourt LLP</i>
Markwell Jason <i>Markwell LLP (ORL) ◇</i>
Ramamoorthy Kavita <i>Fineberg Ramamoorthy LLP</i>
Sanft Jordana <i>Lenczner Slaght*</i>
Skodyn Andrew <i>Blake, Cassels & Graydon LLP</i>
Sotiriadis Bob H <i>ROBIC LLP</i>
Stratton Bruce <i>DLA Piper (Canada) LLP</i>
Tait David <i>McCarthy Tétrault LLP</i>
Band 4
Bienenstock Yael <i>Torys LLP*</i>
Daley Brian <i>Norton Rose Fulbright*</i>
Davis Mark <i>Cassels Brock & Blackwell LLP</i>
de Grandpré Vincent M <i>Osler, Hoskin & Harcourt LLP</i>
Fineberg Neil <i>Fineberg Ramamoorthy LLP</i>
Glover Daniel <i>McCarthy Tétrault LLP</i>
Hackett Ben <i>Goodmans LLP</i>
Hamilton J Sheldon <i>Smart & Biggar</i>
Nitoslawski Marek <i>Fasken</i>
Norman John <i>Gowling WLG (Canada) LLP</i>
Norrie Bryan <i>Aitken Klee LLP</i>
Pei Nancy <i>Smart & Biggar</i>
Punniyamoorthy Sangeetha <i>DLA Piper (Canada) LLP</i>
Smith Patrick <i>Seastone IP LLP (ORL) ◇</i>
Stainsby Jonathan <i>Aitken Klee</i>
Tanner Steven <i>McCarthy Tétrault LLP*</i>
Turgeon David <i>Fasken*</i>
Zakaïb Jay <i>Gowling WLG (Canada) LLP</i>
Up-and-coming individuals
Legere Fiona <i>McCarthy Tétrault LLP</i>
Mantini Nicole <i>Torys LLP</i>
Massam Laurent <i>Gowling WLG (Canada) LLP</i>
Wolanski Marian <i>Belmore Neidrauer LLP</i>
Associates to watch
Tilak Jaclyn <i>Goodmans LLP</i>
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Work highlights Baker McKenzie defended Zoom Video Communications in a trade mark infringement case, as well as assisting with counterclaims and trade mark opposition proceedings.

Notable practitioners

Based in Toronto, **Christopher Aide** has considerable experience advising a range of prominent clients on the management and protection of their IP portfolios. **Stephanie Vaccari** frequently handles trade mark prosecution, opposition and infringement mandates. **Strengths:** “She provides excellent insights and advice on the protection of our IP. She is always very supportive and available to respond to any requests or concerns we may have.” “Stephanie is a pleasure to work with.” “Stephanie is very responsive and pragmatic with her advice.” “Stephanie is incredibly organised and thoughtful in her guidance.”

Belmore Neidrauer LLP

What the team is known for A compact Toronto-based intellectual property law firm, Belmore Neidrauer is a respected name in the IP market that is primarily known for its expertise in pharmaceutical litigation. The team offers significant experience and skill in a variety of complex patent disputes.

Work highlights Belmore Neidrauer acted for Alexion Pharmaceutical on an application to add an inventor to two patents owned by the client.

Notable practitioners

Peter Wilcox is a prominent and highly regarded patent disputes lawyer who has represented numerous industry leaders in the pharmaceutical and broader life sciences sector in complex patent litigation. Based in Toronto, he is praised by sources for his skill as a strategic adviser and trial lawyer. **Strengths:** “Peter knows how to put a trial together and is organised. He is effective before the courts.” “He is a strong litigator and a tough adversary.” “Peter Wilcox is an excellent lawyer.” Up-and-coming litigator **Marian Wolanski** has an impressive pedigree in patent litigation. With notable activity in the pharmaceutical sector, she has significant experience advocating for clients seeking to retain their patents and/or obtain damages from generic producers. **Strengths:** “Marian knows the law and can run a trial.”

Bennett Jones LLP

What the team is known for Bennett Jones operates a well-regarded intellectual property practice that handles a diverse range of IP matters for clients across Canada, with particular expertise in both patent prosecution and litigation. The law firm also advises on trade mark and copyright issues and offers niche expertise in relation to biochemical and oil sands technology. Furthermore, the team regularly handles complex disputes and commercial IP mandates for a wide range of clients from the energy, pharmaceutical, manufacturing and retail sectors, among others.

Strengths

“The lawyers are very knowledgeable and experienced in their field, which gives us a lot of confidence in their ability to handle a variety of issues related to our business.”

“The Bennett Jones team are highly aware of commercial, legal, regulatory and business changes in

Canada.”

“The team are very detailed and thorough, and always consider different angles when making a decision.”

“The lawyers are extremely skilled and creative. They provide excellent client relations and have the ability to navigate complex matters and evaluate the strength of claims.”

Work highlights Bennett Jones acted as prosecution and litigation counsel to the Beam Suntory Family of Spirit Brands.

Notable practitioners

Dominique Hussey is rated highly as a skilled and versatile patent litigator with notable clients in the pharmaceutical and fintech sectors. She is the managing partner of the law firm’s Toronto office.

Strengths: “She is very knowledgeable and confident in her work and practice.” “Dominique is very attuned to our company. She takes the time to ask questions and understand the business. She is very sharp and her strategies are impressive. She brings up different angles I would not have thought of and she is also very responsive. One thing that stands out about her is her level of desire to understand the company and client.”

Bereskin & Parr LLP

What the team is known for Bereskin & Parr is a well-known IP boutique with offices in both Ontario and Québec. Noted for its deep bench strength and added capabilities in litigation, the law firm offers a wealth of expertise in licensing, dispute resolution, trade mark and patent portfolio management matters. The team acts for a wide variety of clients in the pharmaceutical and biotechnology sectors, with particular strength in representing startup companies and education institutions.

Strengths

“It is a great team that covers trade marks, patents and litigation. It provides an excellent service with timely reminders and quick responses.”

“Bereskin & Parr are very knowledgeable in the area and provide good value.”

“The team are good at taking matters and running with them.”

Work highlights Bereskin & Parr acted for Arysta LifeScience North America and UPL NA on a patent infringement action against Agracuity Crop & Nutrition regarding the herbicide flucarbazone-sodium.

Notable practitioners

Toronto-based **Donald Cameron** is a prominent intellectual property lawyer and litigator with considerable experience in patent disputes. He has particularly strong expertise in the life sciences sector, with notable clients in biotechnology and pharmaceuticals. **Strengths:** “He is a dean in the field. He is very experienced counsel across all fields of IP.” “Donald Cameron is a thoughtful litigator.”

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon maintains an experienced IP group, highlighted for its handling of patent infringement disputes for high-profile industry clients. The law firm also has knowledge of IP licensing arrangements and regulatory mandates. It offers

expertise in an array of IP-related matters to its client roster, which includes a range of household names in pharmaceuticals, technology and financial services.

Strengths

"The team are very diligent and knowledgeable, and the lawyers are very hard-working and responsive."

"In addition to providing excellent legal services, Blakes are very familiar with developments in the industry."

"The law firm has an exceptional team, both legally and technically, that is always available to answer questions in a timely manner."

"Blakes has specialists managing trade marks, patents and logistics."

Work highlights Blake, Cassels & Graydon represented Willow Biosciences in a patent infringement case brought by Aurora Cannabis and University of Saskatchewan.

Notable practitioners

Toronto-based **Melanie Baird** has significant experience in patent dispute proceedings, acting for prominent names in the technology, pharmaceutical and telecoms sectors. **Strengths:** *"Melanie is very persuasive, focused and pleasant." "She keeps me regularly informed, walks me through all the issues and takes the extra time to explain it so I can understand the risks." "She is unbelievably hard-working."* **Andrew Skodyn** is an experienced IP lawyer with an impressive track record of assisting clients in the pharmaceutical and technology industries with patent infringement actions. He is based in Toronto. **Strengths:** *"Andrew Skodyn is well prepared, controlled, disciplined and persuasive." "Andrew keeps me informed and helps me understand the risks involved."*

Chris Hunter is a Toronto-based partner who heads the intellectual property group. He advises on the IP aspects of M&A, as well as PCT applications. **Strengths:** *"Chris is fantastic to work with. He is very knowledgeable and helpful." "Chris consistently provides excellent legal services and in a timely manner. He is incredibly responsive and an expert in his field. He provides pragmatic legal and business advice." "He has a good way of explaining IP so that people understand. He provides strategic advice."*

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais possesses a strong team of experienced IP lawyers spread across its network of offices in Canada. Well regarded for its patent prosecution and trade mark filing work, the team holds additional experience in transactional matters and infringement litigation. The law firm leverages the solid technical background of its practitioners to proficiently advise clients in the pharmaceutical and life sciences sectors.

Strengths

"The department has great depth and breadth in all aspects of IP prosecution."

"The BLG team is very responsive."

"The law firm provides quite a bit of analysis on commercial and legal developments."

Work highlights BLG represented OWL Rafting in a trade mark infringement claim brought by White Water and Wild Lands Tours.

Notable practitioners

Justine Wiebe is sought after for her expertise across the full gamut of trade mark law, advising on filing strategy, licensing and protection. She is based in Toronto. **Strengths:** *"Justine Wiebe is an excellent lawyer."* **Brandon Evenson** is an up-and-coming IP lawyer who particularly impresses for his intellectual property work in the technology sector, with notable mandates for clients in robotics, cybersecurity and mobile devices. Based in Toronto, he routinely assists with global IP strategy and licensing. **Strengths:** *"Brandon is an intelligent, thoughtful and insightful intellectual property adviser."*

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell is renowned for its representation of household multimedia, automotive, food and beverage, and retail sector clients in complex trade mark and copyright mandates. The law firm is highly regarded for its experience acting for clients before the Copyright Board of Canada and the Trademarks Opposition Board. The team has acted for a number of well-known global brands with regard to the licensing, enforcement and protection of trade marks.

Strengths

"The team conducts its work in a thorough and timely manner."

"The lawyers are extremely knowledgeable."

"They are experts in the field of copyright law."

Work highlights Cassels represented SOCAN in a Supreme Court appeal concerning the meaning and interpretation of the "making available provision" in Section 2.4(1.1) of the Copyright Act.

Notable practitioners

Casey Chisick is a well-respected expert in Canadian copyright law, advising on IP rights and enforcement, as well as providing courtroom representation in instances of infringement. Particularly well known for his client following in the media and entertainment sector, he also acts for technology companies and publishers. **Strengths:** *"Casey is incredible. He knows the industry well and is personable and easy to work with." "Casey is an excellent lawyer and partner to the client."* Toronto-based partner and trade mark agent **Mark Davis** represents clients in significant IP litigation files, with major cases involving both patented and trademarked products. He also assists clients with prosecution and strategy. **Strengths:** *"He has been amazing at helping us navigate patent litigation. Mark is great."*

DLA Piper (Canada) LLP

What the team is known for DLA Piper has a well-established Canadian group with significant experience in intellectual property litigation. It represents clients in a broad array of complex IP disputes, including contentious trade mark issues and copyright cases. The law firm possesses additional capabilities in IP portfolio management and enforcement. It acts for a range of notable life sciences, pharmaceutical and technology clients.

Strengths

"They always respond within the same day."

Work highlights Defended Videotron in patent infringement claims brought by Rovi and Tivo.

Notable practitioners

Bruce Stratton is a well-respected and experienced intellectual property lawyer in Toronto. He is particularly well regarded for his knowledge of patent law, representing clients across an assortment of sectors, including the technology and telecoms industries. **Strengths:** *"Bruce Stratton is an excellent and experienced counsel who is capable of taking on almost any case in the IP field."* **Sangeetha Punniyamoorthy** is chair of the intellectual property and technology group at the law firm. She frequently advises on trade mark infringement cases, with additional experience in copyright and patent mandates. She is based in Toronto and is a registered trade mark agent. **Strengths:** *"She is dedicated and always reachable. Her advice is practical and pragmatic, and her experience means she knows the client's perspective and what they want." "Sangeetha is fair, tough and straightforward."*

Fasken

What the team is known for Fasken is recommended for its skilled handling of patent infringement and prosecution files, often servicing an enviable roster of domestic and international clients. The law firm regularly handles pharmaceutical litigation and copyright disputes across the nation, with noted strength in Montréal. Its IP capabilities are supported by strong regulatory teams focused on the life sciences and media sectors. The team is well known for its work in the technology and telecommunications sectors, and has a diverse client base which ranges from individual entrepreneurs and startups to multinational corporations.

Strengths

"The team is very thorough in its handling of cases, examining every detail."

"Fasken always provides solutions when problems are encountered."

"Fasken provide the necessary specialists for a case and they work tirelessly."

"The team understands the complexity of a matter and guides us through it. The lawyers are always very reactive and efficient. They also have good commercial awareness."

"The department is extremely responsive and service-oriented."

Work highlights Fasken represented the Intellectual Property Institute of Canada in an intervention in *Benjamin Moore v Canada* regarding the refusal of patent applications for an AI-based colour selection technology.

Notable practitioners

Montréal-based **Julie Desrosiers** is noted for her prominent role in a number of high-profile patent disputes and challenges, with further knowledge of copyright law. She acts for an impressive number of global pharmaceutical companies.

Strengths: *"Julie is very skilled in advocating for patents." "She is a calm, steady and persuasive advocate." "She has a very strong reputation and is a senior member of the Bar. She is active and well respected." "Julie is terrific - far and away the best patent litigator in Québec. She can argue cases in French and English. She is fantastically smart, easygoing and hard-working."*

Marek Nitowski holds considerable experience representing clients in a range of contentious intellectual prop-

erty proceedings, including complex trade mark and patent disputes. Based in Montréal, he has acted for several household names in the Canadian media and manufacturing sectors. Lawyer and patent agent **David Turgeon** (see p.215) is the head of Fasken's global IP group, operating from the law firm's offices in Montréal and Québec City. He regularly represents clients in patent infringement, prosecution and invalidity proceedings. **Strengths:** "He is not only well versed within IP law but is also a very effective litigator." "David Turgeon is an amazing litigator." "He is thoughtful, patient and creative, and because of all that it is easy to work with him." "He is very impressive. He knows everything about IP as well as the business aspect from a commercial standpoint. He is proactive with his advice. He is more than a lawyer – he works for you as a partner." "David is excellent. He delivers quickly and efficiently, and gives great advice."

Fineberg Ramamoorthy LLP

What the team is known for Fineberg Ramamoorthy is a well-regarded boutique that focuses its practice on intellectual property litigation. Fielding an experienced group of attorneys, the team is particularly well recognised for its representation of a number of major pharmaceutical companies in complex patent infringement litigation. The law firm is based in Toronto.

Strengths

"The lawyers keep clients updated on all developments."

Work highlights Fineberg Ramamoorthy acted as counsel for Sun Pharma in PMNOC litigation relating to the drug empagliflozin.

Notable practitioners

Veteran litigator **Judith Robinson** is an eminent figure in the IP Bar, with significant experience representing pharmaceutical clients in complex patent litigation. **Strengths:** "Judith is an absolute star. She is very talented and smart."

Kavita Ramamoorthy represents a range of prominent names in the pharmaceutical sector in highly complex patent infringement disputes. **Strengths:** "Kavita is cognisant of the client's business needs and strategises according to that."

"She is tactically and strategically great on files."

"Kavita Ramamoorthy is smart." **Neil Fineberg** is recognised for his skill in patent-related disputes. Based in Toronto, he is particularly well known for representing major generic drug producers.

Strengths: "Neil is extremely responsive and takes care of our matters. He has our best interests at heart and pays personal attention."

Goodmans LLP

What the team is known for Goodmans houses a well-regarded Toronto-based intellectual property department with notable strength in handling complex litigation. Renowned for its leading expertise in the pharmaceutical sector, the law firm covers both disputes and non-contentious issues. The team also offers experience in transactional, licensing and portfolio management files, often working for well-known domestic and international brands. The group enjoys a strong reputation for its assured handling of patent litigation matters, particularly for longstanding client Apotex.

Strengths

"Goodmans is the best of the best."

Work highlights Goodmans represented Google in a patent infringement case against Sonos concerning Sonos's beam speaker products.

Notable practitioners

Andrew Brodtkin is a leading intellectual property lawyer with considerable experience litigating complex pharmaceutical patent disputes. He has also represented major manufacturing and technology clients in both patent and trade mark litigation. **Strengths:** "He has so much experience, understands litigation and our industry and is responsive too."

"He is the best; he is number one in terms of litigation, client service and business-mindedness. Andrew is the undisputed IP litigator in Canada." "He is an excellent lawyer; he is candid and presents very well in court." "Andrew Brodtkin is exceptional." Legendary litigator **Harry Radomski** continues to be recognised as an eminent intellectual property expert, particularly with issues concerning pharmaceutical patent litigation. **Strengths:** "He is smart and has more published cases than anybody."

"Harry is very knowledgeable in the field and a good tactician. He is excellent counsel." "Harry Radomski is the guru of IP litigation in Canada."

Amalia Berg assists clients with a host of patent and trade mark issues, including clearance, prosecution and portfolio management. She has been retained by major brands across a range of industries including consumer products, technology and media. **Strengths:** "She is always accessible, always on point and gives a few different options and scenarios." "Amalia Berg is wonderful." **Jordan Scopa** continues to impress market observers on the basis of his prominent role in major pharmaceutical patent litigation files, particularly for clients on the generic side of the industry. **Strengths:** "Jordan Scopa works incredibly hard." "He is amazing." "He is strategic and quick in how he approaches a file."

"Jordan is super smart and has so much experience that we can rely on him for fantastic advice." "He is an effective litigator and brings extraordinary intelligence and strategy."

Ben Hackett holds a solid reputation as an IP litigator and has played an important role in several high-profile patent litigation cases, particularly in the pharmaceutical sector. **Strengths:** "Ben Hackett has a strong legal mind."

"He is a tremendous courtroom lawyer." "Ben is very smart and excellent."

Jaclyn Tilak regularly represents major pharmaceutical companies in complex patent litigation. She also acts in similar disputes for clients in the manufacturing and energy sectors.

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG is renowned for its ability to handle a wide array of eye-catching IP mandates for a thriving Canadian and international client base. The law firm offers a deep bench of experienced practitioners knowledgeable in litigation and non-contentious proceedings. The team is highlighted for its impressive track record in IP disputes and notable strength in patent and trade mark matters. It regularly acts for clients in the technology, healthcare and sports sectors. The firm also offers notable expertise in trade secret matters and is able to

provide representation in provincial courts across Canada. Its strength is particularly prominent in its Ottawa and Toronto offices.

Strengths

"It is a well-respected law firm that is well suited to handling complex and sophisticated matters, with a deep bench of talented attorneys."

"Gowling has an outstanding trade mark team – the best in Canada. It is great in prosecution and enforcement, and the quality of work is exceptional."

"It is a good team that is well coordinated. The intellectual property department has proven to be very rigorous and successful, and has shown a strong level of commercial awareness."

"The lawyers are proactive and always thinking about how they can present advice, making things easier and adding value."

"I am impressed by the law firm's global reach."

Work highlights Gowling defended Google in patent litigation against Paid Search Engine Tools.

Notable practitioners

Ronald Dimock is a highly respected figure in the Canadian intellectual property market, with considerable experience leading complex patent infringement disputes. He is based in Toronto.

Christopher Van Barr is an experienced intellectual property litigator with notable expertise in patent infringement disputes. He represents industry-leading names in the pharmaceutical and technology sectors. He is based in Ottawa. **Strengths:** "He has a great deal of experience in the area. He is extremely capable, practical and reliable."

"He is a talented counsel." "In terms of advocacy skills, Christopher is one of the best."

"Christopher Van Barr is business- and client-focused, builds a strong team, is creative and builds a fantastic case."

Shelagh Carnegie acts for a number of impressive retail and consumer products brands, managing important trade mark portfolios and advising on expansion. She co-leads the law firm's global IP team from its Toronto office. **Strengths:** "She is incredibly responsive and timely."

"Shelagh is an accomplished attorney with a depth of knowledge." "Shelagh is phenomenal. She is a wonderful, reasonable and measured practitioner who focuses on the right things."

Experienced litigator **John Norman** is particularly noted for his patent expertise, representing clients in disputes and advising on regulatory matters. He is particularly sought out by clients in the life sciences sector, ranging from domestic biotechnology companies to multinational pharmaceutical organisations. **Strengths:** "John Norman brings expertise from an understanding of the scientific and legal aspects. He has a very good understanding of the legal process and its nuances."

Ottawa-based **Jay Zakaib** is an experienced IP attorney with a particular focus on infringement litigation. His impressive client roster features major brands in recreational products, technology and aviation, as well as pharmaceutical companies. New to the rankings as an up-and-coming practitioner, **Laurent Massam** is a Toronto-based lawyer. He is highly active in the full gamut of trade mark, copyright and patent litigation, as well as trade secret cases. **Strengths:** "He is a fantastic adviser who is strategically savvy and intelligent. He is enthusiastic and creative, and he does

his homework. He has a superb demeanour, even in a contentious situation, while also being tough. He has a terrific way about him. He is a brilliant litigator and superb advocate." "Laurent is a highly thorough lawyer and very considered in his approach. He has an impressive ability to work through issues in an efficient manner." "Laurent is meticulous and has the knowledge to support in complex cases." Up-and-coming lawyer **Natalie Rizkalla-Kamel** is building an impressive reputation in the Canadian IP market, particularly for her trade mark expertise. **Strengths:** "Natalie Rizkalla-Kamel is an excellent lawyer and specialises in IP." "Natalie has proven to be an excellent professional, highly involved in problem solving."

Lavery, de Billy

What the team is known for Québec law firm Lavery, de Billy assists clients across the full gamut of intellectual property law, with a significant dedication to clients in the technology and life sciences sectors. The law firm possesses a robust bench of practitioners, featuring experience in portfolio management and expansion, as well as transactional mandates and litigation.

Strengths

"The team has a pragmatic ability to keep costs down while achieving the optimal results, and has provided excellent advice on very complex and sophisticated litigation."

"The lawyers meet all deadlines and are capable of quick responses if needed."

"The lawyers are extremely responsive and able to provide practical solutions to tough questions with a quick turnaround."

"The law firm is excellent at assisting with the strategy as well as diving deep into the details."

Work highlights Lavery, de Billy advised Epiteopea on patent filings and applications in relation to novel tumour-specific antigens.

Notable practitioners

Montréal-based partners Isabelle Jomphe and Serge Shahinian are key contacts.

Lenczner Slaght

What the team is known for Lenczner Slaght is a well-recognised brand when it comes to dispute resolution, and enjoys a solid reputation in the intellectual property market specifically. The team possesses significant experience handling complex patent cases, acting for a number of eye-catching clients in pharmaceuticals and technology. The department also regularly acts for clients engaged in copyright disputes.

Strengths

"The team keep me updated and always have the time to explain and answer questions."

"The law firm addresses complex issues thoughtfully and thoroughly, providing business-oriented counselling."

"Lenczner Slaght are always very responsive and dedicated."

Work highlights Lenczner Slaght represented Ariel Katz as intervener in an appeal to the Supreme Court of Canada regarding the interpretation of the new "making available provision" of the Copyright Act.

Notable practitioners

Toronto-based **Sana Halwani** (see p.215) is a

well-regarded lawyer in the field of intellectual property and dispute resolution. She represents an impressive portfolio of clients in the technology, telecoms and biotechnology sectors. **Strengths:** "In terms of technical expertise, she is a well-regarded patent litigator. She is also very responsive." "She is an incredible leader and advocate." "Sana Halwani is good to work with and hard-working." "She is well known and respected." **Jordana Sanft** (see p.215) is a well-known contentious intellectual property lawyer, patent agent and trade mark agent with a particularly strong reputation in the life sciences industry. **Strengths:** "Jordana Sanft is a lawyer who ultimately understands that each piece of advice and action proposed must serve the business purpose. She also deeply understands her client's appetite, or not, for risk, which allows her to modulate her advice accordingly and align it very well with her client's core values." "She is very detail-focused, very engaging of team members on the technical side, and client-focused so responsive and practical." "She is knowledgeable, understands the pharmaceutical industry well, gives practical advice and is creative." "She is a formidable litigator. Clients love her and she is business-minded."

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault has an established team of intellectual property lawyers who regularly handle both contentious and non-contentious work. The law firm acts for a stable of impressive domestic and international clients, such as media and broadcasting and technology companies, on patent, trade mark and copyright issues, including major litigation. The litigation team in particular is noted for representing telecommunications and pharmaceutical clients in significant patent disputes. The firm derives much of its strength from its experts in Toronto, with additional experts in Western Canada.

Strengths

"The team has support within the law firm to handle various matters of significant magnitude quickly and strategically, without compromising on the accuracy of advice or output."

"McCarthy's IP team is the best in the pharmaceutical space for litigation – it is top of the game. The lawyers have the expertise and knowledge of the pharmaceutical industry, and they have a human quality and listen to the client. It is a very knowledgeable and well-respected team."

"The law firm provides great practical insights and knowledge of prior cases."

"The lawyers are sharp and present cases at trial well."

"The department has great depth and breadth. It always staffs its teams with an appropriate mix of senior, intermediate and junior practitioners."

Notable practitioners

Technology industry stalwart **Barry Sookman** continues to be recognised as a leading light in the area of copyright and information technology. Based in Toronto, he has also been engaged on major litigation files. **Strengths:** "Barry Sookman has a tremendous knowledge of previous cases."

Steven Mason is an accomplished litigator who is frequently engaged in a myriad of scenarios, from high-profile copyright law reviews to prom-

inent pharmaceutical patent infringement cases. He leads the law firm's nationwide IP litigation team from Toronto. **Strengths:** "He is the leader of the team and runs it like a great captain; he is a great mentor and leader. He is good with overall strategy too." "Steven Mason is excellent and effective." "He is really smart." **Alfred Macchione** is an experienced Toronto-based lawyer whose expertise covers an impressive range of intellectual property matters, including trade marks, patents and industrial designs. His practice includes a focus on technology and related IP. **Strengths:** "Alfred Macchione is extremely knowledgeable and helpful. He has an exceptional level of skill drafting patent claims." Toronto-based **David Tait** continues to impress for his role in multiple complex patent disputes in the pharmaceutical sector, often acting for patent holders of significant branded drugs. He has also represented technology companies in IP litigation. **Strengths:** "David provides exceptional client service as well as thoughtful and strategic advice, and has a very strong understanding of matters relating to intellectual property disputes." "David Tait is a prominent litigator in the pharmaceutical patent space. He is a creative and practical thinker." **Daniel Glover** is a Toronto-based intellectual property lawyer who possesses an active disputes practice, advising on trade mark and copyright matters. He frequently represents clients in the media, retail and technology sectors, among others. **Strengths:** "Daniel Glover is incredibly smart in his field. He is also practical and aggressive if needed." **Steven Tanner** (see p.215) focuses his practice on patent litigation, frequently acting for energy and telecommunications clients. He operates from the law firm's Toronto office. **Strengths:** "Steven is an outstanding lawyer. He really takes the time to dig into the details of a case and provide valuable advice." "He is terrific on his feet and a pleasure to work with." "He is extremely capable." **Fiona Legere** is an up-and-coming IP litigator with notable expertise in patent litigation, where she has acted for major clients in the pharmaceutical and telecoms sectors. She is based in Toronto. **Strengths:** "She is a superstar and a powerhouse. She is a great lawyer on her feet and good with clients as she is responsive. She delivers value." "She is very experienced in this space and has a good understanding of the regulatory scene." "Fiona is a seasoned litigator and has great, practical suggestions. She provides fresh and valuable advice."

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is a distinguished international firm with experience housed in its Vancouver and Montréal offices, as well as an IP group in Toronto. The team acts on a broad array of significant regulatory and transactional IP matters, as well as complex disputes relating to patent, copyright and trade mark matters. Sought after for its expertise in the life sciences sector, it has been retained by several pharmaceutical industry leaders for patent regulatory advice, strategy and litigation. The group provides knowledgeable counsel to domestic and international clients in the sports and technology sectors, among others.

Strengths

"The quality of patent drafting services and attention to detail is very high."

"The law firm has a broad team of experts who can assist with a variety of technical subject matters."

"The lawyers are very thorough and they are timely in their responses."

"The team at Norton Rose Fulbright are able to quickly understand and interpret complex innovations and distil them into high-quality patent applications."

Work highlights Norton Rose Fulbright acted as Canadian counsel to Pfizer as plaintiffs in patent impeachment proceedings against Amgen.

Notable practitioners

Gunars Gaikis (see p.214) is a highly experienced intellectual property litigator, recognised for his impressive reputation as an expert patent authority, particularly in the area of life sciences. Formerly of Smart & Biggar, he joined Norton Rose Fulbright in March 2023 and is based in Toronto.

Strengths: *"Gunars is well recognised among the Bar."* **Brian Daley** (see p.214) is an experienced IP litigator, noted for his role in significant pharmaceutical patent lawsuits. He is based on Montréal.

Strengths: *"Brian Daley is well respected." "He provides sound advice and specialist expertise. He is really good and responsive too, bringing his knowledge and experience."*

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt possesses a strong team of intellectual property practitioners, providing support to domestic and international clients hailing from the biotechnology, pharmaceutical and telecoms sectors. The law firm is well regarded for its patent prosecution and litigation work, with added experience handling the IP aspects of corporate transactions. It regularly provides advice on a variety of trade mark, patent and copyright matters.

Strengths

"Osler has a strong bench with expertise across all areas and service options."

"The team is very strong in its ability to handle complex issues while controlling costs."

"The team at Osler always puts the client's needs first."

"The law firm is organised, reliable and responsive."

Work highlights Osler, Hoskin & Harcourt represented Mylan in a patent infringement case brought by Eli Lilly regarding the drug Tadalafil.

Notable practitioners

Bradley White stands out as a leading light in the area of intellectual property infringement and disputes. Based in Ottawa, he is particularly notable for representing major generic drug producers in patent litigation. **Strengths:** *"Brad is the pre-eminent attorney in this space. He is a fabulous strategist and excellent oral advocate. He is also one of the best client managers I have ever experienced too. He staffs files expertly as well – he is a master of his craft." "The exceptional thing about him is his business acumen. He keeps the realities of the business at the forefront." "Brad is an excellent litigator; he has developed into one of the strongest in this space. On top of that, he is an excellent relationship partner. He always understands the best for commercial results."* **Donna White** comes highly rated

by sources as a prominent trade mark expert who acts for prominent clients in a range of industries, including media and hospitality. She is based in, and is managing partner of, the law firm's Ottawa office. **Strengths:** *"Donna White is well respected in trade mark matters."*

Toronto-based **Nathaniel Lipkus** holds a robust reputation in the field of IP litigation, where he represents clients from a range of sectors, including prominent names in the generic pharmaceutical industry. **Strengths:**

"He is a rare litigator who has a deep understanding of the overall regulatory regime that affects our business; beyond IP he understands the commercial regulations too. He has a very wide breadth of knowledge." "Nathaniel is a consummate professional and understands business issues." "Nathaniel Lipkus is well respected and a good lawyer." "He has a masterful style with IP and is a gold-standard performer in the litigation space."

Toronto-based **Vincent de Grandpré** is noted for his prowess in a range of contentious intellectual property situations, notably in cases alleging infringement of patent rights. He is particularly well regarded in the life sciences sector. **Strengths:**

"He is a technical and legal expert in this space. His knowledge of the law is exceptional, and he can always find the right answer and drill down on the right course of action."

Alison Hayman provides IP services, including filing, prosecution and enforcement, to a broad array of clients, including retailers, automotive manufacturers and consumer product companies. Based in Toronto, she advises on both trade mark and copyright matters. She joined Osler, Hoskin & Harcourt from Cassels Brock & Blackwell in July 2023. **Strengths:**

"Alison is personable and gives practical advice." "Alison Hayman is an extremely technically focused lawyer and superb in her advice. She is thoughtful and a practical lawyer." "She is pleasant to work with."

Oyen Wiggs Green & Mutala LLP

What the team is known for Oyen Wiggs Green & Mutala is a Vancouver-based intellectual property boutique noted for its increasing presence in the market. Its experienced lawyers assist with contentious and non-contentious mandates relating to patents, trade marks and copyright, including matters with cross-border elements.

Notable practitioners

Christina Kwok and Paul Smith are key contacts at the law firm.

Ridout & Maybee LLP

What the team is known for Ridout & Maybee is a full-service intellectual property law firm with expertise in a wide variety of matters. With offices in Burlington, Ottawa and Toronto, the law firm offers patent and trade mark agents as well as lawyers who are knowledgeable in sectors such as engineering and IT.

Notable practitioners

Dino Clarizio impresses for his breadth of experience and knowledge in the intellectual property sphere, assisting clients through the full patent life-cycle, from inception and clearance to litigation and enforcement. **Strengths:** *"Dino Clarizio is well respected." "He is a smart and solid lawyer who has been around a long time."*

ROBIC LLP

What the team is known for ROBIC is a Québec-based boutique law firm with offices in Montréal and Québec City. Offering expertise in a diverse range of IP issues, the law firm is noted for its significant experience in patent and trade mark prosecution. The team stands out for its work across a broad range of industries, including life sciences, pharmaceuticals and technology.

Strengths

"The team is responsive and excellent."

Notable practitioners

Montréal-based **Bob Sotiriadis** is a highly experienced lawyer and trade mark agent. He is well known for his expertise in IP litigation.

Smart & Biggar

What the team is known for Smart & Biggar is a well-established IP and innovation boutique with offices in Ontario, Québec, Alberta and British Columbia. The law firm maintains an impressive IP development service, assisting high-profile clients with issues ranging from licensing and marketing to enforcement and litigation. Reputed for its bench strength and quality representation, it has proven skill in patent and trade mark litigation as well as a substantial range of commercial IP matters. The group services clients in a diverse range of sectors, including telecommunications, pharmaceuticals and the media industry, and has an impressive portfolio of clients in e-commerce and technology.

Strengths

"It is a great team who are very dedicated to their clients. They have a lot of expertise and patience in complex matters, and the lawyers try to get in the client's mind to understand the complexity of the case."

"The team is very knowledgeable and organised, and can easily handle complex matters and find ground-breaking solutions. It is composed of very senior, knowledgeable leaders as well as young hard-working lawyers."

"The lawyers are always responsive and available."

"The team is very aware and understanding of the commercial implications."

Notable practitioners

Toronto-based **Mark Evans** represents clients in significant IP prosecution mandates. He has an excellent reputation in the field of trade marks, where he services major sporting and consumer product brands. **Strengths:** *"He is a top lawyer. He is well regarded and well established."*

Montréal-based **François Guay** is a highly experienced litigator who is particularly well regarded for his expertise in trade mark disputes and infringement cases. He has acted for major clients in recreational products, pharmaceuticals and telecoms. **Strengths:** *"François is highly knowledgeable."*

Ottawa-based **Steven Garland** remains a prominent presence in intellectual property work in Canada. A qualified patent and trade mark attorney, he represents significant clients in the energy, chemical and technology sectors. **Strengths:** *"Steven Garland is a longstanding senior practitioner."*

Montréal-based **Christian Bolduc** impresses for his work across a broad array of trade mark mandates, spanning procurement, prosecution and transactions. **Sheldon Hamilton**

represents major pharmaceutical companies in complex patent litigation. Based in Toronto, he is practice chair of the law firm's national litigation group. **Strengths:** "Sheldon Hamilton is an excellent advocate." "He has a good reputation." Chair of Smart & Biggar, **Daphne Lainson** possesses significant experience advising major pharmaceutical clients on patent filing, strategy and portfolio management. She is based in Ottawa. **Strengths:** "Daphne Lainson comes up with creative strategies and has a unique view on regulatory and prosecution matters." "She is absolutely great." "She has a good practice and is well known." **Nancy Pei** represents clients in significant patent-related disputes. A qualified and registered pharmacist, she is a particularly notable advocate for major pharmaceutical companies. **Strengths:** "She is really smart and knows every patent case upside down."

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is a well-recognized law firm which is praised for its IP expertise. The department enjoys a growing bench of practitioners who are knowledgeable in patent and trade mark matters. The team is also adept at handling copyright, licensing and domain name mandates. The lawyers assist with the management, protection and enforcement of IP.

Strengths

"Even if some members of the team work in different time zones, we are always able to connect rapidly."

"The law firm offers practical advice and solutions to the issues at hand and works as a partner with our company. The team are extremely diligent and timely in their responses to any issues, questions or advice."

Notable practitioners

Based in Toronto, **Jeilah Chan** (see p.214) joined Stikeman Elliott from Bennett Jones in June 2023. She represents a broad range of multinational brands, advising on IP enforcement, acquisition and management. **Strengths:** "Jeilah is an exceptional lawyer who provides well-reasoned advice relevant to our business. Jeilah's commercial acumen is invaluable." "She is very efficient." "She is a sharp practitioner." **Jonathan Auerbach** acts for a diverse portfolio of clients, covering manufacturing, entertainment and e-commerce. Based in Montréal, he frequently advises on patent and trade mark mandates. **Strengths:** "Jonathan is fantastic. He is a practical, strategically-minded and no-nonsense fellow." "He is a strong commercial practitioner." "Jonathan Auerbach is an excellent lawyer." **Andrea Kroetch** is an associate to watch in the intellectual property sphere. Operating from the law firm's Ottawa office, she regularly assists with trade mark, copyright and domain name matters. **Strengths:** "Andrea Kroetch provides an excellent service." "She is an outstanding attorney: client-driven, smart, practical and efficient."

Torys LLP

What the team is known for The intellectual property team at Torys is experienced in a broad range of litigation and commercial matters for a variety of prominent clients, including those in the chemical, banking, pharmaceutical and life sciences sectors. The Toronto-based law firm also handles

an array of regulatory, prosecution and advisory work, including complex patent and copyright issues. It is also noted for its deep expertise in portfolio management and for its work on trade mark mandates.

Strengths

"Torys has consistently provided advice and strategy to manoeuvre through complex issues."

"Torys is my first choice for trade mark work in Canada."

"The team are fast, yet thorough, and always flexible with its time."

"The lawyers are very responsive and capable. They have fantastic advocacy skills and are very skilled at understanding a problem and distilling it down into something simple and easy to understand. They work as a team."

"The law firm is incredibly quick to respond, pragmatic and reasonable."

Work highlights Torys assisted Nova Chemical Corporation with proceedings seeking leave to appeal the award of a patent infringement claim brought by Dow Chemical.

Notable practitioners

Eileen McMahon (see p.236) has cultivated an outstanding reputation in the life sciences sector, with a knowledge base spanning issues from patent law and licensing to regulatory compliance and pricing. **Strengths:** "Her working knowledge and guidance on patent law is great." "Her experience and her breadth and depth of knowledge make her a leader." "Eileen is just amazing. She has expertise in pharmaceutical patent prosecution and solid legal skills." "Eileen is a force to be reckoned with." **Andrew Shaughnessy** (see p.215) is a highly experienced intellectual property litigator with an impressive track record of representing clients in the pharmaceutical and biotechnology sectors. **Strengths:** "Andrew is very good counsel. He is credible, measured and persuasive." "He is forthright in his opinions and realistic. He has great knowledge of litigation." "He is a go-to lawyer. He provides high-level counselling and excellent service." "He is a fantastic lawyer. He is a very skilled, analytical litigator but he is also pragmatic when it comes to advising on settlements. He is a valued partner." **Andrew Bernstein** (see p.214) has an impressive pedigree in contentious intellectual property proceedings, playing an important role in high-profile patent disputes. He also has an active commercial litigation practice. **Strengths:** "Andrew is incredibly intelligent. His mastery of the technical legal details is impressive." "Andrew Bernstein is responsive and a great advocate." "He has a great reputation." "Andrew is a well-respected lawyer." "He is a really smart guy." **Edward Fan** (see p.214) is an accomplished patent and trade mark expert with proficiency in strategy, protection and the acquisition of intellectual property. **Strengths:** "Ed is outstanding to work with. He is a knowledgeable, practical and extremely hard-working adviser. He also has a gift for explaining nuanced legal issues in a simple, easy-to-understand manner. He is also very pleasant and positive to deal with." "Edward Fan is an outstanding patent lawyer with keen commercial awareness and a deep knowledge of domestic and international patent prosecution." **Michelle Nelles** (see p.215) is an established intellectual property lawyer with

a strong focus on Canadian trade mark law. She advises many impressive domestic names in the retail sector on matters ranging from registration to protection of trade marks. **Strengths:** "She is very client-focused. When discussing specific situations with Michelle, she provides excellent guidance." "Michelle gives really good, sound advice." **Yael Bienenstock** (see p.214) has a growing reputation in the field of intellectual property litigation, particularly for her role in major patent infringement lawsuits in the pharmaceutical sector. **Strengths:** "She is responsive and great to work with. She is knowledgeable and has a good manner with clients." **Nicole Mantini** has notable experience assisting pharmaceutical clients with patent disputes. **Strengths:** "She is responsive and good at distilling problems for clients." "Nicole is bright as well as client- and business-oriented." "She is commercial and a good lawyer." **Tasha De Freitas** is an associate to watch in the intellectual property arena. She regularly assists clients in the life sciences sector with patent and trade mark filings and prosecution. **Strengths:** "She has a deep knowledge of domestic and US patent prosecution." "Tasha is great to work with, and her drafting is great." Senior associate **Melanie Rowand** is a lawyer and registered patent agent, and clients benefit from her scientific background. She handles the full gamut of patent filing, prosecution, strategy and enforcement, as well as pricing issues. **Strengths:** "She goes above and beyond the normal regarding her availability, her attention to detail, picking up on nuances that others have missed, and her strategic guidance in not just solving the problem but layering a bunch of options." "She is diligent and an excellent communicator." "Melanie is a very commercial lawyer."

Other Ranked Lawyers

May Cheng assists clients with a host of intellectual property issues, particularly those associated with Canadian trade mark law, including brand strategy, enforcement and protection. Based in Toronto, she moved to Dipchand LLP from Osler, Hoskin & Harcourt LLP in March 2023.

Jonathan Colombo is the Canadian managing partner of Marks & Clerk and based in the law firm's Toronto office. He is knowledgeable in trade mark and copyright law, assisting with prosecution and opposition proceedings.

Elizabeth Dipchand of Dipchand LLP is a well-regarded expert in trade mark law who acts for clients hailing from a range of different industries, from technology startups to manufacturers.

Strengths:

"Elizabeth is a star and I am consistently impressed by her commitment to helping us achieve the best outcomes."

"She comes with a good sense of pragmatism. She is practical while considerate of legal issues and seeks to understand the situation before coming up with advice and suggestions."

Peter Giddens (see p.215) of McMillan LLP is a well-respected trade mark lawyer with an impressive portfolio of clients including significant consumer products brands and media companies. He works out of the law firm's Toronto office.

Strengths:

"Peter Giddens is a really good lawyer."

"He has an exceptionally deep and strong knowledge base in his area."

"Peter is wonderful and a great lawyer."

Shane Hardy of Cozen O'Connor is a recognised expert in the area of Canadian trade mark law, acting for a range of leading domestic and global brands on issues ranging from prosecution to litigation.

Strengths:

"Shane Hardy is always ready to support clients."

"He is an excellent lawyer who provides sound advice. He is easy to work with too. He is effective and the advice he gives is helpful."

Catherine Lovrics heads the trade mark and copyright group at Marks & Clerk. She advises clients on IP protection and enforcement, and is also knowledgeable in merchandising programmes.

Strengths:

"Catherine is approachable and easy to communicate with. She is good at explaining complicated issues in an easy-to-understand way."

"She is very knowledgeable, practical, diligent and

responsive."

Henry Lue of Wilson Lue LLP is a recognised trademark expert in the Canadian market. He acts for an array of domestic and multinational brands on IP protection and global portfolio strategy.

Strengths:

"He is smart and knows his stuff."

"Henry is a well-respected practitioner."

Jason Markwell of Markwell LLP is an experienced Toronto-based litigator with a strong track record in life sciences patent infringement claims, notably in the pharmaceutical sector.

Strengths:

"Jason is extremely knowledgeable on very arcane matters. He is very practical and strategic."

"He has a lot of depth of experience in IP-related issues and administrative law connected to the Canadian pharmaceutical and life sciences sector. He is a seasoned practitioner in this area."

Anthony Prenol is a well-regarded intellectual property lawyer with substantial experience advising domestic and multinational clients on the licensing, commercialisation and protection of their brands. He is a founding partner of CPST

Law in Toronto.

Strengths:

"He is really practical and gives good, solid, pragmatic advice. He can distil multiple options down into information you need to know to make a decision."

"Anthony is a patent specialist as well as a general IP all-rounder, so he is very good on technical aspects."

"He is very smart."

Andrea Rush (see p.215) of Blaney McMurtry LLP is an experienced intellectual property lawyer with notable expertise in both trade mark and copyright law. She assists clients with all manner of issues including transactions, strategy and enforcement. She is based in Toronto.

Patrick Smith represents clients in IP litigation, with particular expertise in patent disputes. Based in Calgary and a founding partner of Seastone IP, he has experience acting for clients in the pharmaceutical, technology, and oil and gas sectors.

Leaders' Profiles in Intellectual Property

BERNSTEIN, Andrew E

Torys LLP, Toronto
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Featured in Intellectual Property (Nation-wide - Canada), Litigation (Ontario)

Practice Areas: Andrew helps clients involved in numerous types of disputes, including intellectual property, commercial and public law matters. A significant portion of his practice involves patents, copyright, trademarks arising in the life sciences, information technology, media and other industries. Andrew's commercial litigation practice includes considerable experience in class actions, licensing, contract and tort actions, frequently advising and defending traditional and new media clients on defamation and free expression issues. He also has a strong track record in public law matters, having acted for both public- and private-sector clients in administrative hearings, judicial reviews and constitutional law cases. Andrew is an experienced appellate lawyer. He has helped numerous clients navigate difficult appeals before the Ontario and Federal Courts of Appeal, as well as other appellate courts across the country in a wide variety of areas of substantive law, including contracts, patents, copyright, class actions, administrative and constitutional law. He has also argued several appeals before the Supreme Court of Canada.

BIENENSTOCK, Yael

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Featured in Intellectual Property (Nation-wide - Canada)

Practice Areas: Yael focuses on commercial litigation, intellectual property cases and public law matters, with broad experience in a variety of industries, including life sciences, media, oil and gas and consumer products. She has appeared as counsel in various levels of courts, including the Federal Court of Appeal, the Ontario Court of Appeal and the Supreme Court of Canada. She has particular experience in patent litigation under the Patented Medicines (Notice of Compliance) Regulations and related regulatory proceedings concerning leading drug products for international and North American pharmaceutical companies.

CHAN, Jeilah

Stikeman Elliott LLP, Toronto
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Featured in Intellectual Property (Nation-wide - Canada)

Practice Areas: Jeilah Chan is a partner in the Corporate Group. With over 20 years of experience, her practice includes all aspects of intellectual property, and litigation involving patent, trademark, contract/licensing, trade secret and copyright issues. Jeilah advises clients on IP issues arising out of M&A transactions, joint ventures, and licensing matters. She also advises

clients on advertising and labelling, and IP protection, enforcement, commercialization, and brand-building strategies.

Career: Admitted to Ontario bar, 2003

Personal: Jeilah is the author of the Intellectual Property Risk section of the Directors' Duties in Canada, 7th edition (Lexis Nexis). She is co-author of the WTR's Trademarks Litigation Guide (Canada) and WTR's Best Practice in Litigation Series: Global Perspectives. She is a guest lecturer at Osgoode Hall Law School (IP LLM) and regularly presents on advocacy and IP topics.

DALEY, Brian

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Featured in Intellectual Property (Nation-wide - Canada)

Practice Areas: Brian Daley practices intellectual property law, with a focus on patents, trademarks and litigation at the trial, appellate and Supreme Court levels. He has particular experience in regulatory matters and litigation involving mechanical, medical device and pharmaceutical patents. He worked as an engineer for four years before studying law. Mr. Daley is often retained to act as lead counsel on complex patent litigation and has been recognized as one of Canada's leading lawyers in this area. This includes patent infringement actions as well as summary proceedings under Canada's Patented Medicines (Notice of Compliance) Regulations. He has also successfully

defended damages claims brought by generic pharmaceutical companies who claim to have been kept off the market because of proceedings brought by patentees.

FAN, Edward

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Featured in Intellectual Property (Nation-wide - Canada)

Practice Areas: Edward is the practice group coordinator for the firm's Intellectual Property Group. In addition to advising on issues relating to patent procurement and portfolio management, Edward is also involved in negotiating and crafting intellectual property, technology transfer, software and other technology-related licenses and agreements. Edward is a registered patent agent in Canada and the United States and a trademark agent in Canada.

GAIKIS, Gunars

Norton Rose Fulbright, Toronto

Featured in Intellectual Property (Nation-wide - Canada)

Practice Areas: Gunars Gaikis is an intellectual property lawyer based in Toronto. He is one of Canada's most experienced life sciences intellectual property litigators, with more than 30 years of experience in the highly technical field of pharmaceutical patent, trademark and related litigation. He has appeared as lead counsel in numerous intellectual property cases before the Ontario and federal courts, as well as

the Supreme Court of Canada. He has been described as “one of the best patent litigators since the industry began,” an “IP Star” and a “Life Science Star.” Researchers comment on Gunars, who “maintains a stellar reputation in the market with sources keen to highlight some recent big victories, including in the Supreme Court of Canada.” In addition to being named a Thought Leader, Gunars is hailed as “a dean of the field who continues to receive much applause from respondents” for his “excellent work on pharmaceutical patent litigation.”

GIDDENS, Peter

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Featured in Intellectual Property (Nationwide – Canada)

Practice Areas: Peter Giddens is the Co-Leader of McMillan’s Intellectual Property Group and a Partner in the Toronto office. Peter counsels clients concerning the acquisition, clearance, management, protection, enforcement, commercialization, licensing and transfer of IP, and advises on IP and technology issues in complex acquisitions, divestitures, re-orgs and negotiated commercial transactions and in strategic disputes across a wide range of sectors. He advises clients concerning the availability of trademarks for use and registration, prepares and prosecutes trademark and copyright applications, negotiates license agreements and other agreements affecting IP rights, co-ordinates international filings and manages domestic and foreign trademark portfolios. Peter also represents clients in contentious matters such as trademark and copyright infringement proceedings, trademark opposition and expungement proceedings, and domain name disputes. He previously served as the Chair of the INTA Trademark Office Practices Committee and the INTA North American Advisory Council. Peter also sits on the CIPO TIDB Director General Advisory Committee. Peter is a past recipient of the INTA Volunteer Service Award for the advancement of trademark law and appeared before the Canadian Parliament’s House of Commons Standing Committee on Industry, Science and Technology as an expert witness concerning the Combating Counterfeit Products Act.

HALWANI, Sana

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Featured in Intellectual Property (Nationwide – Canada)

Practice Areas: Sana is Head of Lenczner Slaght’s Intellectual Property Group. As a leader in IP litigation in Canada, her practice is comprised of large, high profile and/or cross-border IP litigation. Sana is registered in both the US and Canada as a patent agent, and is a Canadian trademark agent. She has

represented clients at all levels of the Ontario and Federal courts, including the Supreme Court of Canada, and regularly provides strategic patent and regulatory advice. She also has extensive experience as part of international teams litigating large cross-border disputes. Sana is frequently invited to speak on topics in intellectual property, advocacy and diversity in the profession. Prior to entering private practice, Sana clerked for Justice Rosalie Abella of the Supreme Court of Canada. She has also held numerous volunteer leadership positions including Director and Secretary of the Writer’s Trust of Canada, President of the University of Toronto Alumni Association, and Director of the Intellectual Property Institute of Canada.

MCMAHON, Eileen M

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Featured in Cannabis Law (Nationwide – Canada), Intellectual Property (Nationwide – Canada), Life Sciences (Nationwide – Canada)

See under Life Sciences for profile.

NELLES, Michelle

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Featured in Intellectual Property (Nationwide – Canada)

Practice Areas: Michelle offers comprehensive management of trademark portfolios of large international and domestic clients, guiding in-house counsel to develop and execute cost-effective prosecution, enforcement and opposition strategies. She regularly provides clearance opinions, oppositions and enforcement advice, and her work on trademark, patent, industrial design and copyright matters extends across industries, including consumer goods, food, clothing, chemicals, pharmaceuticals and financial services. Michelle also provides strategic advice to clients on a wide variety of domain name issues, as well as initiating and responding to domain name dispute proceedings, including ICANN’s Uniform Domain-Name Dispute-Resolution Policy (UDRP), the CIRA Domain Name Dispute Resolution Policy (CDRP) and the Rapid Evaluation Service (RES). Michelle is a registered Canadian patent and trademark agent and is routinely involved in reviewing marketing and advertising materials to advise on compliance with trademark laws and regulatory regimes. She frequently gives guidance on best practices and develops training materials to support clients’ intellectual property and business priorities.

RUSH, Andrea

Blaney McMurtry LLP, Toronto

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arush@blaney.com

Featured in Intellectual Property (Nationwide – Canada)

Practice Areas: Andrea’s practice bridges branding, technology, entertainment and medical devices, representing enterprises of all sizes in copyright, trademark and design patent litigation, licensing and registration (software-music-open source-AI); –as described in Chambers (Global and Canada), WTR 1000, Best Lawyers, Lexpert and Who’s Who Legal. I am Bar certified in Ontario, Quebec, (Canada) and Massachusetts (U.S.), registered with CPATA, an active member of IPIC, INTA, CSUSA, ABA, CBA, OBA, NYSBA, BBA, MCANA, ORMTA and the Audio Engineering Society;

SANFT, Jordana

Lenczner Slaght, Toronto

416-596-1083

jsanft@litigate.com

Featured in Intellectual Property (Nationwide – Canada)

Practice Areas: Jordana is a top-notch advocate, recognized on a national and global level for her deep expertise in all areas of intellectual property law, particularly in patent and trademark disputes. Jordana is also particularly well known for her expertise in the pharmaceutical and life sciences industries, among others. She regularly acts in proceedings under the Patented Medicines (NOC) Regulations, patent impeachment and infringement actions, judicial review proceedings, and damages actions. She also works with clients concerning the protection and optimization of their intellectual property portfolios and enforcement of their intellectual property rights. Jordana has appeared as counsel in matters before the Federal Court of Appeal, Federal Court, Ontario Superior Court of Justice, and specialized tribunals. Jordana is a registered patent and trademark agent. An active member of the Intellectual Property Institute of Canada (IPIC); she was recently appointed to its Board of Directors, and is past Chair of its Annual Conference Committee. She also represents the National IP Bar as a newly appointed member of the Canadian Bar Association’s Federal Courts Bench & Bar Liaison Committee and an appointed member of The Advocates’ Society’s Artificial Intelligence Task Force.

SHAUGHNESSY, Andrew M

Torys LLP, Toronto

416.865.8171

ashaughnessy@torys.com

Featured in Intellectual Property (Nationwide – Canada)

Practice Areas: Andy is a well-known speaker and author in Canada. He is a co-author of Canadian Patent Act Annotated. He is an adjunct lecturer at the University of Toronto Faculty of Law, overseeing the school’s participation in the Harold G. Fox Intellectual Property Moot. Andy is highly active in the legal profession. He is the Outreach Officer of the Canadian Bar Association’s National IP Executive serving on the

CBA’s Court Practices Committee. He is the Secretary of the Canadian Practice Committee of the Intellectual Property Owners Association and a Member-at-Large for the Intellectual Property/Information Technology Section of the Ontario Bar Association. In the community, Andy is a writer and author of short stories and poems.

TANNER, Steven

McCarthy Tétrault LLP, Toronto

416-601-8193

stanner@mccarthy.ca

Featured in Intellectual Property (Nationwide – Canada)

Practice Areas: Steven is a partner in the Intellectual Property Litigation Group in Toronto. Focused primarily on contentious patent litigation, he has led some of Canada’s largest and most significant patent infringement actions in the pharmaceutical, telecommunications and oil & gas industries. He acts as co-lead of our firm’s oil and gas patent litigation practice, with a strong track record of successful litigation outcomes. Over the course of the past three years Steven has been involved in several high-stakes trials in the Federal Court, and several high-stakes appeals at the Federal Court of Appeal, all in patent infringement and impeachment actions.

Career: Ontario Bar, 2006

Professional Memberships:

TechLex | McCarthy Tétrault: <https://www.mccarthy.ca/en/insights/blogs/techlex>

Personal: Steven has been an active teacher and mentor throughout his career. For years, Steven was an adjunct professor at Osgoode Hall Law School where he taught patent law. He is regularly invited to speak on current issues in patent law and has actively participated in student recruitment and student events, including the Fox IP Moot. Steven has helped lead firm initiatives supporting mental health awareness, including initiatives for “Bell Let’s Talk” and to mark World Mental Health Day.

TURGEON, David

Fasken, Montréal

+1 514 397 5222

dturgeon@fasken.com

Featured in Intellectual Property (Nationwide – Canada)

Practice Areas: David Turgeon is the leader of the Global Intellectual Property group, a lawyer and a patent agent. He represents clients before different courts, protects their inventions through patents and provides strategic advice. David represents clients operating in a variety of industries, more particularly the life sciences (namely biologics), biomedical devices and manufacturing sectors.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

International Trade/WTO

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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International Trade/WTO

International Trade/WTO
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Borden Ladner Gervais LLP
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McCarthy Tétrault LLP
Band 2
Conlin Bedard LLP
McMillan LLP
Tereposky & DeRose LLP
Band 3
Dentons Canada LLP
Fasken
Norton Rose Fulbright
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Bennett Jones LLP

What the team is known for Bennett Jones is a highly regarded Canadian law firm with a well-respected and robust international trade and investment law practice. The firm offers solid capabilities in tariff classification cases and customs compliance, and also advises on trade remedy matters across a range of industry sectors, such as retail and energy. It also has substantial expertise in issues relating to the WTO and benefits from a solid bench of highly experienced non-legal consultants, including former ambassadors and senior cabinet ministers.

Strengths

"The Bennett Jones team are very knowledgeable about business models, industry-related matters and other commercial matters, which enhances their ability to represent clients in the best possible way."

"Bennett Jones provides the highest levels of service and responsiveness."

Work highlights Bennett Jones successfully defended Hyundai Steel in a Federal Court of Appeal application, challenging the termination of anti-dumping duties on certain products produced by the company by the Canada Border Services Agency.

Notable practitioners

Darrel Pearson is an extremely well-respected trade lawyer with longstanding experience in the areas of customs, tariff classification and trade duties. He is based in Toronto and he is the head of the firm's international trade and investment group. **Strengths:** "Darrel is an experienced vet-

International Trade/WTO
Leading Individuals
Band 1
Bedard Benjamin P Conlin Bedard LLP
Boscariol John McCarthy Tétrault LLP
Cochlin Christopher Cassidy Levy Kent LLP
Conlin Paul D Conlin Bedard LLP
Goldman Jesse I Borden Ladner Gervais LLP
Kanargelidis Greg Kanargelidis Global Trade (ORL) ◇ *
Kent Christopher Cassidy Levy Kent LLP
Lalonde Paul M Dentons Canada LLP
Pearson Darrel H Bennett Jones LLP
Sosnow Clifford Fasken
Tereposky Greg Tereposky & DeRose LLP
Band 2
Bazan Victoria Victoria Bazan, Barrister (ORL) ◇
Harrison Martha McCarthy Tétrault LLP
Kirby Peter Kirby Law Office Inc (ORL) ◇
Kronby Matthew Borden Ladner Gervais LLP
O'Hara Jonathan McMillan LLP *
Wagner Wendy J Gowling WLG (Canada) LLP (ORL) ◇
Band 3
Bandali Sabrina A. Bennett Jones LLP
DeRose Vincent Tereposky & DeRose LLP
Hohnstein Daniel Tereposky & DeRose LLP
Lanouette Andrew Cassidy Levy Kent LLP
Somers Greg Law Office of Greg Somers (ORL) ◇
Band 4
Fitzgerald Alison G. Norton Rose Fulbright *
Glasgow Robert McCarthy Tétrault LLP
Horwitz Jessica Bennett Jones LLP
Hughes Valerie Bennett Jones LLP
Jarosz Peter McMillan LLP *
LaFortune Gordon Woods, LaFortune LLP (ORL) ◇
Masse Martin Norton Rose Fulbright *
McLaren-Caux Marc Cassidy Levy Kent LLP
Oatway Anne-Marie Conlin Bedard LLP
Reid George Bennett Jones LLP
Shoener Jean-Guillaume Stikeman Elliott LLP (ORL) ◇
Swick Brenda Cassels Brock & Blackwell LLP (ORL) ◇
Terry John A Torys LLP (ORL) ◇ *
Up-and-coming individuals
Desjardins Stephanie Tereposky & DeRose LLP
Francis Carmen McCarthy Tétrault LLP
Lee Susana M.Y. Cassidy Levy Kent LLP
Milne Michael Cassidy Levy Kent LLP
Pellerin William McMillan LLP *
Associates to watch
Brown Erin Norton Rose Fulbright
Daniels Marissa Torys LLP (ORL) ◇
Mante Jacob Borden Ladner Gervais LLP
Page Lisa McMillan LLP *

eran who brings immense value to legal disputes." "He is the finest customs practitioner in Canada."

Toronto-based **Sabrina Bandali's** profile continues to grow in the international trade field. She is proficient across a wide range of issues, including customs advice, export controls and tariff disputes. **Strengths:** "Sabrina is a very client-friendly practitioner. She is thorough, practical and methodical in her advice and approach." **Jessica Horwitz** maintains a diverse international trade practice out of Toronto, with work ranging from trade policy advice, representation and trade remedies to customs compliance and cross-border M&A. **Strengths:** "Jessica is pragmatic and creative. She is well connected within the political sphere so she is always aware of ongoing developments." "Jessica provides thoughtful and timely advice to address dynamic and complex international trade issues." **Valerie Hughes** is a household name in the Canadian market as a WTO expert, having served on the organisation's appellate body as well as representing the Canadian government before various WTO panels. She serves as senior counsel in the firm's Ottawa office. **Strengths:** "Valerie brings a sophisticated insight into how to lay the foundation of a dispute to secure the best outcome. She has an unparalleled ability to single out the issues that are going to make or break a case and gives strategic advice on how to address them." **George Reid** is recognised for his growing reputation in the field of international trade law, with significant expertise in trade policy and international agreements. He is based in Toronto. **Strengths:** "George Reid is very responsive and has strong knowledge of customs law and international trade." "George is an excellent go-to person for all things trade compliance. He is responsive, personable, down to earth and a pleasure to work with."

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais is a national law firm with a highly respected trade remedies and WTO practice. Its lawyers are recognised for their expertise across an array of international trade matters, including customs and trade remedies, treaty negotiations and anti-corruption compliance and investigations. The group acts for an impressive roster of domestic and international clients in the steel manufacturing industry, as well as standout names in the engineering sector.

Strengths

"The BLG international trade team are sophisticated and knowledgeable trade law and policy experts. They have deep and broad knowledge of Canadian, US trade and WTO law."

"The team offers a very good mix of former govern-

ment legal advisers and high-level former negotiators at the WTO.”

Work highlights Borden Ladner Gervais represented the Alberta softwood lumber industry association in a trade dispute involving US anti-dumping and subsidy proceedings, WTO disputes settlement and NAFTA and CUSMA binational panel appeals.

Notable practitioners

Toronto-based **Jesse Goldman** wins recognition as a prominent and well-regarded trade law expert with particularly notable expertise in trade remedies and dispute. His experience includes representing a large number of foreign steel producers before the CITT. **Strengths:** “Jesse is good to work with.” **Matthew Kronby** is a very well-respected WTO and treaties expert based in Toronto. His notable practice includes trade remedy investigations and compliance. **Strengths:** “Matthew is a master of detail. He is a go-to on WTO, CUSMA and any other major trade agreement.” **Jacob Mantle** regularly assists clients on complex trade remedy, customs and compliance matters. He is also highlighted for his expertise in WTO dispute settlement trade and treaty negotiations. **Strengths:** “Jacob is an effective communicator and a very creative legal strategist.”

Cassidy Levy Kent LLP

What the team is known for Cassidy Levy Kent (CLK) is an acclaimed boutique law firm that is renowned for its activity in the trade remedies space. The Ottawa-based team advises on anti-dumping, countervailing duty and export controls across a number of key industries, including steel and manufacturing, as well as the food and dairy production sectors. Its lawyers offer additional expertise in NAFTA and other trade agreements as well as economic sanctions. CLK is particularly adept at advising on US-Canada cross-border matters with the benefit of its Washington, DC office.

Strengths

“The team at Cassidy Levy Kent are organised, knowledgeable and methodical.”

“CLK is able to handle complex and sophisticated matters in the field of international trade. It is one of Canada’s premier trade law firms.”

Work highlights Cassidy Levy Kent represented Evraz Inc. NA Canada in an expiry review concerning large diameter line pipe from China and Japan.

Notable practitioners

Christopher Cochlin is a prominent trade lawyer who is recognised for his representation of leading North American producers in petitions to the CITT, as well as advising on trade policy reform. He has particularly distinguished himself in his representation of Canadian steel industry clients. He is also active in the dairy products sector. **Strengths:** “Christopher is exceptionally knowledgeable and professional.” Leading trade lawyer **Christopher Kent** is considered an eminent figure in the Canadian trade Bar, and is particularly respected for his deep expertise in trade policy, including regulation and disputes. His significant client base spans industries including agricultural products, consumer products and energy. **Strengths:** “Christopher has great sub-

ject matter expertise.” **Andrew Lanouette** is an increasingly well-regarded Ottawa-based lawyer who wins recognition for his representation of clients in anti-dumping and countervailing duty proceedings. **Strengths:** “Andrew’s analytical capabilities are a strong asset.” “Andrew is very responsive and expert in his field. He is a real pleasure to work with.” **Marc McLaren-Caux** represents clients in trade remedy and injury investigations before the CITT. He is also well regarded for his understanding of government contracting and public procurement. He is based in Ottawa. **Strengths:** “Marc is clear in his communication and easy to deal with.” “Marc McLaren-Caux is very insightful.” **Susana Lee** is an up-and-coming practitioner highlighted for her representation of clients across the spectrum of trade issues. Her expertise includes advising on trade remedies, customs, sanctions, and export and import control matters. Ottawa-based **Michael Milne** has a strong practice, especially in anti-dumping investigations, and has had numerous appearances before the CITT. **Strengths:** “Michael is extremely responsive. He is communicative and prompt in providing feedback, which is always clear and business-friendly.”

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault offers wide-ranging expertise in the international trade arena. Frequently identified for its impressive sanctions practice, the firm also earns recognition for its skill advising on customs, transfer pricing and international trade agreements. The international trade and investment team also advises on anti-corruption compliance and enforcement. It has been engaged by a number of clients in the engineering and natural resources industries for representation before both the CBSA and CITT in anti-dumping and countervailing duty cases, and has additional notable industry expertise in the financial services and food sectors.

Strengths

“The McCarthy team have a strong ability to interpret multiple complex issues. They are always accessible and responsive.”

“The lawyers at McCarthy are responsive, thorough and experts in their fields. No matter how nuanced the issue is, McCarthy has always navigated the most difficult questions.”

Work highlights McCarthy Tétrault represented KPMG in its capacity as liquidator of Scotsburn Cooperative Services in a dispute with the CBSA relating to Scotsburn’s participation in the Duties Relief Program.

Notable practitioners

John Boscariol heads the firm’s international trade and investment department from Toronto. He is very highly rated for his expertise in sanctions, export controls and anti-corruption compliance. **Strengths:** “John is extremely knowledgeable in trade compliance issues. He knows who to contact, and what approach to take with government officials. He understands how the industry works.” “John is responsive and proactive. He is business-friendly and understands what type of advice is important for companies seeking to navigate complex regulatory requirements.” **Martha**

Harrison is a respected lawyer in Canadian trade law, with a breadth of expertise covering customs and tariff classifications advice, in addition to a strong grasp of consumer products and regulatory law. She is based in Toronto. **Strengths:** “Martha is exceptional. She delivers a responsive, thorough and thoughtful work product every time.” **Robert Glasgow** is a Toronto-based lawyer with significant experience representing clients before the CITT in a range of different contexts, including trade policy reviews and contract challenges. Glasgow has also acted for his clients before the Federal Court and the Federal Court of Appeal. **Strengths:** “Robert is always very supportive and provides good information to support the case. He reacts in time to solve problems.” “Robert is a very effective litigator.” **Carmen Francis** is an up-and-coming partner in Toronto. She has particularly strong experience assisting with trade compliance and disputes.

Band 2

Conlin Bedard LLP

What the team is known for Conlin Bedard is a distinguished international trade boutique, sought after for its in-depth expertise in trade remedies. The Ottawa-headquartered firm is well known for its knowledge of anti-dumping and countervailing duty issues, and has been particularly active for Canadian steel companies and industry associations seeking safeguard relief. Its lawyers offer additional expertise in customs, export controls, sanctions and treaty matters, including WTO disputes. The firm also leverages its strength in public procurement when handling trade mandates.

Strengths

“The Conlin Bedard legal team is very responsive to client needs and requests but is also proactive in monitoring market developments and seeking updates from its clients.”

“Conlin Bedard has consistently demonstrated an exceptional ability to handle complex and sophisticated matters. The firm’s attorneys showcase impressive analytical skills, strategic thinking and a meticulous attention to detail, allowing them to effectively tackle even the most challenging legal complexities.”

Work highlights Conlin Bedard represented a coalition of decorative plywood producers in an anti-dumping and countervailing duty proceeding in respect of imports from China.

Notable practitioners

Ottawa-based **Benjamin Bedard** is a leading lawyer in the trade remedies field, with an impressive track record of representing clients before the CITT. His prestigious client list features various prominent global names in the steel production industry. **Strengths:** “Benjamin provides timely, responsive and practical client service.” **Paul Conlin** continues to be widely recognised as an authority in trade policy and disputes, acting for an excellent portfolio of essential domestic producers and exporters. He is based in Ottawa and has excellent experience dealing with cross-border mandates. **Strengths:** “Paul’s dedication to ensuring client satisfaction is evident in his

attentive and proactive approach. He consistently goes above and beyond to address client needs, promptly responding to enquiries and providing regular updates on case progress." **Anne-Marie Oatway** has represented major names from across the Canadian manufacturing sector in trade investigations before the CITT. She has played a significant role in recent government reviews of trade policy and the steel industry. **Strengths:** "Anne-Marie is extremely precise and convincing."

McMillan LLP

What the team is known for McMillan is highly regarded for its longstanding trade remedies practice. The firm's international trade group also assists domestic and international companies with anti-corruption, customs and WTO matters and advises on trade issues arising in the context of M&A, such as compliance. Its expertise straddles a wide range of sectors including technology, manufacturing and natural resources, and its lawyers continue to play an active role in governmental trade policy review.

Strengths

"The McMillan team are responsive, friendly and helpful."

Work highlights McMillan acted for Tenaris in two anti-dumping and countervailing duty reinvestigations before the Canada Border Services Agency, aiming to stop an unprecedented volume of almost CAD400 million of low-priced Chinese imports into the Canadian market during 2022.

Notable practitioners

Jonathan O'Hara (see p.221) is rated highly by peers as both an expert in trade policy and an advocate in trade disputes, playing a key role in several major cases conducted by the CITT and CBSA. He is based in Ottawa. **Strengths:** "Jonathan always delivers high-quality advice in a timely manner." **Peter Jarosz** (see p.221) is a well-regarded practitioner in the international trade space, who leverages his experience as counsel to the CITT in his practice. He focuses primarily on anti-dumping, countervailing and safeguards, and his practice extends to assisting clients on matters relating to import and export compliance. **Strengths:** "Peter is a very good trade remedy lawyer." **William Pellerin** (see p.221) is an up-and-coming practitioner highlighted for his expertise in litigating trade remedy matters before the CITT and CBSA. **Strengths:** "William's guidance on complex situations is easy to understand and easy to apply. His experience and insight are valued and well sought after." "William is well versed in both law and practice. He lays out all options available, then leads his client to the best solution." "William has proven to be invaluable. Regardless of the complexity of the question at hand, his thorough analysis and attention to details always allows him to provide extremely insightful and innovative advice."

Lisa Page (see p.221) is noted for her expertise in supporting clients across a variety of industries on trade remedy issues.

Tereposky & DeRose LLP

What the team is known for Tereposky & DeRose is a dynamic boutique law firm that offers specialist expertise in a range of international trade law and procurement matters. Typically sought out by both domestic and international clients, the firm advises on economic sanctions, WTO proceedings, trade policy and agreements. The Ottawa-based team enjoys an excellent reputation among domestic producers and government bodies, and has an impressive track record of advising foreign governments.

Strengths

"The Tereposky & DeRose team are very responsive and revert back very quickly."

"Tereposky & DeRose have been extremely capable and responsive. The team offer significant subject matter expertise and they are very easy to work with."

Work highlights Tereposky & DeRose represented the Government of Australia, Department of Foreign Affairs and Trade in a WTO dispute against the Government of the People's Republic of China concerning measures maintained by China on barley imports from Australia.

Notable practitioners

Greg Tereposky is regarded as a pre-eminent practitioner and is famed for his understanding of trade policy and the WTO. Throughout his distinguished career he has represented a myriad impressive clients, from domestic producers and trade associations to foreign governments. **Strengths:** "Greg is a highly analytical and effective trade lawyer." **Vincent DeRose** has broad experience covering sanctions, export controls and trade remedies, as well as a particularly strong reputation advising clients in the defence and security sector. He is also a well-established procurement law expert. **Strengths:** "Vincent is very responsive, sets the right expectations, and provides all possible and very practical options to solve the client's problem." "You feel in good hands with Vincent. He is knowledgeable and experienced." **Daniel Hohnstein** is frequently engaged for advice on trade policy and representation in disputes, including before the WTO. He has assisted both major domestic and international manufacturers, as well as foreign governments. **Strengths:** "Daniel is an effective litigator and advocate who leaves no stone unturned for his client." "Daniel is a thorough and knowledgeable coordinator on Canadian trade regulations." **Stephanie Desjardins** is an up-and-coming partner with commendable experience in international trade disputes, including anti-dumping and countervailing duty proceedings. **Strengths:** "Stephanie is exceptional in terms of written work product. She is very easy to work with."

Band 3

Dentons Canada LLP

What the team is known for Dentons is an international law firm with a strong international trade, WTO and customs practice in Canada. The group is well versed in a range of trade matters including customs and trade remedies, and is increasingly active advising on sanctions and export controls.

The lawyers also assist with anti-corruption compliance issues and possess notable experience advising defence sector clients and government entities, as well as major names in the automotive, aviation, energy and manufacturing sectors. Clients benefit from access to the firm's global network and from its complementary government affairs and public policy group.

Strengths

"Dentons has a very deep team."

"The Dentons group is terrific in this space and operates with great strength."

Work highlights Dentons advised Motorola Solutions on trade and export compliance due diligence on three M&A transactions.

Notable practitioners

Toronto-based **Paul Lalonde** enjoys an excellent reputation in the field of international trade, and is renowned for his breadth of expertise in the space, particularly in matters involving trade policy, export controls and sanctions. **Strengths:** "Paul Lalonde is exceptional, particularly considering the timeliness of his responses, his command of relevant topics, his insight into international affairs and the pragmatism of his advice." "Paul Lalonde is a very effective litigator. He has a uncanny ability to get and sense the issues in the case and focus on them."

Fasken

What the team is known for Fasken possesses a diverse international trade practice, with experience handling customs, supply chain, sanctions and export control issues. The Canadian trade and customs law team is notably active on contentious matters before the CITT and CBSA, as well as anti-bribery and corruption compliance. The firm maintains deep government relations expertise, with experience at a broad range of levels including foreign relations and global trade policy.

Strengths

"Fasken are extremely attentive, efficient and aware of current developments."

"Fasken met all expectations and deadlines, and offered thorough analysis and excellent client service."

Work highlights Fasken represented Thales DIS Canada in a judicial review before the Ontario Divisional Court, in respect of a procurement decision.

Notable practitioners

Clifford Sosnow leverages an immense depth of experience, both in government and as a private practitioner, to assist clients with a range of trade queries and issues. He is based between the firm's Toronto and Ottawa offices. **Strengths:** "Clifford is excellent to work with. He is very thorough and responsive." "Clifford is very knowledgeable."

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is an international firm with a busy Ottawa-based international trade group. The team offers notable experience of trade remedy law, economic sanctions and anti-corruption investigations, as well as expertise in other areas. The firm is well placed to advise both international and Canadian clients across various sectors, including construction and engineering.

Strengths

"The team at Norton Rose display strong technical knowledge and are able to effectively communicate the issues associated with matters."

Work highlights Norton Rose Fulbright represented Suco Can Sourcing in an appeal before the Canadian International Trade Tribunal disputing a decision of the Canada Border Services Agency to impose anti-dumping duties on certain imported sugar.

Notable practitioners

Alison Fitzgerald (see p.221)'s practice focuses on international arbitration and international trade and investment. She represents clients in trade remedy proceedings and regularly advises clients on treaty interpretation and regulatory matters, such as economic sanctions, export controls and business ethics/anti-corruption. Fitzgerald is based in Ottawa. **Strengths:** *"Alison is very dedicated. She has an extraordinary capacity to grasp complex issues and delivers results."* Ottawa-based **Martin Masse** (see p.221) wins respect for his significant prowess in regulatory compliance across a number of areas, particularly trade, procurement and foreign investment. **Strengths:** *"Martin is highly respected."* **Erin Brown** regularly assists clients on complex regulatory matters. Her expertise extends to advising on international trade litigation, customs, exports and import control issues. **Strengths:** *"Erin is a super well-versed lawyer."*

Other Ranked Lawyers

Toronto-based **Victoria Bazan** impresses for her solid track record in international trade inquiries and disputes, with considerable experience representing foreign producers before the CITT and CBSA.

Marissa Daniels of Torys LLP is highlighted for her expertise in representing financial service clients in complex economic sanction issues.

Strengths:

"Marissa is always available and willing to help."

Greg Kanargelidis (see p.221) of Kanargelidis Global Trade & Customs Law is distinguished for his broad practice in international trade, with standout expertise in customs audits and investigations.

Strengths:

"Greg is great to deal with. He is helpful, available and has very good experience. His work is excellent."

Montréal-based **Peter Kirby** acts on an array of issues including customs reviews, as well as providing a significant amount of federal and provincial trade compliance advice.

Ottawa-based **Gordon LaFortune** of Woods, LaFortune LLP has significant advocacy experience, representing clients under an array of international agreements including USMCA and GATT. Montréal-based **Jean-Guillaume Shooner** of Stikeman Elliott LLP is recognised for his dual expertise in trade and tax law, assisting with issues ranging from CITT submissions to Customs Act compliance and indirect tax.

Strengths:

"Jean-Guillaume is a high-calibre lawyer. He is extremely knowledgeable."

Greg Somers is a well-established authority on international trade, with a particularly strong reputation in the areas of customs, tariff classification and indirect tax. He is based in Toronto.

Brenda Swick of Cassels Brock & Blackwell LLP provides sanctions and export controls compliance advice, as well as strong competency in trade disputes. She is based in the firm's Toronto office.

Strengths:

"Brenda offers strong practical advice."

Toronto-based **John Terry** (see p.27) of Torys LLP is highly regarded for his practice emphasis on alternative dispute resolution, playing a prominent role in a range of investor-state arbitration proceedings.

Strengths:

"John is outstanding."

Wendy Wagner of Gowling WLG (Canada) LLP has broad international trade expertise that includes a strong knowledge of Canadian customs and duties law and trade compliance mandates, as well as experience representing clients before the CITT. She is based in Ottawa.

Strengths:

"Wendy is a very knowledgeable and experienced export control and sanctions lawyer."

"Wendy is a wonderful practitioner; she is savvy and business-oriented. She is great to work with."

Leaders' Profiles in International Trade/WTO

FITZGERALD, Alison G.

Norton Rose Fulbright, Ottawa

Featured in International Trade (Nationwide - Canada)

Practice Areas: Alison FitzGerald's practice focuses on international arbitration and international trade and investment. She also regularly advises clients on regulatory matters such as economic sanctions, export controls and business ethics / anti-corruption, and represents clients in domestic and constitutional litigation. Ms. FitzGerald's arbitration practice includes experience as counsel and tribunal secretary in international ad hoc arbitrations and arbitrations administered under the auspices of major arbitral institutions. Ms. FitzGerald has also acted as counsel in domestic commercial arbitrations under the Commercial Arbitration Code and the domestic and international commercial arbitration acts of several provinces. In the course of her arbitration work Ms. FitzGerald has gained knowledge and depth of experience in a number of industry sectors, including upstream oil and gas, construction, infrastructure, mining, natural resources, aerospace / defence procurement, software licensing, railways, and chemicals. Ms. FitzGerald has leveraged her background in public international law and constitutional law to advise and represent clients in complex cases involving potential human rights abuses under international law in connection with foreign operations, and both prosecuting and defending claims under the Canadian Charter of Rights and Freedoms. Ms. FitzGerald has appeared before the Federal Courts of Canada, the Ontario Superior Court of Justice, the Ontario Court of Appeal, and the Supreme Court of Canada in domestic proceedings. She has also appeared before the Canada Border Services Agency and Canadian International Trade Tribunal in trade remedy proceedings.

JAROSZ, Peter

McMillan LLP, Ottawa

613.691.6145

peter.jarosz@mcmillan.ca

Featured in International Trade (Nationwide - Canada)

Practice Areas: Peter Jarosz has over 25 years of international trade law experience. His practice focuses on anti-dumping, countervailing (anti-subsidy) and safeguards. He assists clients on matters relating to import/export compliance, including export controls, defence production and controlled goods, customs duties (tariff classification, value for duty and rules of origin), and Canada-United States-Mexico

Agreement (CUSMA) issues. His work in this space is enhanced by his experience from 2015 until early 2021 as legal counsel to the Canadian International Trade Tribunal, the independent quasi-judicial body that administers and adjudicates international and Canadian rules that govern trade.

KANARGELIDIS, Greg

Kanargelidis Global Trade & Customs Law, Toronto

416.624.5182

greg@gregklaw.com

Featured in International Trade (Nationwide - Canada)

Practice Areas: Greg is an expert in customs, international trade, and commodity tax law. For more details see Career section.

Career: Greg opened his own law practice in 2022 after a career of over 33 years at a large full-service firm, the last 26 as partner and head of the firm's International Trade Group. Greg regularly represents clients with respect to cross-border trade issues, including compliance with international trade agreements (e.g., USMCA/CUSMA, CETA, CPTPP, WTO), export/import controls, and economic sanctions. Greg has substantial experience in, and regularly assists clients with, trade remedy matters, including antidumping/anti-subsidy investigations and appeals, as well as safeguards inquiries. Greg has expertise in all areas of customs law including tariff classification, valuation, rules of origin, marking rules, seizures, administrative monetary penalties, and voluntary disclosures. He also assists clients with respect to planning, compliance, and appeals involving GST/HST, excise levies, and other commodity taxes.

Professional Memberships: Greg has served as Chair, CBA's Commodity Tax, Customs, and Trade Section, Co-Chair, Customs Law Committee of the ABA's International Law Section, Chair, OBA's International Law Section; and board member, IE Canada. Greg is a member of the CITT Advisory Committee and of the CBSA's BCCC Trade Compliance and Recourse Subcommittee.

MASSE, Martin

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martin.masse@nortonrosefulbright.com

Featured in International Trade (Nationwide - Canada)

Practice Areas: Martin Masse provides timely and practical advice to clients on a range of federal regulatory matters. His practice focuses on competition/antitrust law, international trade law and procurement/anti-corruption

matters. He has advised clients on a variety of competition law matters, including merger controls and Investment Canada Act clearance for domestic and international mergers. Mr. Masse has represented clients in criminal cartel and bid-rigging investigations, including obtaining immunity and leniency treatment from the Bureau. He has assisted clients in retail price maintenance and abuse of dominance investigations. He has also handled competition law-related civil class action matters. In international trade matters, Mr. Masse is recognized as a Canadian leader in the field. He has represented clients in anti-dumping and subsidy matters before the Canada Border Services Agency and the Canadian International Trade Tribunal (CITT). He regularly advises on trade treaty compliance and counsels clients regarding export controls, economic sanctions and customs.

O'HARA, Jonathan

McMillan LLP, Ottawa

613.691.6176

jonathan.ohara@mcmillan.ca

Featured in International Trade (Nationwide - Canada)

Practice Areas: Jonathan is an experienced and effective international trade practitioner. His expertise is often called upon in trade disputes, CBSA audits, large M&As and daily operations. Clients value Jonathan's help navigating the many complex aspects of Canada's trade regime, including trade remedies, import/export controls, sanctions, tariffs and all manner of trade compliance issues. Jonathan has appeared in dozens of cases before the Canadian International Trade Tribunal, including on anti-dumping/countervail, customs and government procurement matters. Jonathan has challenged and defended numerous trade-related government and administrative tribunal actions through judicial review in the Federal Courts.

PAGE, Lisa

McMillan LLP, Ottawa

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Featured in International Trade (Nationwide - Canada)

Practice Areas: Lisa Page practises international trade law, specializing in antidumping and countervailing duty trade remedy cases before the Canadian International Trade Tribunal and the Canada Border Services Agency. She represents domestic producer, importer and foreign producer clients in complex original investigation, expiry review, re-investigation, normal value review and injury inquiry proceedings. Lisa provides strategic advice to leading

businesses and different levels of government in diverse international trade areas including in customs, import and export controls, economic sanctions and government contracting issues. She assists clients in designing and implementing compliance programs for product and supply chain regulation to meet international and domestic requirements. Lisa advises clients in a range of industries, including oil and gas, manufacturing, technology and retail. She has written and presented extensively on the emerging policy and legal issues related to the implementation of border carbon adjustments in Canada and internationally.

PELLERIN, William

McMillan LLP, Ottawa

(613) 231-3191

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Featured in International Trade (Nationwide - Canada)

Practice Areas: William Pellerin has extensive experience litigating and advising on international trade law matters and disputes. He is among the very few lawyers in private practice in Canada to have argued before the WTO Appellate Body and dispute settlement panels. He frequently litigates trade remedy matters and advises clients with respect to trade and customs compliance. William has a thorough understanding of international trade policy and government processes. In 2022, he actively represented clients before the CBSA in 16 separate normal value reviews or re-investigations, a market-leading level of activity in Canada. William is co-leader of McMillan's Sanctions Speciality Niche, where he leads one of Canada's most active economic sanctions practices. He is also at the forefront of Canadian regulations relating to supply chains and forced labour. As former Deputy Director, Trade Remedies and North America Trade with Global Affairs Canada, William oversaw and coordinated Canada's response to international trade disputes and appeals. In his prior role as counsel to the Government of Canada's Trade Law Bureau, William litigated for Canada in its challenge to the United States' imposition of duties on softwood lumber from Canada, one of the largest trade disputes in the world.

TERRY, John A

Torys LLP, Toronto

416.865.8245

jterry@torys.com

Featured in International Trade (Nationwide - Canada), Dispute Resolution (Nationwide - Canada)

See under Arbitration & Mediation for profile.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Investment Funds

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

Contents:

- Investment Funds p.223
- REITs p.227
- Leading Individuals p.229

Investment Funds

Investment Funds	Investment Funds: Fund Formation
Leading Firms	Leading Firms
Band 1	Band 1
Borden Ladner Gervais LLP	Davies Ward Phillips & Vineberg LLP
Osler, Hoskin & Harcourt LLP	Osler, Hoskin & Harcourt LLP
Band 2	Torys LLP
Blake, Cassels & Graydon LLP	Band 2
Fasken	McCarthy Tétrault LLP
McCarthy Tétrault LLP	Stikeman Elliott LLP
Stikeman Elliott LLP	Band 3
Torys LLP	Goodmans LLP
Band 3	Gowling WLG (Canada) LLP
Gowling WLG (Canada) LLP	Senior Statespeople & Eminent Practitioners
Bennett Jones LLP	Senior Statespeople: distinguished older partners
Leading Individuals	Matlow David J. Goodmans LLP
Band 1	Eminent Practitioners
Aziz Andrew W. Osler, Hoskin & Harcourt LLP	Basra Sarbjit. Davies Ward Phillips & Vineberg LLP*
Black John A. Osler, Hoskin & Harcourt LLP	Leading Individuals
Glass Jeff. Blake, Cassels & Graydon LLP	Band 1
McGrade Lynn. Borden Ladner Gervais LLP	Barry Patrick. Davies Ward Phillips & Vineberg LLP*
Band 2	Jamison Brooke. Davies Ward Phillips & Vineberg LLP
Armstrong Andrew. McCarthy Tétrault LLP	Koziskie Cameron. Torys LLP*
d'Anglejan-Chatillon Alix. Stikeman Elliott LLP	Band 2
Fuller Kathryn. Borden Ladner Gervais LLP	Aziz Andrew W. Osler, Hoskin & Harcourt LLP
Kruk John. Fasken	Black John A. Osler, Hoskin & Harcourt LLP
McGrath Shevaun. McCarthy Tétrault LLP	Elliott Jeffrey. Stikeman Elliott LLP
Sadler Sean D. McCarthy Tétrault LLP	Gotfrit Shannon. Torys LLP*
Band 3	Kwasniewski Bernard. Mintz (ORL) ◇
Aggarwal Anil. Fasken	McGrath Shevaun. McCarthy Tétrault LLP
Bacic Mia. Bennett Jones LLP	Band 3
Brais François. Fasken	Baron Timothy A. Davies Ward Phillips & Vineberg LLP*
Brooks Jason. Borden Ladner Gervais LLP	Becker Jamie. McCarthy Tétrault LLP
Cowdery Rebecca. Borden Ladner Gervais LLP	Foster Garth. Fasken
Derk Carol. Borden Ladner Gervais LLP	Harle Kim. Blake, Cassels & Graydon LLP
Gotfrit Shannon. Torys LLP*	James Alan. Gowling WLG (Canada) LLP
McCullough Jonathan. Bennett Jones LLP	Kuretzy Joshua. Davies Ward Phillips & Vineberg LLP*
McLean Stacy. Blake, Cassels & Graydon LLP	Laflamme Mathieu. McCarthy Tétrault LLP
Struthers Sonia J. McCarthy Tétrault LLP	McCullough Jonathan. Bennett Jones LLP
Thiele Prema. Borden Ladner Gervais LLP	Up-and-coming individuals
Up-and-coming individuals	Elharrar Sarah. Davies Ward Phillips & Vineberg LLP*
Cymbalisy Shawn. Osler, Hoskin & Harcourt LLP	Knutel Norbert. Blake, Cassels & Graydon LLP
Dylke Elizabeth. Bennett Jones LLP	Lotay Roma. Borden Ladner Gervais LLP
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Blakes are never a bottleneck for getting work done. They move at our speed.”

“Blakes are excellent. They stand shoulder to shoulder with us when resolving issues.”

“The team is very strong at handling complex and sophisticated matters, and always has resources that it can pull in from other areas of the firm as necessary.”

“Blakes are always up to date on what is commercial and standard and will advise as such. They are obviously very aware of the industry and what is going on in the market.”

Work highlights Blake, Cassels & Graydon advised the Royal Bank of Canada on its acquisition of HSBC Canada, valued at CAD15 billion, which included investment fund and investment fund manager regulatory matters.

Notable practitioners

Toronto-based **Jeff Glass** has an excellent reputation in the investment fund field. **Strengths:** “Jeff is a very talented lawyer who focuses on finding pathways to getting things done.” “Jeff is a tremendous resource and a strong partner to us.”

Toronto-based **Kim Harle** has a notable funds practice and frequently advises clients on investments, formation of funds and other transactional mandates. **Strengths:** “Kim is a fantastic lawyer and team manager. She leads extremely well and I know that when she has carriage of a file there is nothing to worry about.” “Kim is commercial, business-minded and flexible, and she is able to anticipate, predict and solve issues often before others are aware they exist on the most complex of files. Her client service is excellent and she always delivers.” “Kim is exceptionally thorough, responsive, reliable and efficient.”

Toronto-based **Stacy McLean** is noted for her representation of clients in a broad range of M&A and securities regulatory matters. She also assists clients with fund-related class action proceedings. **Strengths:** “Stacy is incredibly bright, confident and knowledgeable. She is abreast of the ever-evolving matters pertaining to our industry and she advises us in a strategic and practical manner.” “Stacy has advised us on a number of complex matters and has always shown her ability to consider commercial awareness alongside regulatory requirements.” “Stacy is excellent to work with. She is very knowledgeable, responsive and provides a high service level.”

Norbert Knutel has a growing reputation for his fund formation work in the Toronto market. **Strengths:** “Norbert Knutel has a broad experience in funds and is also very knowledgeable of trends on the business side of things.” “Norbert is an excellent lawyer and a strong partner. He thinks about the

The editorial is in alphabetical order by firm name.

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon operates a wide-ranging investment funds practice with notable expertise in ETFs, closed-end and mutual funds. The investment

products and asset management team is also noted for advising sponsors on launching Canadian SPACs. Its lawyers represent asset managers, established financial institutions and overseas banks. The group demonstrates significant experience in structuring domestic and cross-border funds, offering additional guidance on the capital markets and tax aspects of fund matters.

Strengths

“We often need a high degree of urgency, and

legal issues but also the practical challenges of our asset management business.”

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais operates a market-leading investment fund practice widely praised for its mutual funds expertise and provision of regulatory support. The group also advises on ETFs and open-ended fund matters, acting for a diverse range of clients including banks, dealers and fund managers. It has a strong track record of assisting international investors with debut matters in the Canadian funds market, and maintains an impressive bench of highly experienced practitioners across the key markets of Toronto, Montréal and Vancouver.

Strengths

“They have the deepest bench, understand the Canadian landscape and are able to handle complex and sophisticated matters.”

“Borden Ladner Gervais are responsive and client-focused. They also stand out by providing ongoing continuing legal education seminars focused on investment management.”

“BLG is the go-to firm for us when we want to get market colour on commercial matters in Canada.”

“I’m always confident that BLG will have the necessary expertise across different areas as matters develop. The team’s advice also takes into account commercial challenges and how others have addressed similar issues.”

“BLG are always proactive and timely in providing support to our business. They are game changers in the market and we have worked with them to create unique, industry-leading solutions.”

Work highlights Borden Ladner Gervais advised BMO Investments on the creation and public offering of three funds, managed by ARK Investment Management and offering both ETF and mutual funds versions of its securities.

Notable practitioners

Toronto-based **Lynn McGrade** is frequently sought after for her advice on a variety of fund structures, and receives particular praise for her expertise in mutual funds. **Strengths:** “Lynn McGrade is our senior partner and is valued for her industry experience and awareness.” “Lynn is the best of the best. In addition to having strong technical legal skills, she is very creative and understands the funds business. She would raise things that we haven’t thought of ourselves.” “Lynn is practical and wise, and draws upon her decades of experience to provide timely, helpful and valuable legal advice. She understands when matters are urgent and require more attention, and would prioritise those matters despite her heavy workload. In addition to her excellent technical and analytical skills, she is personable and a pleasure to work with.” Toronto-based **Kathryn Fuller** assists fund managers with a broad range of fund-related issues, including funds M&A. **Strengths:** “Kathryn has been supporting our business for a long time and has demonstrated a deep understanding of the investment funds and asset management industry as well as current and emerging regulatory challenges. I have found her advice to be thoughtful, relevant and pragmatic.” “Kathryn has a strong understanding of the investment management

business. She is very responsible and provides a high level of client service.” “Kathryn is wonderful. She is knowledgeable and personable and has deep subject matter expertise.” Vancouver-based **Jason Brooks** has a broad investment management practice that includes advising on the formation, management and operation of funds. **Strengths:** “Jason is a great guy who is very active and has a strong practice.” Toronto-based **Rebecca Cowdery** is highlighted for her experienced handling of compliance and corporate governance issues. **Strengths:** “Rebecca is a long-standing practitioner who is knowledgeable and a pleasure to work with.” **Carol Derk** is sought after for her expertise in the digital assets sphere. She has notable experience providing counsel on launches and novel fund structures. Toronto-based **Prema Thiele** advises on an array of fund M&A and regulation issues. **Strengths:** “Prema Thiele is extremely knowledgeable in the areas of investment management and Canadian securities laws. She will make herself readily available and is always extremely responsive, professional and helpful.” **Roma Lotay** is a Toronto-based lawyer with a burgeoning practice in the investment funds space. She frequently assists clients with the formation and private offering of funds and is highly adept at advising on ESG strategy and a myriad of securities regulatory issues. **Strengths:** “Roma brings an insightful and practical mindset to investment fund work.” “Roma has a strong background in investment management law. She is responsive, produces excellent work product and is on top of regulatory developments in the area.”

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg operates a highly regarded team acting on fund formation and restructuring mandates, with notable experience representing large buyout and infrastructure funds. The group advises on a wide range of deals, including both mid-market and high-end transactions. The practitioners are also active on real estate and pension fund mandates, in addition to private equity and hedge fund work. The lawyers in Toronto and Montréal regularly work alongside the firm’s New York office to provide advice on cross-border mandates. The team has particular strength acting on the sponsor side of private equity fund formations.

Strengths

“The firm possesses strong technical knowledge and willingness to work on bespoke structures.”

“Davies is among the very strongest fund formation teams in Canada.”

“They are experts in their field and completely understand what is standard in the marketplace, which is a significant commercial value-add.”

“Davies has a significant amount of breadth with subject matter experts in practically any niche topic and is able to provide a full suite of insights and offerings to handle complex matters.”

Work highlights Davies advised TriWest on the formation of its TriWest Capital Partners VI fund.

Notable practitioners

Sarbjit Basra (see p.229) serves as the managing partner of the firm in Toronto as well as being co-head of its investment funds practice.

Strengths: “Sarbjit Basra is an excellent practitioner with considerable experience and creativity to help bridge gaps.” “Sarbjit is a terrific lawyer who inspires a lot of respect.” **Patrick Barry** (see p.229) has a great depth of experience assisting clients with the formation of funds. Based in Toronto, he co-chairs the firm’s private equity, hedge funds and venture capital department. **Strengths:** “Patrick Barry is a very balanced individual with great insights who has been our relationship contact for many years.” “Pat is capable, measured and even-keeled. He can handle a lot of situations and there is not much that he hasn’t come across. When he gives advice, you can be sure he is confident, and that is very valuable.” Toronto-based **Brooke Jamison** is a standout practitioner who is well regarded for her understanding of the fund formation space. **Strengths:** “Brooke Jamison is an excellent lawyer who is extremely knowledgeable of fund formation issues. She is also practical and able to cut through the numerous issues to focus on those that matter to a business.” “Brooke is fantastic to work with. She is sophisticated, thoughtful and balanced, as well as highly reliable and responsive.” “We have worked with Brooke for many years and want to continue working with her. She is extremely strong and delivers a fantastic service.” **Timothy Baron** (see p.229) is held in high regard in the market. He advises a wide spectrum of clients on a range of matters including structuring issues and fund launches. **Strengths:** “Timothy Baron has expertise in investment funds specific to hedge funds, which is a unique skill set to find in Canada. He really understands what we need and what impacts a hedge fund; he knows the answer when you call him.” “Tim is knowledgeable and a pleasure to work with.” “Tim is terrific on all fronts.” **Joshua Kuretzky** (see p.229) is a Toronto-based lawyer who regularly assists clients with the formation of private equity funds. **Strengths:** “Josh has significant experience working on complex engagements and has great client service skills.” “Joshua Kuretzky offers excellent legal skills, service delivery and understanding of the market.” **Sarah Elharrar** (see p.229) is a recent partner who regularly assists clients with fund formation mandates. She is based in Toronto. **Strengths:** “Sarah Elharrar is very strong and delivers extremely high-quality work. We want to keep working with her.”

Fasken

What the team is known for Fasken is an international law firm with a strong presence in both Toronto and Montréal, from where its lawyers advise on investment fund structures and support clients in regulatory and compliance matters. The investment management department is noted for its significant representation of mutual fund managers, as well as ETFs, private equity and closed-end funds. It provides advice on M&A transactions involving investment funds, in addition to matters of corporate governance and fund regulatory work.

Strengths

“With Fasken, you always feel that you are the team’s priority, and the response time on questions or comments is very fast.”

“Fasken are responsive and very agile. They are able to prioritise files and turn around documenta-

tion quickly when required.”

“The Fasken team has extensive knowledge of investment funds from a legal perspective and beyond.”

“The law firm combined strong leadership from partners with excellent clerical support.”

Work highlights Fasken advised L'Oréal as anchor investor of a EUR50 million investment into Circular Innovation Fund, an ESG-focused fund managed by Cycle Capital and Demeter Investment Managers.

Notable practitioners

Toronto-based **John Kruk** is an experienced lawyer who is well versed in assisting with the management of investment products. He frequently advises clients on mutual fund structures and compliance matters. **Strengths:** “John always provides a high level of practical service and expertise, and is very client-focused. His pragmatic approach to matters is also highly appreciated.”

“John is truly exceptional, and my job would be impossible without his constant assistance, guidance and support.” Toronto-based **Anil Aggarwal**

is highly regarded for the representation of both public and private funds. **Strengths:** “Anil is a good lawyer who brings about fruitful and productive interactions.”

Montréal-based **François Brais** is especially noted for his grasp of fund regulatory issues. He has further experience providing counsel on complex acquisitions. **Strengths:**

“François is a respected lawyer and a pleasure to work with.” Toronto-based **Garth Foster** is highly

thought of in the fund formation space, having assisted with numerous private equity and hedge fund launches. **Strengths:** “Garth is an insightful resource with breadth and depth of experience.”

“Garth is our go-to lawyer.”

Goodmans LLP

What the team is known for Goodmans is a Toronto law firm with a compact investment funds practice that is acknowledged for its representation of domestic and cross-border private equity and pension funds. The team wins recognition for its experience in the private equity secondary market and has considerable experience in the structuring and formation of funds.

Strengths

“Goodmans has a deep bench of top-notch investment management lawyers.”

“Goodmans have a good practice and are easy to work with.”

Work highlights Goodmans assisted Vision Capital Corporation with the formation of its private funds, valued at an aggregate of more than CAD1 billion, as well as advising the client on its cooperation agreement with First Capital REIT.

Notable practitioners

David Matlow is a Toronto-based lawyer who maintains a longstanding reputation in the fund formation space. **Strengths:** “David Matlow is an incredible resource.”

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG is held in high regard for its investment fund team's ability to handle a diverse range of issues, including acquisitions, financings and formations. The practitioners demonstrate notable strength

in the infrastructure and real estate space. The group has further experience providing counsel on matters related to venture capital funds and pension funds, among others.

Strengths

“Gowlings provide effective, real-world business law advice that is very cost-effective and value-added for our business.”

“The team are very productive and innovative, and able to complete, at high quality, significant amounts of transactions.”

“The partners at Gowlings are seasoned lawyers, and their associates are very responsive and experienced.”

Work highlights Gowling WLG advised Fiera Real Estate on a roll-in transaction concerning the sale and transfer of roughly CAD260 million of real estate assets from its GPM 12 closed-end fund to its open-end FRE Industrial Fund.

Notable practitioners

Toronto-based **Alan James** is especially experienced in the formation of infrastructure and venture capital funds.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault operates a high-quality investment funds practice with a strong track record of representing clients in connection with closed-end funds. The firm also advises on open-end funds, derivatives and ETF mandates, and supports clients with regulatory and compliance expertise. The lawyers are noted for their strong grasp of the regulations governing Canadian investment funds and demonstrate further expertise in secondary investments and fund formation.

Strengths “They provide sophisticated advice on complex, novel matters.”

“Key partners have always been reachable on short notice, especially during live deals.”

“They are able to manage negotiations with ease and are very knowledgeable about market practices. They are very user-friendly.”

“McCarthy's are able to identify the risks but also comment on the practical and commercial perspective.”

Work highlights McCarthy Tétrault advised SOFIAC on its nationwide expansion and the connected onboarding of Desjardins via investments by Desjardins Group Pension Plan, Desjardins Financial Security and DGAM Global Private Infrastructure Fund II.

Notable practitioners **Andrew Armstrong** is a Toronto-based lawyer who advises on matters concerning mutual funds and mortgage funds, and is especially highly regarded for his expertise in closed-end funds. **Strengths:**

“Our firm relies heavily on Andrew Armstrong for legal advice to advance many of our initiatives and transactions.” “I've worked with Andrew for many years and he has always given excellent advice.”

Toronto-based **Shevaun McGrath** frequently assists with fund formation and is particularly notable for the depth of her experience acting for investors. She is well placed to advise on a range of transactions. **Strengths:** “Shevaun has an incredible bedside manner and is very personable.”

“She understands the complexity of investment

funds in the alternative asset space and leverages her experience to help us tailor our documents. She is incredible at balancing risk-averse natures with the desire to be competitive and in line with market expectations.”

Sean Sadler is particularly notable for his securities regulatory expertise, including in relation to investment funds. He co-heads the firm's securities regulations and investment products department in Toronto. **Strengths:** “Sean is very knowledgeable in anything securities and regulatory related.” “Sean Sadler is a good lawyer with long, significant experience in this space.”

Toronto-based **Jamie Becker** is increasingly recognised for his abilities in the formation and structuring of private equity funds. **Strengths:** “Jamie Becker is personable and knowledgeable. He is very technical and detail-oriented but is able to convey this in a commercial way that takes into consideration my workload and inability to get too deep into the weeds.” “He is great at balancing our risk-averse nature with our need to be competitive and does not miss any detail. His manner is excellent, always understanding the audience and being able to react and think on his toes.” “Jamie spends so much time learning about us and will know historical information to an exceptional level, which is very valuable.”

Québec City-based **Mathieu Laflamme** is noted for his experienced handling of private equity and venture capital fund formation. **Strengths:** “Mathieu is recognised in the market and a leading lawyer in the Québec ecosystem and Canada.” “He is level-headed, inspires confidence and brings calm to difficult situations.”

Montréal-based **Sonia Struthers** is well regarded for her handling of investment management mandates and possesses complementary expertise in derivatives.

Bennett Jones LLP **What the team is known for** Bennett Jones is an established firm in the private equity space and has notably increased the bench and profile of its connected investment and fund formation practice. The team is particularly active advising Canadian clients on sizeable investments into Canadian and US funds as well as Luxembourg special limited partnerships. It has additional experience advising asset managers on fund formation and fund-raising matters.

Strengths “All of the Bennett Jones team members are very responsive and easy to get hold of. Even when we have last-minute questions that pop up, they are expedient in their replies.”

“The projects that Bennett Jones advised on required bespoke solutions, which the team approached thoughtfully and creatively to reach favourable outcomes.” “The Bennett Jones team have a vast and diversified skill set, and no matter is too complex or sophisticated for them to tackle. There is always an available resource that has the leading expertise to provide effective solutions that can also be managed operationally within our frameworks.” “Bennett Jones handles a lot of deal flow for investors on the West Coast. As a result, they have a good awareness of what is considered commercial in the North American context.”

Work highlights Bennett Jones advised Trez Capital in relation to fund formation and fund-raising

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Québec City-based **Mathieu Laflamme** is noted for his experienced handling of private equity and venture capital fund formation. **Strengths:** “Mathieu is recognised in the market and a leading lawyer in the Québec ecosystem and Canada.” “He is level-headed, inspires confidence and brings calm to difficult situations.”

Montréal-based **Sonia Struthers** is well regarded for her handling of investment management mandates and possesses complementary expertise in derivatives.

Bennett Jones LLP **What the team is known for** Bennett Jones is an established firm in the private equity space and has notably increased the bench and profile of its connected investment and fund formation practice. The team is particularly active advising Canadian clients on sizeable investments into Canadian and US funds as well as Luxembourg special limited partnerships. It has additional experience advising asset managers on fund formation and fund-raising matters.

matters, including the formation of its US Opportunity Fund IV, which raised USD12 million, and its Private Real Estate Fund with USD210 million assets under management.

Notable practitioners

Mia Bacic is an expert at advising on fund investments, including into open-end funds, funds with multiple parallel partnerships, and closed-end funds. Her clients include pension fund managers, municipal governments, strategic investors, university foundations and corporate pension funds. She is based in Vancouver. **Strengths:** “Mia brings a unique combination of business judgement, client service, market knowledge and interpersonal skills that creates a compelling offering.” “She is very detailed in her reviews, very responsive to our questions and, most importantly, commercial in the negotiations with the legal counsel on the other side.” “Mia Bacic is highly dedicated to her work. She keeps our investment team focused on the issues that really matter and has helped us develop strong templates.” Vancouver-based **Jonathan McCullough** has a wealth of experience acting for asset managers and institutional investors on fund formation and related transactional work. **Strengths:** “John is one of British Columbia’s most talented negotiators. His super strength is defusing tense situations and helping people find a common way forward, making the pie bigger for everyone. He is also the best teacher of that skill.” **Elizabeth Dylke** is an up-and-coming corporate and private funds lawyer noted for her capabilities in the investment fund space in Vancouver. **Strengths:** “Elizabeth is always available to give sage and relevant advice. She works strictly to deadlines and is a critical adviser to our business.” “Elizabeth has been an amazing resource with excellent commercial awareness, very strong service levels and professionalism. Her work has been top-rate and required significant time commitments from her.”

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt enjoys a strong presence in the ETF space as well as representing fund managers in formations, launches and downstream transactional work. The investment funds and asset management team advises on significant mutual fund mandates, including assisting with public disclosure, compliance and regulatory filings. It demonstrates considerable expertise in pooled and closed-end funds, and frequently assists clients located in the USA and further afield with their investment activities in Canada, benefiting from its well-established New York office. The firm also regularly acts for pension funds and Canadian banks on domestic and international mandates.

Strengths

“Osler has a deep bench of skilled and specialised partners who always meet our deadlines.” “Osler provided by far the best value we’ve received from a top-tier law firm.” “Osler excels at handling complex and sophisticated matters, including novel issues of law.” “Osler are highly responsive and provide outstanding client service as well as consistently giving business-minded and practical advice.”

Work highlights Osler advised BlackRock regarding all strategic aspects of its Canadian

business activities, including assisting the client with the terminations and mergers of certain of its iShares ETFs.

Notable practitioners

Andrew Aziz is hailed for his longstanding experience in the formation and restructuring of private equity funds. He co-chairs the firm’s investment funds and asset management practice in Toronto. **Strengths:** “Andrew Aziz is responsive and provides practical advice on complex problems.” “Andrew provides elegant and simple solutions to complex issues. He is creative and deeply knowledgeable.” **John Black** is a Toronto-based lawyer with deep experience in fund launches and regulatory matters, in addition to M&A mandates and securities issuances. **Strengths:** “John is an outstanding lawyer. He is a trusted adviser and a go-to for the most complex and challenging legal questions.” “John is extremely commercial and responsive. He also has a great handle on US-Canada cross-border matters.” “John is an absolutely first-rate investment funds lawyer. He is highly skilled, very commercial and dedicated to his clients.” **Shawn Cymbalisky** is a Toronto-based junior partner who is noted for his capabilities in matters relating to custodial agreements, ETFs and compliance matters, among others. **Strengths:** “Shawn is an expert in investment funds, and provides sophisticated and timely advice on novel issues in this area.” “He has a thorough understanding of the Canadian securities market.” “Shawn is one of the smarter lawyers I have dealt with. He is skilled beyond his years and is able to stand his ground and negotiate with lawyers many years his senior. He is extremely knowledgeable, understands the commercial points at issue and provides practical guidance.”

Stikeman Elliott LLP

What the team is known for Stikeman Elliott operates a broad investment funds practice acting for managers, dealers and investors on closed-end funds, mutual funds, hedge funds and real estate funds. The financial products and services group advises on regulatory compliance and transactional matters, including cross-border offerings. It regularly assists Europe-based investors with their Canadian business activities. The firm is also widely praised for its capabilities in fund formation, with notable strengths in both Montréal and Toronto.

Strengths

“The Stikeman Elliott team are knowledgeable, professional and timely.” “The team provided excellent advice – concise, responsive and exactly as needed.” “They are commercial and responsive and due to their level of knowledge can deliver solutions to complicated problems.”

Work highlights Stikeman Elliott acted as Canadian counsel to Sectoral Asset Management on the structuring, formation and distribution of its private funds, including NEMO IV.

Notable practitioners

Alix d’Anglejan-Chatillon is consistently highlighted as one of the leading investment fund lawyers in Montréal. Her wide-ranging experience includes advising on the merger of asset management companies, as well as the ongoing administration of funds and fund restructuring.

Strengths: “Alix understands the issues very quickly and is able to give holistic advice that is practical.” “Alix is clear in what she explains, is responsive and goes above and beyond. Clients do not always know the questions to ask; she goes above and beyond to include everything.” Toronto-based **Jeffrey Elliott** is highly respected for his knowledge of the formation and structuring of funds across various asset classes. **Strengths:** “Jeffrey Elliott shows very strong technical experience in complex structuring.”

Torys LLP

What the team is known for Torys is a Toronto and Calgary-based law firm that assists clients with a range of issues, including fund formation and launches. The team is noted for advising on bespoke fund platforms, in addition to providing guidance on the structuring of funds and capital raises. Its investment funds and asset management team is particularly recognised for an elite client roster that includes leading private equity houses as well as pension and sovereign wealth funds. The group is renowned for its expertise across a variety of asset classes, including infrastructure, real estate and hedge funds. It offers clients cross-border and US law capabilities through its New York office.

Strengths

“Torys are thoughtful and take a bespoke approach.” “The law firm offers excellent client service and responsiveness, is very highly skilled and is able to handle complex matters.” “Torys is one of the best teams in the country for managing complex business negotiations.” “The team is commercial, practical, solution-oriented and very good at distilling complexity.”

Work highlights Torys acted for Northleaf Capital Partners regarding the formation and fund-raising of three new funds with an aggregate committed capital of more than USD2.3 billion.

Notable practitioners

Toronto-based **Cameron Koziskie** (see p.229) is lauded for his expertise in fund formation matters. **Strengths:** “Cameron Koziskie is a great technical lawyer who is patient and can triangulate really complex things and make them simple.” “Cameron is brilliant. He has an incredible ability to see issues, possesses depth of thought, and can process things at different levels to come up with appropriate solutions.” “Cameron is sophisticated and impressive.” Toronto-based **Shannon Gotfrit** (see p.229) is highly regarded for her experience in fund formation and also handles fund investments. **Strengths:** “Shannon Gotfrit has very good market knowledge of the private investment space and is really practical in the way she approaches negotiations.” “She is hands-down the best client relationship manager I have ever worked with.” “Shannon is an excellent lawyer and is very highly skilled.”

Other Ranked Lawyers

Toronto-based special counsel **Bernard Kwasniewski** of Mintz is experienced advising on the formation of a wide variety of funds.

REITs

REITs
Leading Firms
Band 1
Goodmans LLP
Stikeman Elliott LLP
Torys LLP
Band 2
Blake, Cassels & Graydon LLP
Osler, Hoskin & Harcourt LLP
Band 3
McCarthy Tétrault LLP
Eminent Practitioners
Eminent Practitioners
Singer Jeffrey <i>Stikeman Elliott LLP</i>
Leading Individuals
Band 1
Fung Will <i>Blake, Cassels & Graydon LLP</i>
Pincus Stephen <i>Goodmans LLP</i>
Band 2
Knowing Simon <i>Torys LLP*</i>
Murray Christopher <i>Osler, Hoskin & Harcourt LLP</i>
Weinberger David <i>Stikeman Elliott LLP</i>
Band 3
Gosselin Brenda <i>Goodmans LLP</i>
Hershenfield Jeff <i>Stikeman Elliott LLP</i>
Merkley Matthew <i>Blake, Cassels & Graydon LLP</i>
Moncik Eric <i>Blake, Cassels & Graydon LLP</i>
Wilder Lawrence <i>Miller Thomson LLP (ORL) ♦</i>
Zackheim Michael <i>Torys LLP*</i>
Up-and-coming individuals
Gordon Heidi <i>McCarthy Tétrault LLP</i>
Leibel Robbie <i>Torys LLP*</i>
Ozier Jeremy <i>Blake, Cassels & Graydon LLP</i>
* Indicates individual with profile.
♦ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Goodmans LLP

What the team is known for Goodmans is a leading Toronto law firm with an extremely strong reputation and track record advising REITs and underwriters on M&A, capital markets and tax structuring matters. The team often advises clients on precedent-setting domestic and cross-border transactions, offering additional complementary expertise in income funds and income securities. The firm represents a range of REITs in their acquisition of various properties, including in the residential, senior living and hospital asset classes.

Strengths

"Goodmans provide a very quick, direct and solutions-based approach. They are keen to identify and explain risks, without blowing them out of proportion."

Work highlights A team at Goodmans led by Brenda Gosselin advised RioCan REIT on the closing of its CAD200 million offering of Series AG senior unsecured debentures.

Notable practitioners

Toronto-based **Stephen Pincus** is a well-regarded practitioner with experience advising REITs on a variety of novel matters. **Strengths:** *"Stephen*

Pincus possesses a wealth of knowledge." **Brenda Gosselin** is a Toronto-based lawyer who represents REITs clients in initial public offerings, investment fund launches and fundraising activities, among other mandates. **Strengths:** *"Brenda Gosselin is thorough and responsive."*

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is noted for its representation of individuals and syndicates of underwriters in capital markets transactions. The firm also provides support to REITs on M&A, securities and governance issues, often in connection with multi-jurisdictional matters. Its REITs lawyers are highlighted for their regulatory expertise, including advising on public disclosure matters. The group is bolstered by a robust tax practice, regularly advises on innovative REIT structures and demonstrates significant experience in public Canadian REIT offerings. It is active across the retail, industrial and multi-residential asset classes.

Strengths

"Stikeman is a leading Canadian law firm and delivers strong service levels, commensurate with what one typically expects from a leading firm."

Work highlights David Weinberger acted for Canadian Apartment Properties REIT in relation to the termination of its management agreement with IRES Fund Management Limited, a wholly-owned subsidiary of CAPREIT and Irish Residential Properties REIT.

Notable practitioners

Jeffrey Singer has an active practice representing both REITs and underwriters in capital markets transactions. He currently serves as Chair of Stikeman Elliott, its Partnership Board and Executive Committee. **Strengths:** *"Jeffrey is a very seasoned and capable lawyer who provides great advice in difficult moments."* **David Weinberger** is a Toronto-based lawyer who advises on a variety of public offerings, private placements and high-value acquisitions. His client base includes leading domestic and international REITs as well as underwriters. **Strengths:** *"David Weinberger has an enviable book of business and a deep history in the market."* Toronto-based **Jeff Hershenfield** is a lawyer with noteworthy capabilities in the Canadian REITs space. He regularly advises clients in relation to the formation and structuring of REITs, in addition to assisting with broader financing and governance issues. **Strengths:** *"Jeff is a thoughtful, responsive, and commercial lawyer. He can draw on precedents readily and provides timely and meaningful advice."* *"He navigates complicated issues and delivers results, without adding incremental friction to our deals."*

Torys LLP

What the team is known for Torys is greatly respected for its representation of REITs throughout their life cycle, including structuring, bond offerings, real estate transactions and M&A. The Toronto and Calgary lawyers benefit from the firm's office in New York, providing comprehensive cross-border advice and support on a range

of matters. Clients regularly refer to the group's particular strength in securities law. The team is adept at representing issuers and underwriters in public REITs and REOCs matters, and continues to be recognised for its role in transformational M&A in the sector.

Strengths

"Torys provide exceptional service from the broader team, that is well coordinated by the senior relationship partners."

"We are impressed by the technical legal expertise and sophisticated business knowledge of their team."

"Torys have been able to seamlessly solve problems, add value and provide excellent legal advice."

Work highlights Torys acted for TD Securities and the syndicate of underwriters in relation to Dream Residential REIT's USD125 million IPO.

Notable practitioners

Simon Knowing (see p.229) is based in Toronto and has substantial experience across a range of real estate-related transactions, including private equity, debt financings and acquisitions.

Strengths: *"Simon has a wealth of knowledge and has a team that is well suited to service all of his clients to an impeccable level."* *"Simon is keenly aware of critical matters and instrumental in guiding teams to resolution."*

"Simon Knowing is a knowledgeable lawyer who provides exceptional and timely service." Toronto-based **Michael Zackheim** (see p.229) has experience acting for underwriter and REIT-side clients on public offerings, private placements and a range of other transactions.

Strengths: *"Michael Zackheim is very commercial in understanding transactions, in addition to being very knowledgeable regarding the market and regulatory requirements."* *"Michael has provided practical and high-quality advice on complex issues."* **Robbie Leibel** (see p.229) enjoys a growing reputation for his REITs practice, which sees him advise clients on capital markets work, corporate governance issues and wider regulatory matters. **Strengths:** *"Robbie is an effective, efficient and responsive adviser who is essential to our company."*

Band 2

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a well-respected law firm that is highlighted for its representation of underwriters in capital markets transactions. Its strong tax practice also offers support to the REIT/REOC lawyers and its clients in the sector. The team acts for a wide range of issuer clients on a broad spectrum of REITs matters, including structuring, finance and corporate governance. Additionally, the firm is active on both public and private real estate financing deals and is well placed to act on REIT reorganisations.

Strengths

"Blakes has a deep bench of experts in this field with extensive experience at all levels."

"The team is experienced and well equipped to

deal with complex issues in a pragmatic and timely manner.”

“The solicitors and support staff at Blakes are knowledgeable, commercial and able to navigate complex and unique matters with confidence and ease.”

Work highlights A Blakes team led by Will Fung acted for Starlight Western Canada Multi-Family (No. 2) Fund in connection with its IPO, valued at CAD130 million.

Notable practitioners

Will Fung’s practice sees him represent underwriters, agents and REITs in numerous high-value financings and offerings. He is based in Toronto.

Strengths: “Will is a phenomenal lawyer and business partner.” “Will is great at understanding business motivations and needs, allowing him to tailor his legal advice in such a way so as to maximise its practical value.”

Matthew Merkley is based in Toronto and has a strong track record acting for REITs on capital markets transactions, including bought deals and private placements.

Strengths: “Matt has always given us excellent advice.” Toronto-based **Eric Moncik** is often engaged by underwriter syndicates to advise on high-value capital markets transactions, including IPOs.

Strengths: “Eric Moncik is a trusted adviser who can be relied on.” “Eric is a responsive and thorough lawyer who knows the Canadian landscape.”

Jeremy Ozier is a Toronto-based lawyer with a burgeoning REITs practice. He frequently assists clients with corporate securities matters, as well as mergers and acquisitions.

Strengths: “He is a very responsive and highly knowledgeable lawyer who understands our business.” “Jeremy has helped us to navigate many complex issues.”

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt represents REITs, investors and underwriters across a full range of matters. This includes capital markets and M&A transactions relating to a number of asset classes, ranging from senior housing to retail and office properties. The firm has a strong track record of advising on cross-border mandates, as well as offering complementary tax and litigation expertise. Additional expertise also includes advising on regulatory and compliance issues. The group is well placed to assist with large-scale real estate transactions undertaken by major REITs.

Strengths

“The team had a very strong understanding of documentation, processes, and strategy.”

“Osler provide an excellent service and have subject matter experts who are able to handle complex situations, providing solutions in a timely manner.”

Work highlights A team at Osler advised Dream Industrial REIT on its CAD5.9 billion acquisition of Summit Industrial Income REIT via a joint venture with sovereign wealth fund GIC.

Notable practitioners

Toronto-based **Christopher Murray** is a highly experienced lawyer who frequently works on behalf of REITs and underwriters on various domestic and cross-border capital markets transactions. **Strengths:** “Chris has a very broad view and understanding of the history and trends of the market.”

Band 3

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault earns praise for its expertise in financing transactions and frequently represents REITs and underwriters in capital markets deals. The firm draws upon the strength of its leading real estate department to provide additional expertise in REIT M&A and real estate acquisition transactions. The team is also adept at advising REIT clients on tax structuring matters.

Strengths

“The team was responsive, thoughtful and supportive.”

“The team thoroughly comprehend key legal business points and make them readily understandable for clients, allowing them to make decisions and not be worried about legal liability.”

Work highlights A McCarthy team led by Heidi Gordon advised Summit Industrial Income REIT in relation to its CAD5.9 billion acquisition by a joint venture between Dream Industrial REIT and GIC.

Notable practitioners

Heidi Gordon is a Toronto-based partner with significant expertise in relation to matters concerning REITs. She is frequently involved in public and private M&A transactions involving both domestic and international entities.

Strengths: “Heidi was excellent – she has the broad knowledge base and depth of experience to provide meaningful and practical advice.”

Other Ranked Lawyers

Toronto-based **Lawrence Wilder** has a broad-based corporate practice which touches on private equity and M&A, as well as IPOs. He has experience in a range of matters related to REITs, with particular expertise in transactions involving hospitality assets.

Leaders' Profiles in Investment Funds

BARON, Timothy A

Davies Ward Phillips & Vineberg LLP,
Toronto
+1 416 863 5539
tbaron@dwvp.com

Featured in Investment Funds (Nationwide – Canada)

Practice Areas: Tim specializes in fund formation, asset management and the regulation of investment advisers. He has acted for many of Canada's largest and most sophisticated asset managers and has assisted with the establishment of numerous alternative investment funds, including hedge, credit, real estate, infrastructure, fund of funds and other investment vehicles. Tim is a leading practitioner in setting up complex master-feeder structures and access funds with investors and/or investment assets situated across the globe. In addition, he regularly advises foreign asset managers and others with respect to regulatory and compliance issues. Numerous private funds, corporations and other institutional end-users consult him for strategic advice on derivative transactions, custody and administration arrangements and collateral arrangements. Tim has taught sections of the Advanced Business Law Workshop at Osgoode Hall Law School and regularly speaks and writes on topics related to investment funds, securities regulation and derivatives. Tim is a former executive and legal counsel to the Alternative Investment Management Association and has been a member of the AIMA Legal and Regulatory Committee since 2009. Select Recognition: Chambers Canada; The Best Lawyers in Canada; Who's Who Legal: Private Funds; The Canadian Legal Lexpert Directory; Lexpert Special Editions: Finance and M&A and Infrastructure.

BARRY, Patrick

Davies Ward Phillips & Vineberg LLP,
Toronto
416.367.6917
pbarry@dwvp.com

Featured in Private Equity (Nationwide – Canada), Investment Funds (Nationwide – Canada)

Practice Areas: Patrick specializes in public and private mergers & acquisitions, private equity investment transactions and fund formation and debt and equity corporate finance. He advises on high-profile transactions and has significant expertise in corporate joint ventures and structured finance transactions. Patrick is the principal contact at Davies for a number of US and Canadian public and private companies. He is regularly called upon by leading private equity funds, hedge funds and asset managers, as well as enterprises of all sizes – from startups to multinationals. Patrick has also advised on the formation of some of Canada's largest and most prominent private equity and hedge funds. Select Recognition: Chambers Global; Chambers Canada; IFLR1000; Lexpert Special

Edition: Finance & M&A; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada.

BASRA, Sarbjit

Davies Ward Phillips & Vineberg LLP,
Toronto
+1.416.367.6926
sbasra@dwvp.com

Featured in Investment Funds (Nationwide – Canada)

Practice Areas: Sarb is Managing Partner of Davies in Toronto. His practice is focused on private mergers and acquisitions, private equity investment transactions, fund formation, and debt and equity corporate finance. He has more than two decades of experience advising leading private equity firms and institutions on private fund formation, the creation of pooled investment vehicles and investment transactions – both in Canada and internationally. Sarb has extensive experience in fund formation and has advised on the formation of many of Canada's leading private funds. Select Recognition: Chambers Canada; The Lexpert/American Lawyer Guide to the Leading 500 Lawyers in Canada; The Best Lawyers in Canada's Toronto Private Funds Law Lawyer of the Year 2021; Who's Who Legal: Private Funds; Lexpert Special Edition: Finance and M&A; The Canadian Legal Lexpert Directory; IFLR1000; Lexpert Guide to US/Canada Cross-Border Lawyers in Canada.

ELHARRAR, Sarah

Davies Ward Phillips & Vineberg LLP,
Toronto
416.367.7603
selharrar@dwvp.com

Featured in Investment Funds (Nationwide – Canada)

Practice Areas: Sarah is a partner in Davies' Corporate practice with a focus on fund formation and mergers & acquisitions. She regularly acts for sponsors of and investors in private equity, venture capital, debt and other closed-end funds and assists clients on a variety of transactions, including private equity and venture capital fund formation, startup financing, mergers & acquisitions and compensation and governance arrangements. She works with clients in a number of industries, including the private equity, venture, and technology sectors. Sarah is a former adjunct professor at the University of Toronto Faculty of Law, where she teaches Financing Technological Innovation as part of the Global Professional Master of Laws program in Innovation, Law and Technology. She is a member of the Young Professionals Committee, a sub-committee of the Canadian Venture Capital & Private Equity Association. Select Recognition: IFLR1000: The Guide to the World's Leading Financial Law Firms – Investment Funds (Rising Star)

GOTFRIT, Shannon

Torys LLP, Toronto
+1 (416) 865-8127
sgotfrit@torys.com

Featured in Investment Funds (Nationwide – Canada)

Practice Areas: With a focus on private equity, Shannon represents fund sponsors on all aspects of the fund formation and capital raising process, as well as public pension plans and other institutional investors in connection with their investments in private investment funds. Her broad experience extends to private equity funds, fund-of-funds, hedge funds and venture capital funds.

KNOWLING, Simon

Torys LLP, Toronto
+1 416 865 7374
sknowling@torys.com

Featured in REITs (Nationwide – Canada)

Practice Areas: Simon is head of Torys' REITs practice, with a long track record of advising real estate companies and REITs in all aspects of securities law, commercial transactions and joint ventures/partnerships. He frequently acts for issuers and underwriting syndicates in public and private equity and debt financings involving real estate companies and REITs, including initial public offerings. Simon also has comprehensive insight into commercial law, securities law, commercial real estate, private mergers and acquisitions, and bank financing. With long-standing relationships with leading Canadian and multinational companies, Simon has an impressive track record of helping clients grow their operations and expand their footprint, including assisting First Capital REIT in all of its capital markets transactions, public and private, since 2005; Amica Senior Lifestyles Trust on acquisition, financing, development and partnership arrangements relating to multiple portfolios of seniors housing facilities located across Canada; and Automotive Properties REIT on its IPO, multiple public offerings and in many acquisitions.

KOZISKIE, Cameron

Torys LLP, Toronto
+1 416 865 7684
ckoziskie@torys.com

Featured in Investment Funds (Nationwide – Canada)

Practice Areas: Cameron's practice focuses on corporate and commercial law, with an emphasis on private asset management, private equity, mergers and acquisitions and corporate transactions across various industries, including financial services. Cameron has deep experience in private equity and private M&A transactions, including investments and exits by private equity funds, pension funds and strategic parties in a wide range of industries. He is also experienced with shareholder agreements and commercial contracts in complex transactions. In his private asset management practice, Cameron regularly assists clients to establish

their asset management programs and platforms. In addition, Cameron has also been involved with numerous private equity fund formation transactions, acting regularly for fund sponsors launching a fund or pension plans and other institutional investors in their investments into funds.

KURETZKY, Joshua

Davies Ward Phillips & Vineberg LLP,
Toronto
+1 416.367.7469
jkuretzky@dwvp.com

Featured in Investment Funds (Nationwide – Canada)

Practice Areas: Josh is a partner in Davies' Corporate practice with a focus on fund formation and mergers & acquisitions. Josh has extensive experience in fund formation and regularly represents and advises fund sponsors and principals in connection with the establishment and structuring of private equity and private credit funds and other pooled investment vehicles, and with respect to the structuring and implementation of their compensation arrangements and governance. He also advises companies and private equity firms on the acquisition and disposition of private businesses and individual assets in Canada and internationally and on the structuring of joint ventures and shareholder arrangements. He works with clients in a number of industries, including the private fund, mining, industrial and technology sectors. Select Recognition: Chambers Canada; IFLR1000; Lexpert Rising Stars: Leading Lawyers Under 40; Lexpert Special Edition: Mining; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada.

LEIBEL, Robbie

Torys LLP, Toronto
rleibel@torys.com

Featured in REITs (Nationwide – Canada)

Practice Areas: Robbie regularly acts for issuers and underwriting syndicates in public and private equity and debt financings, including numerous initial public offerings for both domestic and cross-border clients. Robbie's robust knowledge in securities regulation and corporate finance works to guide Canadian reporting issuers and securities industry participants across the spectrum of their securities regulatory compliance matters, including stock exchange listings and governance, disclosure and reporting matters.

ZACKHEIM, Michael

Torys LLP, Toronto
416 865 8218
mzackheim@torys.com

Featured in REITs (Nationwide – Canada)

Practice Areas: Michael's practice focuses on capital markets and securities law matters, with deep knowledge of securities regulation and corporate finance matters. He routinely acts for issuers and securities dealers in public and private equity and debt financings across multiple industry sectors,

including numerous IPOs. Michael also advises Canadian reporting issuers in various industry sectors on regulatory compliance matters, including listings (both domestic and cross-border), governance and disclosure issues. Michael also has industry-leading experience working with clients in the REIT and real estate sectors: with broad market awareness, he supports leading Canadian REITs and other prominent real estate entities in respect of their securities law and capital markets activities.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Life Sciences

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Life Sciences

Life Sciences
Leading Firms
Band 1
Blake, Cassels & Graydon LLP
Torys LLP
Band 2
Fasken
Norton Rose Fulbright
Band 3
Gowling WLG (Canada) LLP
McCarthy Tétrault LLP
Osler, Hoskin & Harcourt LLP
Smart & Biggar
Band 4
BCF LLP
Borden Ladner Gervais LLP
Davies Ward Phillips & Vineberg LLP
Stikeman Elliott LLP
<small>* Indicates individual with profile.</small>
<small>◇ (ORL) = Other Ranked Lawyer.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

Life Sciences: Corporate/Commercial
Leading Individuals
Band 1
Garcia Joseph <i>Blake, Cassels & Graydon LLP</i>
Grant Vanessa <i>Norton Rose Fulbright*</i>
Reicin Cheryl <i>Mintz (ORL) ◇</i>
Band 2
Rosen Hillel <i>Davies Ward Phillips & Vineberg LLP*</i>
Satin Cheryl <i>Blake, Cassels & Graydon LLP</i>
Band 3
Beauregard Nathalie <i>Osler, Hoskin & Harcourt LLP</i>
Greenstone Elliot <i>Davies Ward Phillips & Vineberg LLP*</i>
Hatton James <i>Farris LLP (ORL) ◇</i>
Leclerc Philippe <i>McCarthy Tétrault LLP</i>
MacKay-Dunn R. Hector <i>Farris LLP (ORL) ◇</i>
Up-and-coming individuals
Shaw Megan <i>Blake, Cassels & Graydon LLP</i>
Associates to watch
Falconi Adam <i>Mintz (ORL) ◇</i>

Life Sciences: Regulatory/Compliance
Leading Individuals
Star individuals
McMahon Eileen M <i>Torys LLP*</i>
Band 1
Tseng Alice <i>Smart & Biggar</i>
Band 2
Gagné Mathieu <i>Fasken</i>
Reguly Teresa <i>Torys LLP*</i>
VanderElst Ingrid E <i>Fasken</i>
Weinrib Laura <i>Blake, Cassels & Graydon LLP</i>
Band 3
Squire Timothy M. <i>Fasken</i>
Wall Kristin <i>Norton Rose Fulbright*</i>
Zborovski Sara <i>Stikeman Elliott LLP</i>
Up-and-coming individuals
Champagne Jean-Raphaël <i>Fasken</i>
Associates to watch
Ramsden Denise <i>Torys LLP</i>
Trimble Ian <i>Stikeman Elliott LLP</i>

Band 1

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a leading law firm in the life sciences market which adeptly advises on M&A transactions and public offerings. It has an impressive nationwide practice group, with significant strength in Vancouver and Toronto. The law firm also provides clients with comprehensive services in advertising, regulatory compliance, IP and privacy law.

Strengths

“As a full-service law firm, Blakes always provides the right legal and technical expertise across a breadth of issues.”

“The lawyers are solution-oriented and pragmatic, and the law firm has a very strong corporate team in Montréal and Toronto.”

“The team is very creative and able to assemble the necessary resources. The lawyers are highly skilled and available when required.”

“Blakes handles complex transactions well. The team has a great bench and is available all the time, providing great business insights.”

Work highlights Blake, Cassels & Graydon advised Stride Consumer Partners on its minority investment in Skinfix.

Notable practitioners

Vancouver-based **Joseph Garcia** is recognised as a leading corporate and finance lawyer in the life

sciences sector. He is particularly acclaimed for his representation of clients in the pharmaceutical and biotech sectors, with notable strength in transactional mandates involving M&A and securities. **Strengths:** “Joseph Garcia is very creative and has strong expertise in the life sciences industry.” “He is well connected in the biotech sphere.” “Joseph possesses considerable experience and is highly responsive.” “He is on top of the trends in the life sciences industry and always provides a range of alternatives to address an issue, with the benefits and risks of the situation.” Toronto-based **Cheryl Satin** has a well-regarded corporate and commercial practice in the life sciences sector. Her expertise encompasses a broad array of corporate and commercial mandates in the life sciences industry, including M&A, financing and commercial agreements. **Strengths:** “Cheryl Satin is a go-to lawyer for Canadian transactional matters. She is impressive and has a depth of knowledge in the space.” “Cheryl has a responsive, practical and flexible approach.” “She is smart and very client-focused.” **Laura Weinrib** maintains a respected regulatory practice, covering product licensing, marketing, advertising and issues of privacy. She is based in Toronto. **Strengths:** “Laura is a pleasure to work with and excellent at her job.” “She is responsive.” “Laura Weinrib is extremely smart.” **Megan Shaw** enjoys a growing profile for her expertise in the healthcare space, where her experience in commercial matters comes to the fore for a broad array of industry clients. **Strengths:** “Megan Shaw is practical, personable and always reachable.” “Megan is a con-

summate partner, providing legal expertise with a good understanding of the commercial impact of her advice.”

Torys LLP

What the team is known for Torys maintains its eminent position in the life sciences market and is credited for its cross-border practice, which is bolstered by the support of partners in Toronto, Montréal and New York. The team continues to advise blue-chip clients in the life sciences industry on a diverse range of regulatory, IP and commercial matters. It operates a highly reputed corporate practice with deep expertise in M&A, licensing, joint ventures and strategic partnerships. The law firm also regularly advises on venture capital financing and offers dispute resolution services to clients through its acclaimed litigation group.

Strengths

“The Torys team are keen to understand the client’s business and have a good understanding of the commercial and industry landscape.”

“The lawyers are sensitive to timelines and work well with the other side. They understand the client’s requirements and react when things need to be sped up.”

“The team is at the top of its field. No matter how difficult, complex or expected the question, it offers comprehensive solutions in an easy-to-understand manner.”

“The department is strong, practical and knowledgeable, with excellent client service.”

“The lawyers take time to ensure they understand

the request and often take queries away for deliberation. It is a strong team with varying experiences and knowledge, and they augment each other."

Work highlights Torys acted for the Government of Canada as strategic adviser in relation to its pandemic preparedness strategy.

Notable practitioners

Eileen McMahon (see p.236) enjoys a reputation as one of Canada's foremost life sciences lawyers and is considered a go-to expert by many major pharmaceutical companies. She assists with product regulations and licensing, as well as intellectual property. She is based in Toronto, from where she leads Torys' IP and food and drug regulatory practices. **Strengths:** "Eileen McMahon is stellar. She is an expert in her field." "Eileen is incredibly knowledgeable and often can include a US perspective in her discussions. She is empathetic to our business needs and is invested in our success." "She provides practical perspectives on risks and benefits regarding complex regulatory matters." "Eileen is outstanding. We are confident she understands the issue specific to the company and trust her counsel immensely. She is thoughtful and strategic." "Eileen is a pleasure to work with. She immediately understands the urgency of the issue and the level of engagement needed." Toronto-based **Teresa Reguly** (see p.236) is a popular choice among pharmaceutical and biotech companies, advising on industry-specific regulations as well as IP filing and prosecution. She also assists clients with the advertising and marketing of products. **Strengths:** "She is smart, keyed in to the complicated regulatory landscape in Canada and super practical. There is a lot of grey in this space in Canada and she brings real expertise and knowledge there." "Teresa is my regulatory go-to, and if the answer is grey then we're always able to have a great discussion about the risks and benefits." "She is knowledgeable and personable."

Denise Ramsden is particularly well versed in advising retail, healthcare and pharmaceutical clients in food and drug regulatory compliance and enforcement, as well as related commercial contract work. **Strengths:** "I get feedback from non-lawyers on how wonderful she is to work with and how she takes complicated things and makes them simple." "Denise is exceptional. She is very bright, a subject matter expert in several areas, thoughtful, responsive, and professional. She is certainly a rising star and a go-to for many of our matters."

tise in Montréal as well as for its work for sector clients in the USA, Europe and Asia.

Strengths

"Fasken has the expertise to advise its clients on local and national matters."

"They are reliable, quick and prompt."

"The team has a very high level of knowledge in pertinent topics and an ability to counsel on complex matters. It has a wide range of experts in diverse areas."

"Fasken has a deep bench strength to meet all our needs."

"The team is very responsive and completes work on or before expected timelines."

Work highlights Fasken advised Hellman & Friedman on its acquisition of the Cordis business from Cardinal Health.

Notable practitioners

Based in Montréal, **Mathieu Gagné** is an experienced drug and medical devices lawyer who is frequently sought out for assistance with complex regulatory and licensing mandates. **Strengths:** "He has cutting-edge expertise in complex life sciences files. In addition to being very attentive to details, Mathieu is also friendly." "Mathieu Gagné has excellent knowledge." Toronto-based **Ingrid VanderElst** is an experienced IP and regulatory lawyer who is frequently consulted by clients in the life sciences sector, including biomedical research and pharmaceutical companies. Her regulatory practice particularly impresses for its breadth, covering licensing, advertising and pricing, among other areas. **Strengths:** "Ingrid VanderElst's breadth of knowledge in multiple disciplines is essential to our success." **Timothy Squire** is highlighted for his experience assisting domestic and international pharmaceutical companies with the licensing and launching of their products across Canada. He is based in Toronto. **Strengths:** "Timothy Squire is a valuable extension of our team and a trusted adviser." **Jean-Raphaël Champagne** is an up-and-coming lawyer who assists clients with a range of regulatory issues, including licensing and PLA review, as well as representation in investigations and compliance issues. He is based in the law firm's Québec City office. **Strengths:** "Jean-Raphaël Champagne is a knowledgeable and pragmatic expert." "Jean-Raphaël is extremely knowledgeable and very practical in his problem-solving approach. He is extremely attentive, responsive and thorough, and his customer service is impeccable."

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright leverages its international platform to assist its impressive client roster. With notable depth in its Toronto and Vancouver offices, it has particular strength in contentious mandates, from patent and IP litigation to commercial files and product liability. The law firm also maintains an active regulatory and compliance practice and provides support to clients on commercial transactions and fund-raising matters. It regularly acts for startups, emerging growth companies and multinationals, among others.

Strengths

"The lawyers are always helpful and quick to respond."

"The team is wonderful. The lawyers are responsive and practical, and I appreciate their ability to keep me on track too."

"The international considerations across several specialties have been excellently coordinated."

"The law firm has deep expertise across diverse areas."

"The team's practical and business-friendly approach is very much appreciated. With respect to matters specific to the pharmaceutical industry, Norton Rose has a seasoned and experienced team."

Work highlights Norton Rose Fulbright represented Servier against Apotex in an action for damages under Section 8 of the PM(NOC) Regulations in relation to the drug Viacoram.

Notable practitioners

Toronto-based **Vanessa Grant** (see p.236) maintains her market-leading position in the life sciences sector, with skills sought out by both startup organisations and major global pharmaceutical companies alike. Of late, she has played a leading role in significant financing and corporate restructuring files. **Strengths:** "Vanessa is one of the top Canadian biotech experts. We rely on her expertise for a wide variety of legal support." "Her great experience and her awareness of our business plan and evolving set of priorities have been key." "She is a seasoned lawyer with significant experience in venture and equity." "Vanessa Grant is exceptional." "She is very intelligent and helpful beyond the literal legal matters, guiding difficult people to understand legal exposure and take appropriate corporate decisions." **Kristin Wall** (see p.236) has deep expertise in the field of product regulation and IP. She has significant experience advising on licensing and drug pricing, as well as a solid track record litigating patent challenges and judicial reviews. She is based in Toronto. **Strengths:** "Due to Kristin Wall's longstanding experience and knowledge of the industry, she is sensitive to many of the issues that are a concern to us. Her legal knowledge is complemented by her understanding and knowledge of the client." "Kristin is super sharp and smart. She is very knowledgeable in her field and practical in her approach. It is a real pleasure to work with her." "Kristin Wall is thoughtful and methodical." "She is knowledgeable about the pharmaceutical industry. She is also responsive, helpful and gives practical advice." "She is thorough and can break down the legal aspects and explain them in layman's terms. She is also super attentive to detail and responsive."

Band 2

Fasken

What the team is known for With well-regarded expertise in the pharmaceutical sector, Fasken impresses with its diverse life sciences practice that encompasses regulatory, corporate and IP matters. Well known for its strong product liability offering, the law firm often assists clients with patent litigation arising in the space, with experience before both provincial and federal courts. The broad team features lawyers from a variety of areas such as employment and privacy to offer clients a multidisciplinary approach. It is highlighted for the strength of its life sciences industry exper-

Band 3

Gowling WLG (Canada) LLP

What the team is known for With internationally renowned IP expertise, Gowling WLG is highlighted for its skilful handling of patent prosecution and litigation for a broad range of clients in the life sciences space. The law firm is a particularly popular choice for major multinational pharmaceutical and biotechnology companies. Other clients include manufacturers and research organisations. The team also advises on a wide range of regulatory issues, including pricing, advertising, distribution and reimbursement of

products.

Strengths

"The team takes the time to understand our business and the application of legal matters to our business needs, and provides excellent, relevant strategic advice."

"Gowling has a fantastic reputation and brand."

Work highlights Gowling assisted Innocan Pharma with obtaining receipt for a final short form base shelf prospectus.

Notable practitioners

John Norman heads the department and is a key contact.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is highlighted for its full-service offering to key life sciences industry players, with a strong track record in both patent litigation and commercial agreements. The team ably represents startup companies and major multinationals in corporate mandates, including securities, financing and cross-border M&A transactions. It offers deep expertise in cross-border matters for US-listed companies, supported by its patent agents registered in both Canada and the USA.

Strengths

"The team is very proficient and great to work with. It is a full-service law firm that has expertise in many areas, and the lawyers always respond right away."

"The lawyers are fast and reliable."

"The department is ideally placed given its expertise in pharmaceutical litigation. It is a large team and the partners are supported by extremely hard-working and knowledgeable colleagues who each bring separate skills."

Work highlights McCarthy Tétrault acted for Jefeferies as joint book-running managers on Zyme-works' USD115 million public offering.

Notable practitioners

Philippe Leclerc acts for an impressive number of industry stakeholders, including healthcare, pharmaceutical and biotechnology companies. He provides a suite of business law services, covering corporate finance, commercial agreements and M&A in the life sciences sector. Leclerc divides his practice between the law firm's offices in Québec City and Montréal.

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt houses a distinguished life sciences team with particular strength in corporate mandates for both established and startup entities, covering M&A, joint ventures and strategic partnerships. The law firm also runs a well-respected IP practice out of its Ottawa and Toronto offices, with a strong track record of success for clients in the generic pharmaceutical and biotech sectors.

Strengths

"The team is organised, reliable and responsive."

"The lawyers are extremely proactive in all M&A activities."

"The law firm understands the issues and looks for solutions."

Work highlights Osler, Hoskin & Harcourt advised Inversago on its Series C financing round.

Notable practitioners

Montréal-based **Nathalie Beauregard** is a corporate and commercial lawyer with significant experience in the life sciences sector. A regular adviser to pharmaceutical and biotech startup companies, she assists with corporate transactions, commercial agreements and financing initiatives. **Strengths:** *"Nathalie Beauregard is fast, very proactive and always available."* *"Nathalie has very good business judgement."*

Smart & Biggar

What the team is known for Smart & Biggar is a well-respected IP boutique with an impressive following of clients involved in life sciences, including those active in the cannabis and agribusiness sectors. With patent expertise sought after by pharmaceutical and biotech companies big and small, the law firm has significant experience representing clients in complex patent infringement cases, as well as portfolio management and prosecution. It also maintains a well-regarded regulatory practice, advising on product licensing, advertising, commercialisation and compliance with regulatory regimes. The firm has offices in Toronto, Ottawa, Vancouver and Montréal.

Notable practitioners

Toronto-based **Alice Tseng** maintains a market-leading regulatory practice in the life sciences sector, advising on matters ranging from licensing and commercialisation of products to advertising and issues of privacy. **Strengths:** *"Alice Tseng is terrific and practical."*

Band 4

BCF LLP

What the team is known for BCF is a Montréal-based law firm that represents clients in the life sciences, pharmaceutical and medical device sectors. The team is particularly active in M&A and financing rounds. It also assists with commercial matters such as logistics and supply contracts, licence agreements and strategic partnerships.

Strengths

"The team is quite savvy and knows the pharmaceutical industry well."

"The lawyers are reactive and respect the client's sense of urgency. They also have an excellent understanding of the life sciences field."

"The BCF team is very experienced in commercial law. It has experienced and knowledgeable partners in the life science field and supports with deal structures and problem resolution, keeping both a legal and a business mindset."

Work highlights BCF represented Baylis Medical Company in the sale of part of its business to Boston Scientific Corporation, valued at USD1.75 billion.

Notable practitioners

The Montréal-based **Annie Gauthier** is a key contact at the law firm.

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais provides a full-service offering to clients in the life sciences sector, with particular strength

in IP and patent litigation. The law firm also advises on product commercialisation and corporate transactions, and is also recognised for its complementary health law practice. Clients range from multinational pharmaceutical companies to Canadian R&D companies and startup entities.

Work highlights BLG represented Purdue Canada as defence counsel in multiple class actions in relation to the sale and distribution of opioids.

Notable practitioners

Kate Crawford is a key contact for clients.

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg is noted for its formidable corporate and commercial expertise in the life sciences sector, with notable practitioners dedicated to the industry in its Montréal office. The law firm is frequently engaged to handle the Canadian aspects of significant transactions for international pharmaceutical companies, and has considerable experience managing cross-border mandates. Active across M&A, securities and venture capital mandates in the industry, the team is ably supported by the firm's corporate, tax and competition groups.

Strengths

"The team is very commercially focused and always on time."

"Davies amazingly has you covered no matter what the topic might be, and even if it's not in their direct scope, they are extremely tied in with a network all over."

"The law firm demonstrates strong knowledge, turnaround times and customer service. It breaks down complicated items into manageable components and does a very good job of allocating to specialists when required."

"The team is well equipped to handle any issues that arise, whether it is IP, securities or licensing."

"Davies consistently has the ability to dive into complex projects with minimal lead time. Across every partner, the level of experience and knowledge is impressive. The lawyers are always available and ready to support."

Work highlights Davies acted for Apotex Pharmaceutical Holdings on its sale to SK Capital Partners.

Notable practitioners

Hillel Rosen (see p.236) is an experienced corporate lawyer with a solid track record of operating for life sciences companies and investors.

Strengths: *"Hillel Rosen is an amazing lawyer: he is very smart, detail-oriented, business-focused and understands how to balance the risks of the business with the needs to get the deal done."*

"He is extremely intelligent and has an ability to think through a business issue, outline all the potential legal implications, argue with superior logic (no matter how hypothetical the scenario is) and come up with a practical and simple solution."

"Hillel is always ready to assist with a tremendous depth of knowledge and an acute understanding of our needs." *"Hillel is a gifted, intelligent and hard-working lawyer who is passionate about our business and how he can best assist us."*

Elliot Greenstone (see p.236) is held in high esteem for his corporate practice, which sees him advise a broad array of life sciences companies, private

equity firms and other investors on transactions in the life sciences sector. **Strengths:** *“Elliot Greenstone is truly an incredible asset. He is there for our business at any time we need, and his breadth of knowledge and experience to tap into is non-comparable.” “Elliot is an efficient and detail-oriented lawyer who is pragmatic and has a strong business sense. He is great at identifying and balancing the risks but also understanding what needs to be done for the business.”*

Stikeman Elliott LLP

What the team is known for Stikeman Elliott has a solid pedigree in life sciences matters, advising on the full range of corporate transactional, commercial, intellectual property and disputes work. Its enviable client base includes major healthcare systems, biotechnology companies and pharmaceutical developers.

Work highlights Stikeman Elliott advised Corealis Pharma on investment in the company from ArchiMed and CDPQ.

Notable practitioners

Sara Zborovski acts for a range of players in the life sciences sector, including pharmaceutical, healthcare and medical device companies. Her practice focuses on product regulations and licensing, as well as commercialisation. **Strengths:** *“She has a scientific background, is super quick and has extremely great client service with prompt replies. She is very thorough in the opinions she gives and is very considerate as she has an entrepreneurial side that helps understand the business perspective.” “She is personable and responsive.” “She knows the industry inside out as she has been in the field for many years. Her advice is always thorough and her counsel is crystal clear.”*
Ian Trimble is an associate with a rising profile for

his expertise in the life sciences sector, enjoying a particularly strong reputation in regulatory matters. **Strengths:** *“His pharmacy background helps a lot when asking compliance questions and his understanding of the technicalities of the questions is great. He sees things from a variety of perspectives, gives very thorough responses and is practical.” “Ian Trimble demonstrates a keen attention to detail and a deep understanding of the legal matters. He consistently provides clear and practical advice that is tailored to our specific needs and goals. We are particularly impressed by Ian’s ability to anticipate potential issues and offer creative solutions that address both legal and commercial considerations. His responsiveness and willingness to go above and beyond to support our team is greatly appreciated.”*

Other Ranked Lawyers

Adam Falconi of Mintz enjoys a burgeoning profile for his life sciences practice, advising industry clients and investors on a broad spectrum of corporate governance, transactional and finance matters.

Strengths:

“He is a worker bee. He brings a lot of strategy and direction and comes out with his own creative tactics that we have adopted and successfully negotiated. He offers very creative solutions.”

James Hatton KC operates out of Farris LLP’s Vancouver office and regularly assists with commercial mandates, as well as having additional licensing IP understanding.

Strengths:

“James Hatton is very strong commercially and usually very responsive. He is an extremely sophis-

ticated and out-of-the-box thinker.”

“James is a very thoughtful and sophisticated adviser.”

Hector MacKay-Dunn KC of Farris LLP advises on commercial deals and finance agreements. An experienced Vancouver-based lawyer, he serves clients that include healthcare and medical device companies.

Strengths:

“Hector’s historical perspective on the industry and transactions is very valuable.”

“He is responsive, very thorough, knowledgeable and pleasant to work with.”

“We rely on Hector for his depth of experience in the sector and his advice on negotiation tactics.”

Cheryl Reicin enjoys an excellent reputation as a corporate lawyer specialising in the biotech, healthtech and medical device industries. She is particularly well equipped to assist with cross-border mandates, being admitted to practice in both Canada and the USA. She moved from Torys LLP to Mintz in March 2023.

Strengths:

“She has so much surrounding experience that she considers everything in the context of history and what it can mean for the future. She works with you in complex negotiations.”

“She is strategic and has good connections. She can act as a Canadian and a US lawyer.”

“Cheryl has a top-rate mind and the ability to boil issues down to their core and explain them in a precise, practical way.”

“Cheryl comes to matters with her own views and experience to get right to the point and is direct.”

Leaders' Profiles in Life Sciences

GRANT, Vanessa

Norton Rose Fulbright, Toronto
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vanessa.grant@nortonrosefulbright.com

Featured in Startups & Emerging Companies (Nationwide - Canada), Life Sciences (Nationwide - Canada)

Practice Areas: Vanessa Grant practises business law in our Toronto office. Her practice focuses on mergers and acquisitions, corporate finance and corporate governance for public and private corporations, including private equity and venture capital. She also provides ongoing general corporate and commercial legal advice to a number of clients. She has worked with several national and international clients in various industries, with a particular focus on technology companies, life sciences companies, and REITs.

GREENSTONE, Elliot

Davies Ward Phillips & Vineberg LLP, Montréal
(514) 841-6581
egreenstone@dwpv.com

Featured in Corporate/Commercial (Québec), Life Sciences (Nationwide - Canada)

Practice Areas: Elliot represents Canadian and international private equity funds and market-leading companies in their most significant business transactions. His counsel on a broad range of complex matters, including mergers and acquisitions, licensing and financing is highly sought after by companies in various sectors including technology, life science and retail companies. His business and scientific education provide him with a unique perspective on corporate matters and enable him to quickly grasp and resolve his clients' issues, including those related to intellectual property and information technology. At the firm, Elliot is a member of the Technology and Talent Management and Professional Development committees and coordinates the corporate practice at Davies' Montréal office. He is a member in the Business Law Section of the American Bar Association, where he is active in the M&A and Private Equity subcommittees including his position as programming co-chair of the Private Equity and Venture Capital Committee. Select Recognition: Lexpert Special Edition: Finance and M&A and Technology and Health Sciences; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada; Chambers Canada.

MCMAHON, Eileen M

Torys LLP, Toronto
+1 (416) 624-2410
emcmahon@torys.com

Featured in Cannabis Law (Nationwide - Canada), Intellectual Property (Nationwide - Canada), Life Sciences (Nationwide - Canada)

Practice Areas: Eileen is a co-founder of the intellectual property and food and drug regulatory practices at Torys. She represents the entire spectrum of companies on regulatory clearance and intellectual property protection of products. Across sectors — including life sciences (pharmaceuticals, medical devices, natural health products), agribusiness, consumer products and more — Eileen helps clients identify, protect and leverage IP and regulatory assets, obtain and maintain market exclusivity, handle high-risk situations (corrective actions, recalls, regulatory orders), and navigate the impact of current and proposed laws on clients' ability to sell products. Eileen also has market-leading experience with patented medicines and oversight of Canada's Patented Medicines Prices Review Board (PMPRB). Eileen also represents investors and companies looking to finance or invest in companies with intellectual property and regulatory assets, as well as companies looking to acquire or divest such assets. Eileen's unique experience and strong market presence are well recognized: in addition to her Band 1 ranking in Intellectual Property by Chambers & Partners, Eileen is the only Canadian lawyer to be recognized as a Star Individual in Life Sciences. Managing IP regards her as one of the world's top 250 women in IP, and The Legal 500 recognizes her as one of Canada's leading lawyers in intellectual property. Eileen is a registered patent and trademark agent in the United States and Canada. She is also a Certified Licensing Professional of the Licensing Executive Society (LES). Eileen is a former member of Torys' Executive Committee.

REGULY, Teresa

Torys LLP, Toronto
+1 416 865 7316
treguly@torys.com

Featured in Life Sciences (Nationwide - Canada)

Practice Areas: Teresa provides ongoing advice to clients who sell regulated products in the food, pharmaceutical, biotechnology and medical device

industries. She advises on intellectual property and regulatory issues in the chemical, biochemical and pharmaceutical fields, including the validity patent-ability and infringement of intellectual property rights. Teresa has extensive experience with drafting, filing and prosecuting patent applications and is frequently involved in drafting and negotiating IP licensing, research and development, co-promotion, marketing and confidentiality agreements for her clients. She also provides guidance on Food and Drugs Act compliance, establishment licensing, product licensing, drug pricing and formulary listings. She has deep knowledge in the advertising and promotion of consumer products, food and health products, as well as mandatory reporting and corrective actions. Her work regularly includes advising clients across industries on privacy issues, cross-border transfer of personal information and compliance with privacy law obligations, particularly involving personal health information. Teresa is a registered patent agent in Canada. In September 2009, she was awarded for having achieved the highest overall mark in Canada on the 2008 patent agent exams.

ROSEN, Hillel

Davies Ward Phillips & Vineberg LLP, Montréal
514.841.6443
hrosen@dwpv.com

Featured in Corporate/Commercial (Québec), Life Sciences (Nationwide - Canada)

Practice Areas: Hillel has a proven track record as a key adviser to leading Canadian and foreign companies on their transactional matters. Clients in diverse sectors, including life sciences, value his thorough understanding of their businesses, his responsiveness and his pragmatic approach to challenging and time-sensitive transactions. His expertise in business acquisitions transcends borders. Clients regularly choose him as lead counsel in their global M&A activities. Select Recognition: IFLR1000; Lexpert Special Edition: Technology and Health Sciences; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada: Banking and Finance, Corporate, M&A and Real Estate.

WALL, Kristin

Norton Rose Fulbright, Toronto
+1 416.216.3964
kristin.wall@nortonrosefulbright.com

Featured in Life Sciences (Nationwide - Canada)

Practice Areas: Kristin Wall provides strategic legal counsel to the innovative pharmaceutical and medical device industry across a breadth of complex litigation and regulatory matters. She has extensive litigation experience under both the Patent Act and Food and Drugs Act, including litigation and administrative law proceedings under the Patented Medicines (Notice of Compliance) Regulations, Patented Medicines Regulations, Certificate of Supplementary Protection Regulations and Food and Drug Regulations. Ms. Wall has acted in many of the first litigation proceedings started under Canada's CETA-reformed patent legislation, including as counsel in the first series of court challenges under the Certificate of Supplementary Protection Regulations to secure patent term restoration. She was counsel in the first patent action started under section 8.2 of the Patented Medicines (Notice of Compliance) Regulations—a new cause of action to assert patents that are not listed on the Patent Register. She was also counsel in the first series of cases started under section 6 of the amended Patented Medicines (Notice of Compliance) Regulations. Ms. Wall has particular experience in drug pricing and reimbursement in respect of the Patented Medicine Prices Control Board (PMPRB), and the pan-Canadian Pharmaceutical Alliance (pCPA) and health technology assessment bodies.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Litigation & Dispute Resolution

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Litigation General Commercial

Litigation: General Commercial
Leading Firms
Band 1
Blake, Cassels & Graydon LLP
McCarthy Tétrault LLP
Band 2
Bennett Jones LLP
Davies Ward Phillips & Vineberg LLP
Stikeman Elliott LLP
Band 3
Borden Ladner Gervais LLP
Fasken
Lenczner Slaght
Norton Rose Fulbright
Osler, Hoskin & Harcourt LLP
Torys LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Blake, Cassels & Graydon LLP

What the team is known for This distinguished law firm offers expansive litigation capabilities and a strong national footprint, boasting skilled disputes teams in Toronto, Calgary, Vancouver, Montréal and Ottawa. Its trial lawyers are accomplished across a comprehensive range of practice specialisms, with an excellent reputation for commercial disputes as well as highly acclaimed tax, product liability and competition litigation expertise. Blakes serves prominent corporations in the finance, tech, energy and life sciences sectors, providing national and multinational clients with an impressive platform for high-end cross-border and national litigation files, maintaining a leading class actions team operating throughout Canada's major cities.

Strengths

"The Blakes team are cohesive and aligned. They are our go-to firm, and our board and management team rely on them to deliver."

"We have several complex and unique issues that require distinct expertise to formulate a comprehensive argument. Those abilities are readily available at Blakes."

"They have been fantastic to work with. They keep me informed but don't overload me with small details. They provide really good advice and recommendations on what to do next."

"Blakes is a trusted adviser for complex and sophisticated matters."

Notable practitioners

Iris Fischer and Catherine Beagan Flood are key contacts in Toronto.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is a perennial name at the forefront of the Canadian litigation Bar, with strong litigation lawyers located across Ontario, Québec, Alberta and BC. The team offers significant experience in breach of contract disputes as well as securities and banking litigation. It excels in class action proceedings and expertly handles franchising, trade and competition litigation matters. Other areas of notable capability include white-collar defence, medical malpractice defence and defective product claims. The firm is sought after by industry heavyweights in a broad range of sectors, including multinational technology and electronics companies, major Canadian banks and a range of other clients across energy, manufacturing and pharmaceuticals.

Strengths

"The thing with McCarthy is they are a super large national firm, but litigation is the engine of what they do. They have a large group of talented litigators in Ontario."

"The firm has a very high level of litigation expertise and industry leading lawyers. Their ability to add very practical and relevant business commercial input in litigation planning and process has been invaluable to us."

"The McCarthy team is able to understand our business, and therefore is able to better align the strategy of any cases with our culture and our overall objectives."

"They have a phenomenal national practice."

Work highlights McCarthy Tétrault defended TD Bank in litigation arising out of the collapse of Stanford International Bank, following claims brought by its liquidator alleging negligence and knowing assistance in SIB's Ponzi scheme.

Notable practitioners

The key contact is national practice group leader Sunil Kapur, who is based in Toronto.

Band 2

Bennett Jones LLP

What the team is known for Bennett Jones enjoys a pre-eminent reputation for litigation in Alberta and fields a strong team in Ontario. Its broad

practice encompasses corporate and securities matters, post-M&A litigation, breach of contract claims and shareholder disputes. The firm is also a strong choice for fraud, professional negligence and competition litigation. Its client base spans from privately held businesses to national and international public corporations in industries such as mining, energy, investment and technology. The team is well equipped to handle large-scale cross-border matters, also possessing an accomplished national class action practice.

Strengths

"They are a wonderful firm for litigation. Nothing ever gets missed and they are extremely strategic."

"The lawyers are bright people with a strong understanding of technical and business drivers. They provide informed and practical advice on complex matters."

Work highlights Bennett Jones acted for a group of Saudi companies to bring fraud claims against Saad Al Jabri, a former Saudi cabinet minister who allegedly embezzled large sums and fled to Canada. The firm recently advised on enforcing a worldwide freezing order.

Notable practitioners

David Gruber in Vancouver, Christine Plante in Calgary and Richard Swan in Toronto are key contacts.

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg is regarded as a litigation powerhouse, driven by leading trial teams based in Toronto and Montréal. The firm handles high-stakes inter-provincial mandates on behalf of major national clients. Its expertise encompasses commercial, securities and competition litigation, including tax disputes and contested M&A matters. The group is further highlighted for its adept handling of privacy and administrative law disputes. It occupies an important position within the class actions space, and has recently appeared in a number of high-profile international tort disputes for key clients. The team represents clients across a variety of sectors including telecommunications, automotive, tech, retail and mining.

Strengths

"They always bring an unparalleled level of expertise and attention to detail to complicated matters. From law students and researchers to senior partners, they always put together an experienced and efficient team that covers all the needs of our file."

"The Davies team is phenomenal in terms of its preparation of witnesses, strategic approach to litigation and pragmatism. The lawyers really care about their clients."

Work highlights A Davies team advised Shaw Communications in a trial before the Competition Tribunal and a Federal Court of Appeal proceeding brought by the Commissioner of Competition, seeking to halt Roger Communications' CAD26 billion acquisition of Shaw Communications.

Notable practitioners

Kent Thomson in Toronto and Louis-Martin O'Neill in Montréal are key contacts.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott wins high praise across Canada for its formidable litigation offering, enjoying a particularly prominent reputation in class actions and antitrust litigation. The firm supports clients throughout Canada's key business centres, with litigators well established in local markets teaming up on cross-provincial court proceedings. The team has significant experience resolving disputes that involve commercial agreements, corporate actions, securities and professional negligence. It is further noted for its in-depth knowledge of the energy and real estate sectors and for its expertise in banking litigation.

Strengths

"I trust their judgement, they are candid and we work together seamlessly. When we are opposite them, I know they will work extremely diligently, write very well and present well in court."

"The team is made up of very effective advocates, they always bring interesting perspectives to the table."

"Stikeman has impressive litigation expertise."

Work highlights Stikeman Elliott defended Éoliennes de l'Érable in a class action on behalf of property owners and residents within a 1.8 km radius of the wind project, alleging nuisance during the construction and claiming damages for the permanent presence of the wind turbines.

Notable practitioners

David Brown in Vancouver, Éric Mongeau in Montréal, Eliot Kolers in Toronto and Michael Mes-tinsek in Calgary are key contacts.

Band 3

Borden Ladner Gervais LLP

What the team is known for BLG operates a well-respected national litigation practice which offers clients reputable teams across offices in Ontario, Québec, BC and Alberta. It is known for its broad range of expertise, encompassing commercial and shareholder disputes, banking litigation, fraud and product liability, among other areas. The firm is commended for its strong class action defence practice and in-depth knowledge of the energy and construction fields, and is also well regarded in the healthcare sector, frequently handling disputes for hospitals and healthcare companies.

Strengths

"BLG were able to take a complex topic and break it down clearly and concisely for the trial judge, while

showing strong commercial awareness throughout the entire process."

"The firm has the breadth of counsel to bring in expertise in different areas. They will often bring conversation back to the commercial realities of the situation, when we get caught up in the process and the theory."

"I was extremely pleased with the services BLG provided. I would say the strengths of the firm are its litigation capability and ability to distil technical and complex issues. They simplify complex problems."

"BLG has extensive experience and depth in legal matters and strategy."

Work highlights BLG continued to defend Canadian Pacific in litigation surrounding the Lac-Mégantic derailment incident, successfully dismissing three actions brought against the company.

Notable practitioners

Key contact David Di Paolo is based in the Toronto office and serves as the firm's national head of commercial litigation and disputes.

Fasken

What the team is known for Fasken fields extensive dispute resolution capabilities, with an extremely highly regarded Vancouver team and strong groups based in Toronto and Montréal. With expertise across a variety of sectors, such as transportation, mining, technology and financial services, the firm is often engaged in commercial, securities and corporate fraud matters. It is also well regarded for its robust class action practice and its expertise in white-collar crime, and has recently been active in a growing number of cases related to energy projects, technology and cybersecurity.

Strengths

"They were excellent and secured a wonderful outcome under very trying circumstances."

"Our situation is very complex and they have demonstrated a deep understanding of the nuances."

"I really appreciate that the lawyers understand our business and our industry more broadly, they quickly understood what was at stake and what the implications are with those kinds of cases."

Work highlights Fasken continued to defend Equifax against a number of privacy class action claims related to its high-profile cybersecurity incident.

Notable practitioners

Laura Cooper is a key contact for clients.

Lenczner Slaght

What the team is known for This firm is one of the country's foremost litigation boutique practices, and demonstrates significant national reach from its Toronto base. Lenczner Slaght is particularly known for its extensive skills in trial and appellate proceedings at all levels of the courts in Canada. It remains a popular choice for a wide array of clients, from multinational companies to public entities and professional regulators. The team is regularly engaged in multi-jurisdictional files relating to breach of contract, consumer protection, corporate fraud and securities. Other areas of expertise for the group include restructuring and insolvency, class action proceedings and pro-

fessional services defence.

Strengths

"The firm is focused on litigation, so they have a really holistic view of disputes and issues that arise and they have an ability to advise on how it will affect our business as well."

"To my mind they are probably the top litigation boutique in Canada and they have an extremely strong bench of lawyers who have earned a lot of respect and experience."

Work highlights Lenczner Slaght defended Annapolis Group to bring a claim against the Halifax Regional Municipality, alleging the de facto expropriation of a large piece of land that the city wants as a Regional Park.

Notable practitioners

Monique Jilesen and Eli Lederman are key contacts for clients.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is an international law firm that operates a well-respected Canadian dispute resolution practice, with experienced litigators based in Montréal, Calgary, Toronto and Vancouver. The team is frequently selected to represent clients in high-value commercial and contractual litigation matters, misrepresentation claims, shareholder disputes and proxy fights. It offers substantial expertise at the trial and appellate levels and supports a range of industries in tailored dispute resolution services, including litigation and class action support for the life sciences sector. It is also highly regarded for its in-depth knowledge of various industry sectors including natural resources, transportation, construction, engineering and financial services.

Strengths

"Their deep understanding of our business needs and priorities, coupled with their vast knowledge of the legal landscape, has been invaluable in providing practical and effective legal solutions."

"The firm's level of competence is second to none. The lawyers surpass themselves and aim only for excellence."

"They are insightful, experienced and collaborative."

Work highlights Norton Rose acted for Innovative Medicines Canada, a pharmaceuticals trade association, and a consortium of 20 pharmaceuticals companies in a challenge to the validity of regulations on pricing for patented medicines.

Notable practitioners

Jennifer Teskey in Toronto serves as chair of the litigation and disputes practice and is a key contact for clients.

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is well equipped to handle national securities class actions and commercial litigation, offering significant capabilities out of its offices in Toronto, Montréal and Calgary. The team's notable areas of expertise include product liability and consumer protection claims, price fixing and banking litigation, as well as professional negligence and fraud matters. The group acts as trial and risk advisory counsel to clients in the energy, finance and consumer product industries.

Litigation & Dispute Resolution British Columbia

Strengths

"The lawyers have been responsive and have provided solid, educated advice with a view to our practical business needs and concerns. It is this balance between legal advice and business sense that really is a value-add."

"The team is always responsive and has available resources to help us tackle whatever comes our way. The lawyers keep things moving in the right direction and are very proactive."

"Osler has a strong cross-disciplinary team which makes them an attractive option in the Canadian market."

Work highlights Osler acted for Nieuport Aviation Infrastructure Partners, operator of Billy Bishop Airport in Toronto, in a dispute with Porter Airlines concerning fees due under Porter Airlines' licensing agreement with Nieuport.

Notable practitioners

National litigation practice chair Sonia Bjorkquist is a key contact for clients.

Torys LLP

What the team is known for This firm has a prominent reputation for litigation across Canada, acting for an impressive client base through its top-ranked central hub in Toronto, supported by teams of partners and associates based in Montréal and Calgary. Torys offers wide-ranging expertise covering corporate, commercial and securities litigation, oppression claims, competition matters and product liability disputes. The team is also frequently cited as a popular choice for sophisticated interprovincial class action cases and offers substantial appellate experience. It stands out for its representation of government entities and Crown corporations, also providing litigation advice to key clients in the life sciences sector.

Strengths

"Torys brings expertise to the table; they have the breadth to cover virtually any issue that arises and they are pragmatic and businesslike."

Work highlights Torys defended hedge fund Anson Group following conspiracy claims brought by Catalyst Capital and Callidus Capital, alleging Anson and other entities engaged in a short and distort scheme to generate negative publicity against Catalyst and Callidus, and then sold their stock short.

Notable practitioners

Linda Plumpton and Gillian Dingle are key contacts for clients.

Litigation General Commercial British Columbia

Litigation: General Commercial
Leading Firms
Band 1
Fasken
Nathanson, Schachter & Thompson LLP
Band 2
Blake, Cassels & Graydon LLP
Borden Ladner Gervais LLP
Lawson Lundell LLP
McCarthy Tétrault LLP
McEwan Partners
Band 3
Farris LLP
Harper Grey LLP
Hunter Litigation Chambers
Kornfeld, Shapray & Partners
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Fasken

What the team is known for Fasken houses a premier dispute resolution practice in BC that is recognised for its ability to handle a wide range of contentious matters. Its client roster consists of a number of prestigious names, including companies in the pharmaceutical and healthcare, technology, natural resources and financial services industries. The Vancouver-based team offers expertise across a myriad of commercial disputes, including construction, competition and shareholder litigation. The team has additional proficiency in ADR, public law and white-collar crime cases, impressing with its skilled representation of individual clients. The firm also features a robust class actions practice, often working in

Litigation: General Commercial
Leading Individuals
Band 1
Cohen Tracey M Fasken
Cowper Geoffrey Fasken
Feder Michael A. McCarthy Tétrault LLP
McEwan J Kenneth McEwan Partners*
Nathanson Irwin G Nathanson, Schachter & Thompson
Band 2
Deane Robert J C Borden Ladner Gervais LLP
Dennis Craig Dennis James Aitken LLP (ORL) ◇
Ferris Craig Lawson Lundell LLP
Nathanson Andrew I Fasken
Schachter Stephen R Nathanson, Schachter
Band 3
Cooper Bob McEwan Partners
Dixon Brad W Borden Ladner Gervais LLP
MacInnis James C Nathanson, Schachter & Thompson
McArthur Joseph Blake, Cassels & Graydon LLP
Band 4
Brown David R Stikeman Elliott LLP (ORL) ◇
Carteri Karen Nathanson, Schachter & Thompson LLP
Fitterman Stephen Kornfeld, Shapray & Partners
Gruber David Bennett Jones LLP (ORL) ◇
Herbst Ludmila Farris LLP
Luchenko Alexandra Blake, Cassels & Graydon LLP
Poulus Hein Poulus Ensom Smith LLP (ORL) ◇
Band 5
Rusnak Christopher Harper Grey LLP
Sabur Abbas Kornfeld, Shapray & Partners
Shapray Howard Kornfeld, Shapray & Partners
Vesely Marko Lawson Lundell LLP
Yates Jill McCarthy Tétrault LLP
Band 5
Cameron Gavin Fasken
Coblin Shane Kornfeld, Shapray & Partners
Cocks Alexandra McCarthy Tétrault LLP
Cundari Laura Blake, Cassels & Graydon LLP
Greenberg Brook Fasken
Hewitt Michael Harper Grey LLP*
Kaardal Randal Hunter Litigation Chambers
Kirkpatrick Emily McEwan Partners
McFee Robin Sugden, McFee & Roos (ORL) ◇
Morrison Andrew Shields Harney (ORL) ◇ *
Roberts Peter Lawson Lundell LLP
Rubin Peter Blake, Cassels & Graydon LLP
Sullivan James Blake, Cassels & Graydon LLP
Sullivan John Harper Grey LLP
Up-and-coming individuals
MacKinnon Emily Osler, Hoskin & Harcourt LLP (ORL) ◇
Maw Kelly Anne Poulus Ensom Smith LLP (ORL) ◇
Radoja Una McCarthy Tétrault LLP
Senkpiel Peter Nathanson, Schachter & Thompson LLP

collaboration with its other national offices.

Strengths

"Our situation is very complex and they have demonstrated a deep understanding of the nuances."

"The team is always well prepared, ahead of deadlines and very responsive to questions."

"Fasken possesses a strong team that demonstrates diverse legal expertise and a strategic approach."

Work highlights A Fasken team led by Tracey

Cohen KC successfully acted for Proctorio in preventing an application to intervene from the B.C. Civil Liberties Association in relation to an injunction Proctorio sought against a former employee of the University of British Columbia, preventing the dissemination of confidential and copyrighted information.

Notable practitioners

Tracey Cohen KC is respected for her handling of a broad array of corporate and commercial

Litigation: Securities
Leading Individuals
Band 1
Anderson Rod Harper Grey LLP
Boyle Sean Blake, Cassels & Graydon LLP
Band 2
Ahmed Owais Harper Grey LLP
Cooper Bob McEwan Partners
Luchenko Alexandra Blake, Cassels & Graydon LLP
McEwan J Kenneth McEwan Partners *
Sabur Abbas Kornfeld, Shapray & Partners
Sullivan Patrick J. Whitelaw Twining Law (ORL) ◇ *
Tomchak Teresa Osler, Hoskin & Harcourt LLP (ORL) ◇
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Litigation: Administrative & Public Law
Leading Individuals
Boies Parker Catherine Arvay Finlay LLP (ORL) ◇
Feder Michael A. McCarthy Tétrault LLP
Gall Peter A Gall Legge Grant Zwack LLP (ORL) ◇
Grant Robert Gall Legge Grant Zwack LLP (ORL) ◇
Herbst Ludmila Farris LLP
Hunter Claire Hunter Litigation Chambers
Millen Roy Blake, Cassels & Graydon LLP
Underhill Mark Arvay Finlay LLP (ORL) ◇

Band 2

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a prestigious national law firm with a strong dispute resolution team in Vancouver. Recognised for its strength in commercial litigation and class action defence, the team offers extensive services to clients in the energy, natural resources and life sciences industries. The department features standout capabilities in securities litigation, shareholder disputes and insolvency proceedings. The team also boasts experience in professional negligence and white-collar crime claims, as well as representing clients in arbitration.

Strengths

"The firm was able to quickly develop a litigation strategy and reach an amicable resolution."

"We have several complex and unique issues that require distinct expertise to formulate a comprehensive argument. Those abilities are readily available at Blakes."

"The team is strong, communicative and easy to work with."

Work highlights A Blake, Cassels & Graydon team led by Peter Rubin acted for Romspen Investment in litigation commenced by GEC (Richmond) GP seeking to subordinate the CAD200 million owed to Romspen on the basis of misrepresentation, breach of contract and equitable subordination.

Notable practitioners

Sean Boyle is highly respected in the BC market for his expert handling of securities matters. With experience covering litigation, class proceedings and regulatory investigations, he regularly acts for a range of financial institutions and public companies. **Strengths:** *"Sean provides excellent client service - he makes sure I am very well taken care of and keeps me informed of any updates."* *"He is a fantastic litigator who takes on high-profile work."*

Joseph McArthur KC is frequently relied upon by clients from the energy and natural resources and pharmaceutical sectors to handle commercial dispute resolution. He is particularly regarded for his wide-ranging trial experience and offers additional expertise as arbitration counsel. **Strengths:** *"He is very good on his feet and is on a lot of major cases."*

Alexandra Luchenko is recognised for her impressive work in corporate litigation, covering breaches of contract, professional negligence and intellectual property disputes. She is equally adept at handling shareholder disputes and a broad range of matters concerning breach of fiduciary responsibilities. **Strengths:** *"She is an amazing lawyer who is smart, hard-working and tough to face in court."* *"Alexandra was exceptional in her knowledge and approach in dealing with our crisis. We felt extremely confident that we were getting the best advice, advocacy and guidance throughout."* Vancouver-based **Laura Cundari** has a growing reputation in BC for her representation of clients from the energy, pharmaceutical and infrastructure sectors. She has significant experience in litigating and arbitrating disputes before both federal and provincial courts. **Strengths:** *"It was great working with Laura. She did a fantastic job navigating us through an unfamiliar litigation process."* *"She is responsive and takes a solu-*

disputes across Canada, including class actions. She has experience in both arbitration and litigious settings. **Strengths:** *"Tracey is a force to be reckoned with - she is very strategic for clients and the way she manages judges and other counsel is impressive to see in action."* *"She is at the forefront of excellence in this space - she wins a lot of cases and she is super effective."* *"Tracey is an exceptional lawyer - she's brilliant, articulate and wonderful to work with."* Vancouver-based **Geoffrey Cowper KC** frequently represents major multinational organisations in commercial disputes at both provincial and federal levels. He is well versed in advising clients in the pharmaceutical and healthcare sectors. **Strengths:** *"Geoffrey is widely recognised as one of the top litigators in British Columbia and lives up to his reputation for sure."* *"He is very strong in dealing with commercial matters and is a strategic thinker."* **Andrew Nathanson KC** regularly represents clients in leading commercial and regulatory disputes, including advising on shareholder litigation and environment-related disputes. He has extensive experience in claims concerning allegations of breach of fiduciary duty and breach of contract, as well as applications for injunctions. **Strengths:** *"He is a fantastic lawyer and a very intelligent, strategic thinker."* Vancouver-based **Gavin Cameron** is known for his expansive commercial litigation practice. He is particularly well regarded for his experience in commercial arbitrations and insurance disputes. **Strengths:** *"He's a remarkable lawyer who worked tirelessly on our case."* **Brook Greenberg KC** is based in Vancouver and is particularly noted for his skilled handling of regulatory and construction disputes for energy and mining companies. **Strengths:** *"He's an outstanding litigator - his written work is top notch and his strategic advice is very good."*

Nathanson, Schachter & Thompson LLP

What the team is known for Nathanson, Schachter & Thompson is a top-tier dispute resolution boutique, recognised for its ability to handle a wide range of contentious matters in BC at both the provincial and federal level. The firm's client roster consists of a number of prestigious names, including companies in the logistics and construction industries. The firm also regularly represents individual executives and officials on both the plaintiff and defendant sides. The team out of Vancouver offers significant expertise in

unfair competition disputes, with additional proficiency in appellate proceedings, arbitration proceedings, white-collar crime allegations, professional negligence disputes and class actions.

Strengths

"The entire team is extremely client-focused and led by senior partners, who are both experienced and approachable."

"I could not have been more pleased with their abilities on the dispute - they were able to bring the right people to bear on the issues at hand."

"They handled a complex and unusual litigation file very well."

Work highlights Nathanson, Schachter & Thompson acted for G&T Martini Holdings in its dispute with Desert Properties concerning the former's purchase of over CAD150 million of serviced lands and the extent of Desert Properties' development and servicing obligations.

Notable practitioners

Irwin Nathanson KC is a prestigious litigator in British Columbia, with extensive experience across the full range of contentious commercial proceedings, including in relation to breach of duty and damages claims. Most recently, he has acted for employers on COVID-19 related class actions. **Strengths:** *"Irwin is a brilliant lawyer - he is exceptionally clear in his in-court advocacy and maintains a great demeanor."* **Stephen Schachter KC** offers an impressive range of experience across commercial litigation, handling allegations of criminal wrongdoing and professional negligence claims. He is a skilled trial lawyer with additional strength in appellate proceedings. **Strengths:** *"Stephen is a very experienced and highly skilled counsel in commercial matters."*

James MacInnis KC regularly represents clients in a range of commercial disputes, including litigation around unfair competition and trade secrets. Based in Vancouver, he is also experienced in arbitration proceedings. **Strengths:** *"James is an absolutely first-rate lawyer."* **Karen Carteri** is a well-respected litigator in Vancouver. Her practice includes contractual disputes, disputes in the mining sector and litigation against public authorities. **Strengths:** *"Karen is a smart, thoughtful and strategic lawyer. She considers clients' success above all else."*

Peter Senkpiel KC is a respected lawyer with a fast-developing reputation for handling an array of commercial disputes, including securities litigation and cases concerning breach of contract and breach of fiduciary duty. He has amassed considerable experience representing clients before both the BC Supreme Court and the BC Court of Appeal. **Strengths:** *"He is an excellent advocate - his advocacy alone won the trial."*

tions-oriented approach that actively considers company risk profile.” **Peter Rubin** is regularly mandated to act on a wide array of commercial disputes, including contractual litigation, bankruptcy proceedings, breach of fiduciary duty claims and allegations of fraud. **Strengths:** “Peter is smart, strategic and responsive.” **James Sullivan KC** offers significant expertise in class action proceedings, frequently acting for a roster of mining companies. **Strengths:** “James is an excellent lawyer.” **Roy Millen** is a respected Vancouver-based lawyer with a noteworthy practice assisting clients with a range of administrative and regulatory proceedings. He is particularly skilled at handling matters concerning the scope of Indigenous treaty rights. **Strengths:** “Roy is fantastic to work with. He is strong both in his knowledge and how he approaches legal challenges.” “Roy has been awesome in helping us out in complicated disputes in British Columbia.”

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais acts for major national and international companies in a variety of sectors, including transportation, energy and financial services. The disputes team in Vancouver is highly regarded for its skill in commercial, competition and banking litigation. The firm operates notable practices in class action defence, appellate litigation and commercial arbitration, with noteworthy activity handling disputes around privacy breaches and professional liability.

Strengths

“It is a well-equipped firm with a wide variety of talent able to step in and support all sorts of matters.”

“The firm has the breadth of counsel to bring in expertise in different areas. They will often bring conversation back to the commercial realities of the situation, when we get caught up in the process and the theory.”

Work highlights A Borden Ladner Gervais team led by Robert Deane defended BC Hydro against an action brought by wind development company Bridge Power that alleged breach of contract and negligent misrepresentation with regard to the development of a wind farm in Cape Scott.

Notable practitioners

Robert Deane represents clients before provincial and federal courts across the nation, including the Supreme Court of Canada. He is lauded for his expertise in international arbitration as well as cross-border and domestic commercial litigation.

Strengths: “He is an extremely knowledgeable and strategic lawyer.” “Robert is an absolutely phenomenal lawyer who is also exceptionally personable.”

Brad Dixon is recognised for his extensive expertise in class actions. He regularly assists clients with breach of privacy, competition and consumer claims disputes. **Strengths:** “His submissions are top notch and he has a good ability to make persuasive arguments.” “He is a very smart and effective advocate.”

Lawson Lundell LLP

What the team is known for Lawson Lundell is a highly regarded Vancouver-based law firm offering wide-ranging litigation capabilities, with

notable strength in corporate and commercial disputes, as well as litigation concerning insurance and environmental regulations. The firm is a popular choice for clients in the construction, telecommunications and natural resources sectors, and is also frequently mandated by Crown corporations and government entities. The group is experienced in all forms of dispute resolution, spanning trials, appeals and arbitrations. The firm’s experience also encompasses public law disputes, class actions, indigenous law cases and contentious tax matters.

Strengths

“I appreciate their ability to provide advice that is practical, not just technical and legal. Their recommendations always take into account business and operational realities.”

“Lawson’s litigation team is able to handle our commercial litigation needs quite broadly and has the necessary breadth and expertise to handle all sizes of files.”

Work highlights Lawson Lundell represented Skookum Creek Power Partnership in a dispute concerning the construction of a CAD93 million run-of-river hydro project on Crown land near Squamish. The claim was brought by a contractor regarding builders’ liens against a right of way on private land.

Notable practitioners

Craig Ferris KC is an esteemed Vancouver-based litigator. He has deep experience handling class actions and commercial disputes, representing notable clients in the telecommunications, pharmaceutical and natural resources sectors. He offers further experience in international arbitration. **Strengths:** “Craig is knowledgeable, responsive and clear with his advice.” “Craig is incredible on an intellectual basis. He sees the bigger picture, is very commercial and is hugely strategic.”

Marko Vesely KC has a diverse commercial litigation practice, representing clients in defamation disputes, jurisdictional challenges and class actions.

Strengths: “He has shown a keen awareness of the value of the matter—he has displayed great restraint in allowing his associate to handle many of the tasks while providing the appropriate level of oversight and guidance.” **Peter Roberts KC** is noted for his experience litigating a broad variety of cases, including insurance litigation and contractual disputes. Based in Vancouver, he regularly acts for clients from the natural resources and mining sectors. **Strengths:** “He is an excellent litigator who has great ideas on how to attack a file.”

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is a trusted brand in Canada with a respectable BC litigation practice. The firm demonstrates the capacity to handle complex commercial and corporate disputes, with notable clients in a diverse range of industries, including mining, financial services and energy. The team in Vancouver features experts in appellate, post-M&A and administrative litigation, as well as arbitration proceedings, and maintains a strong class action practice, often providing clients with inter-provincial support via its office network.

Strengths

“The firm has a very high level of litigation expertise

and industry-leading lawyers. Their ability to add very practical and relevant business commercial input in litigation planning and process has been invaluable to us.”

“McCarthy Tétrault possesses extremely bright and intelligent lawyers who are able to craft novel and winning arguments.”

“They had an impressive mastery of highly complex and nuanced matters that were highly specific to my situation.”

Work highlights A McCarthy Tétrault team led by Michael Feder KC represented British Columbia Ferry Services and Brittney Sylvester in an action challenging the constitutionality of a number of key steps taken in response to the COVID-19 pandemic.

Notable practitioners

Michael Feder KC is a highly respected litigator whose practice spans across a range of corporate and commercial disputes, encompassing fraud and misfeasance, breach of duty litigation and force majeure disputes. In addition, he also holds experience in administrative and public law disputes, appellate proceedings and challenges to arbitral awards. **Strengths:** “Michael is the best litigator we have ever worked with. His leadership style coupled with the ability to negotiate and litigate is unmatched.” “Michael argued our case and was successful beyond anything we could have hoped for.” “He is an intellectual powerhouse. He is impressive to work with and has remarkable availability and responsiveness for a partner of his calibre.”

Jill Yates is based in Vancouver where she regularly represents financial institutions and industrial clients in complex class actions and commercial litigation. She has notable experience defending clients in fraud and money laundering-related cases. She also represents clients in arbitration proceedings. **Strengths:** “She is a very knowledgeable lawyer who is wonderful to work with.”

Alexandra Cocks has a growing litigation practice, representing notable clients in the mining, aerospace and technology sectors. Her disputes experience covers a range of commercial contexts, including privacy breaches, as well as M&A and joint venture litigation. **Strengths:** “She is diligent, communicative and knowledgeable.”

“Alexandra has a really good practical sense of what will work with resolving procedural or preliminary issues.” “She has a very nice manner in court and has a good sense of how the judges will want to hear cases.”

Una Radoja is growing her general commercial litigation practice in Vancouver, which includes experience handling complex breach of duty claims for clients from the natural resources and financial services sectors. She acts for both corporate clients and individual directors and executives. **Strengths:** “Her direct litigation experience allows her to provide sound advice to protect us in commercial negotiations.”

McEwan Partners

What the team is known for McEwan Partners is a respected litigation-focused boutique recognised for its significant capabilities across a wide variety of commercial and corporate disputes. The Vancouver-based team features a number of top advocates, with diverse experience covering issues such as product liability, securities litiga-

tion and class actions. The firm offers excellent representation to clients in the energy, real estate and financial services sectors.

Strengths

“McEwan Partners is a boutique firm that handles high-end work.”

Notable practitioners

Kenneth McEwan KC (see p.268) is a premier litigator who acts on a broad array of corporate and commercial dispute resolution. He is well known for his handling of contentious securities cases and has a wealth of experience in trials at both the provincial and federal levels. **Strengths:** *“Ken is one of the best commercial litigators in the province – he can pretty much handle any case.” “Kenneth is a very talented and smart lawyer.”* Vancouver-based

Bob Cooper KC is well known in the BC market for his expertise in securities law. He also operates a busy commercial litigation practice, frequently being active in shareholder disputes and arbitration for international and domestic clients. **Strengths:** *“He is a thoughtful lawyer who does what he does well for his clients.”* **Emily Kirkpatrick** is a lawyer with a respected general commercial litigation practice in Vancouver. She has been engaged for representation across a range of areas, including shareholder litigation, property disputes and class action proceedings. **Strengths:** *“Emily is a really smart lawyer who is very well thought of in the space.”*

Band 3

Farris LLP

What the team is known for Farris is a well-established local BC firm with a notable litigation practice. The department comprises broad sectoral expertise, advocating in a range of commercial disputes relating to real estate and transportation. With offices in Vancouver, Victoria and Kelowna, the team possesses considerable expertise pertaining to securities, corporate disputes and class action litigation, and also offers representation to private individuals. In addition to being experienced at all trial levels, its lawyers often appear before administrative tribunals and commissions. **Strengths**

“The team takes the time to understand our issues and what the desired outcome is, which ensures that resolutions are always found.”

“They don’t just quote the law, but rather advise on the best way to achieve what you need to.”

“The team at Farris is quick to understand the issues and then focus on the important matters.”

Work highlights Farris LLP defended Simon Fraser University and Amélie Trotignon against allegations brought by a former PhD Candidate and sessional instructor who claimed conspiracy to defame on the part of the defendants.

Notable practitioners

Ludmila Herbst KC acts on both administrative and commercial dispute resolution, often advising clients on judicial reviews. She represents clients in arbitration proceedings, as well as before the Court of Appeal and the BC Supreme Court. **Strengths:** *“Ludmila is a brilliant lawyer who is great in court and always a pleasure to work with.”*

Harper Grey LLP

What the team is known for Harper Grey is a popular choice in British Columbia for single-plaintiff and class action litigation, being well equipped to resolve disputes for clients of all sizes, from individuals to multinational companies. The Vancouver-based team is acclaimed for its specialist offerings in the fields of securities litigation and professional liability. The firm is particularly active representing clients hailing from the financial services, pharmaceutical and natural resources sectors. The law firm also advises clients on shareholder disputes, bankruptcy proceedings and fraud allegations.

Strengths

“The team provided a thorough review of the issues on hand and had a comprehensive knowledge of potential outcomes.”

“The firm has always provided service excellence and unparalleled responsiveness.”

“They are resourceful, do good research and are forward-thinking. The partners had an excellent knowledge of the issues and used past experience to navigate us through the case.”

Notable practitioners

Rod Anderson is based in Vancouver and is widely considered to be a market leader in BC for securities litigation. He is highly experienced in representing respondents in enforcement proceedings before the BC Securities Commission. **Strengths:** *“Rod Anderson is a dominant force on securities fights.” “He is very trusted by the Bar for his approach – he knows how to get a good resolution for clients but will fight if required.”* **Owais Ahmed** is recognised for his regulatory and litigation practice in the field of securities. He regularly advocates for both corporate entities and individuals, representing clients from a range of sectors, including pharmaceutical and natural resources. **Strengths:** *“He mixes both an intellectual curiosity and an ability to apply common sense at a sophisticated level.” “Owais is a good commercial lawyer and a smart guy.”* **Christopher Rusnak KC** leverages his technical background in chemical engineering to advocate for tobacco and pharmaceutical clients in disputes concerning intellectual property rights and causation, as well as representing clients in Chapter 11 proceedings. **Strengths:** *“He has an incredible ability to deal with complex legal matters and present them in an understandable way.” “Chris Rusnak KC stands out for his calm demeanour, analytical rigour and good nature.” “He is an excellent lawyer who manages a file in a highly sophisticated manner.”* **Michael Hewitt** (see p.267) has a respected general commercial litigation practice out of Vancouver. His expertise includes a wide array of contentious commercial proceedings, with experience handling shareholder oppression and fraud disputes. **Strengths:** *“Mike was excellent at defending our case – he kept me informed of the status of the dispute and what to expect next.”* **John Sullivan** is active across a wide range of disputes, including before the BC Supreme Court and the Court of Appeal. He is particularly notable for his significant representation of individual executives and entrepreneurs. **Strengths:** *“He is a very meticulous and hard-working counsel who is very well liked, even by opposing counsel.” “John is very attentive to*

details and is always prepared for court.”

Hunter Litigation Chambers

What the team is known for Hunter Litigation Chambers is a notable Vancouver-based litigation boutique which commands respect in the market for its trial capabilities. The firm maintains a strong practice in commercial dispute resolution, as well as administrative and public law litigation, with expertise covering judicial reviews, class actions and constitutional challenges. The team also holds particular expertise in the forestry and mining sectors. The firm is noted for its capabilities at appellate level with the team regularly appearing before the Supreme Court of British Columbia and the Supreme Court of Canada.

Strengths

“They are very well prepared and excellent at cross-examination.”

“The team is proactive, thoughtful, diligent and strategic. They report back clearly and regularly, providing trusted advice.”

Work highlights Hunter Litigation represented the British Columbia Lottery Corporation in the Commission of Inquiry into Money Laundering in British Columbia.

Notable practitioners

Randal Kaardal KC focuses his practice on disputes before the Supreme Court and Court of Appeal of British Columbia, including advising on contractual litigation and liability disputes. He is noted for his activity in the financial services and natural resources sectors. **Strengths:** *“Randy is able to provide examples and assist in the discussions at a level that demonstrates strong commercial awareness and vision.”* **Claire Hunter KC** operates a notable litigation practice advising clients on a broad spectrum of disputes in the administrative and public law spheres, including constitutional challenges, gender affirmation disputes and judicial reviews. She has additional expertise in relation to class action claims. **Strengths:** *“Her advice is informed and practical, her responsiveness is second to none and she has an incredibly strategic yet respectful approach to advocacy.” “She is a very thorough and persuasive and compassionate lawyer. She was available to represent us on very short notice and was an excellent advocate in court.” “Her depth of expertise in the area is evident and her judgement on this file has been spot-on.”*

Strengths: *“Her advice is informed and practical, her responsiveness is second to none and she has an incredibly strategic yet respectful approach to advocacy.” “She is a very thorough and persuasive and compassionate lawyer. She was available to represent us on very short notice and was an excellent advocate in court.” “Her depth of expertise in the area is evident and her judgement on this file has been spot-on.”*

Kornfeld, Shapray & Partners

What the team is known for Kornfeld, Shapray & Partners is active in a broad array of corporate and commercial disputes. The firm demonstrates particular strength in the areas of white-collar crime and securities law, alongside additional expertise in real estate property litigation, trust disputes and workplace disputes. The team regularly represents clients in class actions and judicial reviews.

Strengths

“Kornfeld help me unpack issues and get to the core of it, providing a no-nonsense assessment on whether they believe on the facts and the law we have a reasonable case.”

“They are prepared, professional, and have the ability to think outside of the box, while using a

balance of instinct and precedent, to interpret and solve objectively complex files.”

Work highlights Kornfeld, Shapray & Partners defended Douglas Callahan before the Court of Appeal for British Columbia by successfully overturning the trial court’s finding of shareholder oppression, allowing for the liquidation of the subject company.

Notable practitioners

Stephen Fitterman has wide-ranging dispute resolution expertise, including advising on class actions and breaches of fiduciary duty. His practice spans advising on disputes in the healthcare and construction sectors, as well as claims concerning trusts law and treaty rights. **Strengths:** “He is a sharp lawyer who is very intelligent.”

Abbas Sabur’s litigation practice in Vancouver includes acting on securities and commercial disputes across the real estate and financial services sectors. He frequently represents clients in breach of duty, shareholder oppression and workplace harassment claims. **Strengths:** “He is great at cutting through the complexities and does well in distilling complicated information.” “Abbas is an amazing lawyer who is very smart.” “He is very intelligent, hard-working and strategic in his thought process.”

Howard Shapray KC is a skilled trial lawyer who acts on a wide range of contentious proceedings, including commercial litigation and judicial reviews. He has experience in a range of claims, including those involving breach of fiduciary duty, as well as allegations of fraud and money laundering. **Strengths:** “Howard is a stellar litigator.”

Shane Coblin is a Vancouver-based litigator with a strong track record of representing real estate developers and investors. He primarily assists with disputes regarding construction projects and commercial real estate developments, including allegations of breach of contract, breach of fiduciary duty and fraud. **Strengths:** “Shane is an excellent lawyer. He is charismatic, precise and able to manage a room.” “He has been very effective on any matter we engage him on.”

Other Ranked Lawyers

Vancouver-based **Catherine Boies Parker KC** of Arvay Finlay LLP acts on a wide range of administrative and constitutional matters on behalf of public bodies in BC. Noted for her skilful handling of contentious privacy cases, she holds further expertise in environmental and Aboriginal law.

Strengths:

“Catherine is a superb lawyer in the public law and indigenous law field.”

“She is a leading expert in privacy law and an excellent lawyer.”

David Brown of Stikeman Elliott offers a respected commercial litigation practice that includes acting on product liability and shareholder disputes. He is particularly active in the mining, natural resources and property sectors.

Strengths:

“His hard work stands out – he is very dedicated, works long hours and understood the needs of our case well.”

“He has a lot of experience and his ability to navigate the process shows this.”

Craig Dennis KC in Vancouver is highlighted for his experience in commercial dispute resolution. He regularly acts on professional liability disputes and class action defence.

Strengths:

“Craig is an established presence and one of the top lawyers in the province.”

“He is well known by the judiciary for his able and thoughtful submissions, both written and oral.”

Vancouver-based **Peter Gall KC** is esteemed across British Columbia for his handling of administrative and constitutional litigation. He has significant expertise in labour and employment law and has represented clients before a wide array of courts and tribunals.

Strengths:

“He is a very good lawyer who has taken on a good amount of administrative fights.”

Robert Grant of Gall Legge Grant Zwack LLP practises in the administrative and public law sphere and advocates before a multitude of boards and tribunals.

Strengths:

“Robert Grant is a very smart lawyer.”

David Gruber of Bennett Jones LLP practises in Vancouver and handles a range of commercial dispute resolution cases, with additional strength in allegations of fraud and money laundering.

Strengths:

“David is an excellent lawyer with a lot of experience. He is always ready with sound advice and to guide us through difficult and complex issues.”

“He is exceptionally smart, writes extremely well and is very articulate.”

Emily MacKinnon of Osler, Hoskin & Harcourt LLP is a Vancouver-based commercial litigator with noteworthy experience of providing representation in disputes across multiple sectors, including energy, cannabis and logistics. She has additional expertise in relation to privacy class actions.

Strengths:

“Emily manages complex litigation files with great skill. She is a pleasure to work with and brings an insightful and rigorous approach to the matters she works on.”

“She writes so beautifully and can connect being a litigator to communicating to someone who doesn’t understand the law.”

Kelly Anne Maw of Poulus Ensom Smith LLP is a respected partner with a fast-developing commercial disputes practice. She is adept at advising on disputes concerning allegations of fraudulent and negligent misrepresentation, as well as breach of contract.

Strengths:

“Kelly Ann is known for giving practical, strategic and timely advice. Her analytical skills are excellent and while she is not one to back down from a fight, she knows when taking a hard line is needed and when a more measured approach will benefit her client.”

“She has a superior grasp of procedural and substantive law, but most importantly, a common-sense approach that considers real-world concerns and business interests.”

“What I appreciate most about working with Kelly Ann is that she focuses on finding solutions and isn’t distracted by extraneous litigation tactics – she doesn’t lose sight of the fact that, as a client, I am

guided by a very specific business interest.”

Robin McFee of Sugden, McFee & Roos is an experienced commercial litigator who acts on a wide range of contentious proceedings involving securities, professional liability and real estate matters. He is also highly regarded for his work on personal injury claims and shareholder disputes.

Strengths:

“He is effective, efficient and gets to the point well.”

Andrew Morrison (see p.268) of Shields Harney is a Vancouver-based litigator whose practice spans numerous fields, including real estate, employment and intellectual property. He regularly advises clients on claims of breach of contract, shareholder oppression, wrongful dismissal and trade mark infringement.

Strengths:

“Andrew is very focused and driven towards success in all matter of civil litigation we face in the business.”

“He is very practical, understands business, knows the law and is diligent in his preparation.”

Hein Poulus KC of Poulus Ensom Smith LLP is a longstanding commercial litigator who offers expertise in development and real estate disputes, as well as shareholder disputes.

Strengths:

“Hein has an uncanny ability to consider complicated problems and quickly come up with solution-focused advice.”

“There is nothing he hasn’t seen – we can really lean on him as wise counsel to oversee the process.”

“He is a great lawyer who is strategic and very practical.”

Patrick Sullivan (see p.269) of Whitelaw Twining Law Corporation is a skilled litigator who attracts recognition for his handling of securities disputes. He is experienced in representing clients before courts and tribunals across BC.

Strengths:

“Mr Sullivan provided strategic, compassionate and diligent services in a complex and lengthy litigation.”

Vancouver-based **Teresa Tomchak** has a wealth of experience in securities litigation and investigations, regularly advocating before the BC Securities Commission. She offers further expertise in allegations of insider trading.

Strengths:

“She is an experienced trial lawyer and a formidable adversary.”

“Teresa is one of the most technically proficient lawyers in her area.”

“She is very thorough as a lawyer and very knowledgeable.”

Mark Underhill KC of Arvay Finlay LLP has a broad litigation practice that includes deep knowledge of administrative, environmental and Aboriginal law. His experience includes acting on both class actions and litigation before commissions and tribunals across BC.

Strengths:

“Mark is a good lawyer in the public law space.”

Litigation General Commercial Alberta

Litigation: General Commercial	Litigation: General Commercial	
Leading Firms	Senior Statespeople	
Band 1	Senior Statespeople: distinguished older partners	Kenny William <i>Kenny Law (ORL)</i> ◇
Bennett Jones LLP	Block Randall W <i>Borden Ladner Gervais LLP</i>	
Blake, Cassels & Graydon LLP	Leading Individuals	
JSS Barristers	Band 1	Bossio Emi <i>Peacock Linder Halt & Mack LLP</i>
Band 2	Hunter Clarke <i>Norton Rose Fulbright*</i>	Chernos Mendy M <i>McCarthy Tétrault LLP</i>
Borden Ladner Gervais LLP	Killoran Maureen <i>Osler, Hoskin & Harcourt LLP</i>	Dear Don <i>Clyde & Co LLP</i>
McCarthy Tétrault LLP	Mohamed Munaf <i>Bennett Jones LLP</i>	Donaldson Michael J <i>Lawson Lundell LLP</i>
Norton Rose Fulbright	Tupper David V <i>Blake, Cassels & Graydon LLP</i>	Hawkes Robert <i>JSS Barristers</i>
Osler, Hoskin & Harcourt LLP	Yorke-Slader Blair C <i>Bennett Jones LLP</i>	Holowachuk Jason <i>Cassels Brock & Blackwell (ORL)</i> ◇
Band 3	Band 2	Johnston Ricki <i>Gowling WLG (Canada) LLP</i>
Burnet Duckworth & Palmer LLP	Jensen Carsten <i>JSS Barristers</i>	Madsen David <i>Borden Ladner Gervais LLP</i>
Peacock Linder Halt & Mack LLP	Linder Peter T <i>Peacock Linder Halt & Mack LLP</i>	Mallett Tristram <i>Osler, Hoskin & Harcourt LLP</i>
Rose LLP	Lindsay Matthew R <i>Rose LLP</i>	McGrath Dalton W <i>Blake, Cassels & Graydon LLP</i>
Band 4	Mack Perry <i>Peacock Linder Halt & Mack LLP</i>	Mysak Michael D <i>Bennett Jones LLP</i>
Dentons Canada LLP	Band 3	O'Leary Thomas <i>Dentons Canada LLP</i>
Gowling WLG (Canada) LLP	Holub Geoffrey <i>Stikeman Elliott LLP</i>	Picco Dennis <i>Dentons Canada LLP</i>
Lawson Lundell LLP	Leitl Steven <i>Norton Rose Fulbright*</i>	Smyth Sean S <i>McCarthy Tétrault LLP</i>
Stikeman Elliott LLP	Mestinek Mike <i>Stikeman Elliott LLP</i>	Sunter Andrew <i>Burnet Duckworth & Palmer LLP*</i>
Band 5	Reed Darren <i>Fasken</i>	Vogeli Grant <i>Lawson Lundell LLP</i>
Clyde & Co LLP	Reichelt Renee V <i>Blake, Cassels & Graydon LLP</i>	Wachowich David J <i>Rose LLP</i>
Code Hunter LLP	Sharpe Jeff <i>Burnet Duckworth & Palmer LLP*</i>	Up-and-coming individuals
DLA Piper (Canada) LLP	Smyth Kara L <i>McCarthy Tétrault LLP</i>	Baker Erin <i>JSS Barristers</i>
Duncan Craig LLP	Solomon Glenn <i>JSS Barristers</i>	Da Costa Loni <i>Borden Ladner Gervais LLP</i>
Fasken	Tarnowsky Gordon L <i>Dentons Canada LLP</i>	Dixon Olivia <i>Osler, Hoskin & Harcourt LLP</i>
* Indicates individual with profile.	Theroux Michael <i>Bennett Jones LLP</i>	Fader Susan <i>Burnet Duckworth & Palmer LLP</i>
◇ (ORL) = Other Ranked Lawyer.	Treacy Heather L <i>DLA Piper (Canada) LLP</i>	Gill Laura <i>Bennett Jones LLP</i>
Alphabetical order within each band. Band 1 is highest.	Yoshida Douglas T. <i>McCarthy Tétrault LLP</i>	Associates to watch
	Band 4	Bierkos Jordan <i>McCarthy Tétrault LLP</i>
	Bishop David <i>Gowling WLG (Canada) LLP</i>	Lange Sandra <i>McCarthy Tétrault LLP</i>

Band 1**Bennett Jones LLP**

What the team is known for Bennett Jones is a stellar choice for dispute resolution in Alberta, offering top trial support in class actions, ADR, and general commercial and securities litigation. The Calgary-based team caters to clients from a wide range of industries and is particularly well versed in representing the energy, technology and construction sectors. The firm's litigators act for multinational energy corporations, public sector bodies, individuals and non-profit organisations, among others.

Strengths

"The lawyers are bright people with a strong understanding of technical and business drivers. They provide informed and practical advice on complex matters."

"Bennett Jones has an amazing ability to dissect complex matters and simplify them."

"The team is always very well coordinated and proactive in providing information and support."

"The firm is extremely capable, with expert knowledge. They have very good bench strength."

Work highlights Bennett Jones represented Canadian Pacific Railway in respect of a breach of agreement claim by a developer, Remington Development Corporation, over the sale of prime lands in Calgary.

Notable practitioners

Calgary-based **Munaf Mohamed KC** is much admired for his prowess with high-stakes commercial litigation. He offers additional strength in asset recovery, civil fraud, insurance and contrac-

tual disputes. **Strengths:** "Munaf is a very creative and strategic lawyer who really understands the big picture of cases." Acclaimed Calgary-based litigator **Blair Yorke-Slader KC** maintains a first-rate reputation for handling the full gamut of corporate/commercial litigation, including skill in securities and trusts disputes. He regularly represents clients from the financial services, real estate and chemical manufacturing sectors before trial and appellate courts, as well as the Alberta Securities Commission. **Strengths:** "He is a very good litigator who gets his clients great results." **Michael Theroux** represents clients across a wide array of energy contractual disputes, offering additional experience in domestic and international arbitration. He operates out of the firm's Calgary office. **Strengths:** "He is attentive, experienced and knowledgeable." "Mike impresses with his quick grasp of complex commercial arrangements and well-reasoned legal assessments." **Michael Mysak** operates an active commercial litigation practice from the firm's Calgary office, focusing on fraud, securities and shareholder disputes. **Strengths:** "Michael is attentive, practical and provides sound advice." **Laura Gill** handles a variety of high-stakes commercial litigation with significant expertise in shareholder and joint venture disputes. **Strengths:** "Laura presents well and she is thorough." "She is extremely capable counsel. She provides practical approaches to legal problems and marries legal solutions with practical business drivers." **Justin Lambert** has a securities-focused litigation practice and is particularly adept at advising on share-

Litigation: Securities**Leading Individuals**

Epp Matthew *Borden Ladner Gervais LLP*
Lambert Justin *Bennett Jones LLP*
Reichelt Renee V *Blake, Cassels & Graydon LLP*
Solomon Glenn *JSS Barristers*
Wilson Andrew *JSS Barristers*

holder disputes. **Strengths:** "Justin is very efficient and offers creative approaches."

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon houses a wide-ranging dispute resolution practice with particular prowess in the energy industry. The Calgary group also handles high-end securities, tax, fraud and construction litigation, as well as insurance defence. The firm regularly provides counsel on interprovincial class actions and product liability claims, and also excels in alternative dispute resolution strategies through arbitration and mediation.

Strengths

"Blakes is a trusted adviser for complex and sophisticated matters."

"The Blakes personnel are experienced and knowledgeable."

Work highlights Blake, Cassels & Graydon defended CO-Solve Solutions and employee Darren Thatcher following claims brought by Fluid Energy Group alleging patent infringement, breach of confidentiality and conspiracy following Thatcher's departure from Fluid to CO-Solve.

Notable practitioners

David Tupper offers vast experience representing energy and financial services companies in both commercial litigation and arbitration. His Calgary-based practice also includes additional strength in construction and insurance disputes.

Strengths: "David is a very high-profile and excellent litigator." Calgary-based **Renee Reichelt** represents clients across the banking and energy industries, advising on commercial litigation arising from shareholder and securities disputes.

Strengths: "Renee offers excellent service and has a deep understanding of securities matters." "She provides very strategic advice and takes the time to develop an understanding of client considerations." **Dalton McGrath KC** regularly advises clients on complicated, high-value litigation and arbitrations, with sources applauding his expertise in trial. He has particular experience acting for energy clients. **Strengths:** "He is fine counsel, I would certainly recommend him."

JSS Barristers

What the team is known for JSS Barristers is a distinguished litigation boutique based in Calgary offering high-quality trial representation. The firm regularly acts for players in the energy and construction spaces, advocating complex multiparty class action claims on the defence and plaintiff sides. The team also has capabilities in securities, administrative and insolvency litigation.

Strengths

"JSS always provide sensible legal advice with a strong business acumen."

Work highlights JSS Barristers represented Henenghaixin in a claim against various defendants regarding a claim for alleged fraudulent transfers.

Notable practitioners

Carsten Jensen KC is held in high esteem for his handling of corporate and commercial dispute resolution in the oil and gas industry. His practice out of Calgary also encompasses arbitration, class actions and shareholder litigation. **Glenn Solomon KC** is recognised for his broad, Calgary-based litigation practice, with significant experience in contract disputes and product liability files.

He has also acted on claims relating to professional negligence and anti-competitive conduct, in addition to representing clients in administrative hearings and appellate proceedings. **Robert Hawkes KC** is an experienced litigator with a strong pedigree in complex civil litigation matters.

Strengths: "He is a seasoned litigator who is practical and understands the business considerations."

Erin Baker is based in Calgary. She represents a range of clients in commercial disputes, and handles large-scale litigation and arbitration matters involving regulatory and construction disputes and professional negligence claims. **Andrew Wilson** has been involved in numerous high-value commercial litigation matters arising from corporate shareholder disputes and securities litigation. **Strengths:** "Andrew provides legal advice that is clear and concise as well as commercially reasonable." "He is very knowledgeable and experienced."

Band 2**Borden Ladner Gervais LLP**

What the team is known for Borden Ladner Gervais is a trusted national firm with a top-tier disputes practice in Calgary. The team is highly accomplished in oil and gas, energy and banking litigation, as well as general business disputes. BLG also offers clients out-of-court approaches via its dedicated commercial arbitration group, and has strength in securities and construction litigation.

Strengths

"BLG has extensive experience and depth in legal matters and strategy."

Work highlights BLG advised Nova Chemicals in three judicial review applications to challenge decisions made by the Alberta Department of Energy to impose volume and heat caps on gas volumes received at the Harmattan Gas Plant and reported to Alberta Department of Energy as royalty-exempt.

Notable practitioners

Randall Block KC remains one of the leaders of the Alberta commercial Bar, representing an impressive array of oil and gas clients in high-stakes disputes. He is distinguished for his immense dispute resolution experience, from matters of contract and product liability to environmental lawsuits and fraud-related litigation.

Strengths: "Randy is great with strategy." Calgary-based **David Madsen** is particularly noted for his experience in the energy and financial services sectors. His expertise covers a range of commercial litigation files, including insurance, insolvency and IP. He also has experience in alternative dispute resolution. **Strengths:** "He is an amazing lawyer and a great strategist."

Loni Da Costa is recommended for her broad litigation practice and is particularly noted for her work in intellectual property and oil and gas disputes. **Strengths:** "She is a great lawyer who is definitely an up-and-comer in this space."

Based in Calgary, **Matthew Epp** has a wide array of securities litigation experience and regularly represents investment and real estate industry professionals in civil proceedings and class actions. **Strengths:** "Matt is great on his feet and a great lawyer." "He is very well regarded as an effective securities litigator. He is very practical."

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault draws upon the strengths of a truly national group to handle regional and multi-jurisdictional dispute resolution mandates involving major Alberta-based clients. The team out of Calgary offers expertise in class action defence, as well as high-profile commercial cases relating to the oil and gas, agriculture and manufacturing industries. The practice also has significant experience working on insurance coverage disputes, ADR, securities litigation and secondary market liability claims.

Strengths

"They have a phenomenal national practice."

"McCarthy Tétrault has a wide selection of subject matter experts."

"The team provides consistently great service."

Work highlights McCarthy Tétrault successfully defeated a motion for certification in a putative class action over a third-party data breach for Uber.

Notable practitioners

Kara Smyth acts for an impressive roster of clients from a range of sectors including oil and gas, pharmaceuticals and technology. Her commercial disputes experience extends to class action proceedings. **Strengths:** "Kara provides really astute and thorough legal advice."

"She demonstrates a very strong ability to handle complex and sophisticated commercial matters. She is also very practical and collaborative in her approach." Calgary-based **Douglas Yoshida** is known in the Alberta market for his focus on energy litigation, with noted expertise in oil and gas. His list of clients extends to the engineering and manufacturing sectors.

Strengths: "Doug is a strategic, business-minded lawyer." "He handles complex litigation and has great trial experience."

Mendy Chernos offers significant capabilities in commercial disputes across the energy and banking sectors from the firm's Calgary base. His experience includes acting on product liability, insurance, construction and securities litigation, as well as ADR.

Strengths: "Mendy is very analytical and creative with solving problems. He is an excellent advocate and strategist." **Sean Smyth** acts for a wide array of domestic and international clients from the firm's Calgary office, with commercial advocacy experience in both litigation and arbitration. He is noted for his experienced handling of contentious securities, contracts and product liability cases.

Strengths: "Sean is practical and solutions-focused."

Jordan Bierkos is a highly esteemed associate based in Calgary with notable experience representing clients in construction and wider dispute resolution mandates. **Strengths:** "Jordan is impressive. He spends time to understand the business and advises on appropriate paths forward."

Sandra Lange demonstrates a broad commercial litigation practice, with a growing reputation for her expertise in complex disputes.

Strengths: "Sandra impressed with her preparedness, knowledge and client management."

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright houses an accomplished disputes practice with significant experience representing international oil and gas clients. The firm maintains a strong practice with an emphasis on energy industry matters, including disputes relating to Aboriginal law, construction, labour and employment, and breach of contract cases, as well as shareholder disputes. The Calgary team is active in a wide range of sectors including infrastructure, transportation, finance and property. Its global network offers clients a strong cross-border platform for Canadian issues.

Strengths

"Norton Rose offers good insights into the wider industry."

"They are insightful, experienced and collaborative."

Work highlights Norton Rose Fulbright represented Imperial Oil and ExxonMobil Canada in defence of alleged violations of seismic data

agreements and licences.

Notable practitioners

Clarke Hunter KC (see p.267) is based in Calgary and is sought out by clients for his skill in all aspects of commercial dispute resolution. He appears before provincial and federal courts on an impressive array of securities, product liability and energy litigation, offering additional strength in arbitration. **Strengths:** “Clarke is a phenomenal litigator.” **Steven Leitel KC** (see p.267) is respected within the Calgary market for his skills across a wide range of corporate and commercial disputes. He is particularly noted for his strength in securities litigation, as well as contractual and shareholder disputes. **Strengths:** “He is an excellent lawyer who is very good with challenging, multi-party litigation.” “Steven is a great advocate and an excellent litigator.”

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt houses a high-level commercial and energy industry disputes practice, rated for its strong bench of experienced litigators. The Calgary group has a solid track record in high-stakes breach of contract litigation, as well as experience in a range of other areas including class proceedings, securities litigation and shareholder disputes. The group has also represented clients in litigation relating to constitutional and administrative law. The team leverages the firm’s strong national platform to provide high-quality advice on multi-jurisdictional files. Clients also benefit from the firm’s complementary practices in regulatory and appellate litigation.

Strengths

“Osler is well suited to handling complex and sophisticated matters.”

“They are prepared, strategic in their approach and have good depth.”

“Osler has a strong cross-disciplinary team which makes them an attractive option in the Canadian market.”

Work highlights Osler represented Williams Group and related entities following claims brought by NAPP to terminate a propylene purchase and sale agreement.

Notable practitioners

Maureen Killoran KC is recognised for her handling of major litigation files in the energy and natural resources sector. Her experience includes representing both public bodies and private clients in constitutional challenges, appellate proceedings and judicial reviews, alongside her commercial dispute resolution practice. She splits her time between the firm’s Calgary and Vancouver offices. **Strengths:** “Maureen speaks a language that everyone can understand, regardless of their experience.” “She is an exceptional lawyer in every sense.” Skilled corporate litigator **Tristram Mallett** is noted for his expertise with contentious securities and M&A mandates. He has also represented clients in product liability, privacy and contractual lawsuits, covering both single-plaintiff and class proceedings. **Strengths:** “Tristram does an outstanding job in managing strategy.” “His oral arguments are top notch.” **Olivia Dixon** acts for clients in a range of commercial disputes, with a particular focus on energy litigation, construction

litigation and international commercial arbitration. **Strengths:** “Olivia is very smart and understands complexity very well.”

Band 3

Burnet Duckworth & Palmer LLP

What the team is known for Burnet Duckworth & Palmer has a significant presence in the dispute resolution space in Alberta, with particular strength in energy litigation, including oil and gas and power-related disputes. The Calgary team is regularly engaged by clients in the construction, government and utilities sectors. The firm offers expertise in handling a broad range of trial matters from real estate and technology disputes to construction litigation and class action claims.

Strengths

“BDP is a strong litigation group with good practitioners.”

Work highlights Burnet Duckworth & Palmer counselled CNOOC Petroleum North America in a lease dispute concerning the discovery of asbestos in a commercial office tower.

Notable practitioners

Jeff Sharpe (see p.269) runs a sophisticated commercial litigation practice out of Calgary. He handles a broad range of corporate and securities matters, notably in the oil and gas sector. **Strengths:** “Jeff is practical and pragmatic. He is extremely sensitive to client needs and produces top-quality work.” **Andrew Sunter** (see p.269) is well equipped to advise on a wide range of complex litigation matters, including commercial, construction, energy, regulatory and security disputes. **Strengths:** “Andrew is very good at protecting the interests of his clients.” **Susan Fader**

is co-head of the firm’s litigation group and has notable experience on major class action work, as well as litigation in the energy sector. **Strengths:** “Susan is smart and a strong lawyer.”

Peacock Linder Halt & Mack LLP

What the team is known for Peacock Linder Halt & Mack is a sought-after boutique litigation firm with a focus on the oil and gas sector, employment law and commercial litigation. The team offers further strength in shareholder disputes, class actions, oppression litigation, securities and insurance law. The Calgary-based firm caters to both domestic and international clients and is a strong choice for referral work by major national law firms.

Strengths

“Peacock Linder is a very solid litigation firm with accomplished litigators.”

Notable practitioners

Peter Linder KC draws widespread acclaim from the market for his skilful handling of complex commercial and securities litigation. He regularly represents clients in the oil and gas industry from the firm’s Calgary office. **Strengths:** “Peter is an exceptional litigator with great instincts and great client management skills.” Calgary-based **Perry Mack KC** is recognised for his work on a broad range of commercial mandates, including product liability, insurance and construction disputes. He is further noted for his strengths in ADR and class

actions. **Strengths:** “He is an excellent lawyer with a great reputation. Perry is a widely respected and iconic figure in the Bar.” “He is an outstanding team leader and lawyer.” **Erni Bossio** is based in the firm’s Calgary office. With notable experience in oil and gas, employment and shareholder disputes, she has represented clients at all levels of the judicial system, including the Supreme Court of Canada.

Rose LLP

What the team is known for Rose LLP is a strong Calgary-based law firm sought after for its impressive construction litigation practice. The team routinely handles claims involving industrial, oil and gas, and infrastructure projects. The group wins praise for its capabilities in general litigation matters, including business disputes, securities litigation and professional liability mandates. The firm acts for clients in the energy, manufacturing and financial services sectors, and is widely acknowledged as a destination practice for referral work.

Strengths

“Rose is a very strong player with a nice mix of senior and junior lawyers.”

“It is an experienced group with broad experience.”

Work highlights Rose LLP acted for AltaLink as plaintiff in a construction and product liability case involving allegedly defective spacer dampers installed on transmission line projects in Alberta.

Notable practitioners

Matthew Lindsay KC often undertakes contentious cases in the oil and gas and construction sectors from his Calgary base. He has also represented clients in complex product liability disputes. **Strengths:** “Matthew is a terrific lawyer who is very practical.” “He is a very skilled attorney.” **David Wachowich KC** is an active commercial litigator based in Calgary, with clients benefiting from his wealth of expertise in complex civil disputes. **Strengths:** “David is incredibly smart.” “He gets to issues quickly and is respected by the courts.”

Band 4

Dentons Canada LLP

What the team is known for Dentons Canada is adept in advising clients on a full range of commercial disputes and litigation arising from shareholder and contract disputes. It regularly handles multi-jurisdictional mandates and has particular expertise in representing energy, oil and gas clients in the market locally and globally.

Strengths

“The firm has a very deep and broad base of knowledge and expertise.”

“Dentons provides helpful and strategic advice to progress complex commercial litigation.”

“The team are very knowledgeable across relevant subject matters and incredibly responsive to their clients.”

Work highlights Dentons Canada successfully defended Plains Midstream in a proposed class action brought on behalf of landowners relating to an oil spill from a pipeline that Plains owned

and operated.

Notable practitioners

Calgary-based **Gordon Tarnowsky KC** is regularly mandated by major oil and gas clients to handle cases involving multiple jurisdictions. He is equally experienced in litigation and arbitration, with noted strength in contractual disputes.

Thomas O'Leary operates out of the firm's Calgary office, representing clients in a range of commercial disputes, including arbitration and class actions. He has a solid following of clients in the energy and power sectors. **Strengths:** *"Thomas is a strong litigator who provides practical advice to achieve desired results."* **Dennis Picco KC** has notable experience in contractual disputes, contentious insurance matters and arbitration in the construction sector. He is based in Edmonton. **Strengths:** *"Dennis is very good on complicated files and his client focus is key."*

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG is recognised for its robust litigation group, with notable capability in contentious insurance mandates, as well as a solid offering in business litigation, class actions and product liability. The Calgary office draws upon its industry expertise acting for clients operating in the oil and gas, construction and financial sectors.

Strengths

"They have a good understanding of case facts and business objectives in order to provide good advice on litigation strategy."

"Gowlings' lawyers are well reasoned and analytical."

Work highlights Gowling defended Value Drug Mart Investment Company in an oppression claim brought by a shareholder.

Notable practitioners

David Bishop's broad Calgary-based practice includes all manner of commercial litigation, including product liability and insurance matters. He regularly acts in contentious cases for clients from the oil and gas and construction sectors.

Strengths: *"David totally understands the issues in very complex industries."* **Ricki Johnston** acts as head of the firm's Calgary commercial litigation group and has an impressive variety of experience in class actions, shareholder disputes and arbitrations. **Strengths:** *"Ricki is extremely knowledgeable and keeps client goals in mind."*

Lawson Lundell LLP

What the team is known for Lawson Lundell houses an established litigation practice in Calgary, noted for its handling of disputes arising from the oil and gas, power and natural resources sectors. The firm offers representation in commercial proceedings involving insolvency, breach of contract and professional negligence, with additional experience in arbitration.

Strengths

"They are practical in their approach and ability to manoeuvre through complex situations."

Work highlights Lawson Lundell represented Remington Development in a contract and tort dispute brought against Canadian Pacific Railway.

Notable practitioners

Michael Donaldson KC is well regarded for

his dispute resolution practice out of Calgary, offering strength in litigation and arbitration. He is noted for his particular strength in representing power clients in contentious commercial proceedings. **Strengths:** *"He is extremely smart and has great experience."* Calgary-based **Grant Vogeli KC** handles a broad spectrum of corporate and commercial disputes, including securities and class action cases. He has particular experience in property and development litigation.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott supplements its strong Calgary presence with expertise across its other Canadian offices. The team acts for an enviable array of major clients, particularly in the energy and natural resources sector, who turn to the firm for its expertise across the full gamut of contractual disputes, arbitrations and class actions.

Strengths

"Stikeman has impressive litigation expertise."

"The firm is deep in Alberta and can call upon additional expertise from their partners across Canada."

Work highlights Stikeman Elliott acted for BP Canada in a dispute against Aux Sable Canada over prices charged to BP under their product supply agreement.

Notable practitioners

Geoffrey Holub is noted for his experienced handling of contentious cases arising in the oil and gas, natural resources and construction sectors. His commercial practice, which includes arbitration, covers contractual, lease and shareholder litigation. **Strengths:** *"Geoff provides excellent advice and has a fully developed understanding of legal and commercial aspects."* *"He is a really practical lawyer who anticipates our needs."* **Mike Mestinek** is based in Calgary, where he acts on a broad array of commercial disputes, including securities, shareholder activism and professional liability matters. He frequently represents energy and resources clients in contentious proceedings. **Strengths:** *"Mike treats clients as part of the firm and really takes the initiative."*

Band 5

Clyde & Co LLP

What the team is known for The Calgary-based litigation team at Clyde & Co offers clients a wealth of expertise in commercial disputes, supported by the firm's nationwide presence. The firm is particularly adept at guiding clients through significant class actions and operates in insurance, energy and construction spaces.

Strengths

"Clyde & Co take a strategic approach and operate a supportive model."

Notable practitioners

Don Dear KC is particularly recognised by sources for his employment and insurance disputes expertise. Based in Calgary, he also has experience representing clients in construction and professional liability lawsuits.

Code Hunter LLP

What the team is known for Code Hunter is an expert litigation boutique with an excellent pedigree in trial and appellate work, particularly in the energy and real estate sectors. Operating out of its Calgary office, the firm capably acts on breaches of contract, disputes and product liability mandates.

Notable practitioners

Christian Popowich in Calgary is a key contact.

DLA Piper (Canada) LLP

What the team is known for DLA Piper is noted for the variety of litigation mandates that it ably handles from its Calgary and Edmonton offices. Active in a wide range of sectors, including energy and education, the team expertly handles matters including class actions, arbitrations and disputes. **Work highlights** DLA Piper defended Imperial Oil Resources in an underpayment of royalties action arising out of gas production on the Pigeon Lake Indian Reserve.

Notable practitioners

Heather Treacy KC acts on commercial and constitutional disputes arising in the oil and gas sector, offering complementary strength in Aboriginal law. She has notable experience representing clients in negligence and breach of contract claims. **Strengths:** *"Heather is amazing and offers guidance that is sound and understandable."*

Duncan Craig LLP

What the team is known for Duncan Craig is a longstanding Alberta firm operating out of Edmonton. The team is adept at litigating commercial disputes, as well as in the use of alternative resolution methods. Benefiting from experience at state and federal courts, the firm is well placed to effectively service clients in a variety of areas including real estate, employment and construction.

Notable practitioners

Edward Feehan KC in Edmonton is a key contact.

Fasken

What the team is known for Fasken ably assists clients in a range of commercial litigation matters, with particular expertise in energy mandates. Its highly regarded disputes lawyers boast a strong track record in complex litigation and ADR matters.

Work highlights Fasken represented Purolator defending claims brought by employees and former employees alleging breaches of the Charter and other statutes related to actions by the company during COVID-19.

Notable practitioners

Darren Reed has a burgeoning reputation in the Calgary market, representing clients in construction, securities and insurance disputes, among others. His clients hail from a broad array of industries including oil and gas, manufacturing and financial services. **Strengths:** *"He is thoughtful in his approach to litigation and a strong advocate for his clients. Darren possesses excellent technical litigation skills and is a strategic thinker."* *"He is very service-oriented and has strength in providing business-focused advice."*

Other Ranked Lawyers

Calgary-based **Jason Holowachuk KC** of Cassels Brock & Blackwell is recognised for his broad disputes practice, with notable files covering securities and construction litigation, as well as shareholder oppression claims.

Strengths:

"He is a skilled litigator and a good advocate."

Experienced litigator **William Kenny KC** of Kenny Law is adept at handling a wide array of corporate and commercial disputes. He is particularly noted for his work in construction and insurance disputes.

Litigation General Commercial Ontario

Litigation: General Commercial
Leading Firms
Band 1
Blake, Cassels & Graydon LLP
Davies Ward Phillips & Vineberg LLP
Lax O'Sullivan Lissus Gottlieb LLP
Lenczner Slaght
McCarthy Tétrault LLP
Torys LLP
Band 2
Bennett Jones LLP
Osler, Hoskin & Harcourt LLP
Stikeman Elliott LLP
Band 3
Goodmans LLP
Norton Rose Fulbright
Band 4
Borden Ladner Gervais LLP
Dentons Canada LLP
Fasken
Gowling WLG (Canada) LLP
Paliare Roland Rosenberg Rothstein LLP
Band 5
Adair Goldblatt Bieber LLP
Chernos Flaherty Svonkin
Crawley MacKewn Brush LLP
McMillan LLP
Pape Chaudhury LLP
Polley Faith LLP
Stockwoods LLP
Tyr LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

The editorial is in alphabetical order by firm name.

Adair Goldblatt Bieber LLP

What the team is known for Adair Goldblatt Bieber is an impressive Toronto-based civil litigation boutique that is highlighted as a growing force in the Ontario market. The firm is well reputed for its representation of plaintiffs and defendants in class action proceedings. Its lawyers also represent clients in commercial litigation and arbitration.

tion and arbitration.

Strengths

"It's a fantastic boutique."

"They have a high level of skill and a deep bench."

"It is an exceptional firm, able to execute well on all parts of the litigation process. They have a high commercial awareness and are able to translate and apply their wisdom in new situations."

"They come into our negotiations with strong commercial awareness. Where there is more to be learned, they do a good job of asking questions and getting the background they need in order to provide sound advice."

Work highlights Adair Goldblatt acted for Cinaport to bring CAD14 million claims against Coinberry arising out of a merger agreement between the companies, alleging Coinberry breached standstill provisions through pursuing a separate acquisition with WonderFi Technologies.

Notable practitioners

Simon Bieber (see p.263) is commended by market observers for his burgeoning reputation in commercial advocacy. He operates a wide-ranging contentious practice from Toronto, representing clients in litigation and arbitration.

Strengths: *"He takes on work very capably and is often dealing with more experienced counsel on the other side, but he always holds his own against them."* *"Simon is an excellent lawyer and business partner. He gives honest, candid and frank advice and gets the job done."* *"He was exceptional in every facet of the litigation process."* *"He is the type of lawyer who people like to have on the same side of a file and you feel comfortable trusting clients with him."* **John Adair** (see p.263) is particularly recognised for his handling of commercial litigation, including matters involving professional negligence. **Strengths:** *"He has good courtroom skill and judgement."*

Bennett Jones LLP

What the team is known for Bennett Jones represents a number of high-profile public and private clients from across a range of industries in corporate and commercial disputes. Clients frequently

look to the firm for its multi-jurisdictional scope. Its Toronto office houses a distinguished securities litigation practice, covering regulatory and class action proceedings, with other areas of strength including breach of contract and shareholder disputes. The department also regularly assists with litigation relating to competition, insolvency and professional negligence, as well as fraud, oppression and post-M&A litigation. It continues to act for provincial public bodies across Canada on high-profile disputes with tobacco companies seeking healthcare cost recovery.

Strengths

"They are a wonderful firm for litigation. Nothing ever gets missed and they are extremely strategic."

"The team works extremely well together. They're very well coordinated and everybody has a service mentality. I always felt like my needs came first."

Work highlights Bennett Jones continued to defend Volkswagen's Canadian subsidiary in multiple securities, competition and consumer class actions alleging a conspiracy in the price and design of car components.

Notable practitioners

Alan Gardner is a significant figure in Toronto's disputes market. He is particularly impressive in the field of securities law, where he represents clients in both high-stakes litigation and regulatory investigations. **Strengths:** *"Alan offers practical suggestions to solve complex problems and clients trust his judgement."* Accomplished litigator **Jeffrey Leon** is distinguished for his experience defending clients in a range of different disputes, including breach of contract litigation and oppression lawsuits. He is located in Toronto. Toronto-based **Robert Staley** is a tremendously well-regarded commercial litigator with an active practice representing clients in shareholder disputes and securities class actions. **Strengths:** *"Robert is a creative thinker and a fantastic advocate."* **Richard Swan** is a seasoned litigator with notable experience concerning insolvency disputes. He also represents clients in shareholder oppression and securities claims, working from the firm's Toronto office. **Strengths:** *"Richard*

Litigation: General Commercial	
Senior Statespeople	
Senior Statespeople: distinguished older partners	Pape Paul J <i>Pape Chaudhury LLP</i>
Block Sheila R <i>Torys LLP*</i>	Steep R Paul <i>McCarthy Tétrault LLP</i>
Paliare Chris <i>Paliare Roland Rosenberg Rothstein LLP</i>	
Leading Individuals	
Band 1	
Barrack Michael E <i>Blake, Cassels & Graydon LLP</i>	Rose Alexander D <i>Stikeman Elliott LLP</i>
Batner Sarit E <i>McCarthy Tétrault LLP</i>	Rosenberg Kenneth <i>Paliare Roland Rosenberg Rothstein</i>
Curry Tom <i>Lenczner Slaght*</i>	Sarabia Luis <i>Davies Ward Phillips & Vineberg LLP*</i>
Griffin Peter <i>Lenczner Slaght*</i>	Tory James C <i>Torys LLP*</i>
Lisus Jonathan C <i>Lax O'Sullivan Lisus Gottlieb LLP</i>	Wardle Peter C <i>Singleton Urquhart Reynolds (ORL) ◇</i>
Plumpton Linda M <i>Torys LLP*</i>	Band 5
Thomson Kent E <i>Davies Ward Phillips & Vineberg LLP*</i>	Adair John <i>Adair Goldblatt Bieber LLP*</i>
Band 2	Barton Sandra <i>Gowling WLG (Canada) LLP</i>
Gelowitz Mark A <i>Osler, Hoskin & Harcourt LLP</i>	Beagan Flood Catherine <i>Blake, Cassels & Graydon LLP</i>
Gottlieb Matthew P <i>Lax O'Sullivan Lisus Gottlieb LLP</i>	Bjorkquist Sonia <i>Osler, Hoskin & Harcourt LLP</i>
Howard Peter F C <i>Stikeman Elliott LLP</i>	Brush Robert <i>Crawley MacKewn Brush LLP*</i>
Jilesen Monique <i>Lenczner Slaght*</i>	Callaghan John <i>Gowling WLG (Canada) LLP</i>
Kolers Eliot N <i>Stikeman Elliott LLP</i>	Campion Nadia <i>Lax O'Sullivan Lisus Gottlieb LLP</i>
Leon Jeffrey S <i>Bennett Jones LLP</i>	Cseh Chantelle <i>Davies Ward Phillips & Vineberg LLP*</i>
Pasparakis Orestes <i>Norton Rose Fulbright*</i>	Dingle Gillian <i>Torys LLP*</i>
Staley Robert W <i>Bennett Jones LLP</i>	Fleming Matthew <i>Dentons Canada LLP</i>
Swan Richard B <i>Bennett Jones LLP</i>	Hubbard Chris <i>McCarthy Tétrault LLP</i>
Band 3	Jackson Lara <i>Cassels Brock & Blackwell LLP</i>
Berg Bradley E. <i>Blake, Cassels & Graydon LLP</i>	Kauffman Suzy <i>Goodmans LLP</i>
Byers David <i>Stikeman Elliott LLP</i>	Lerner Matthew B. <i>Lenczner Slaght*</i>
Faith Andrew <i>Polley Faith LLP</i>	Levy Zohar <i>Orr Taylor (ORL) ◇</i>
Forbes Sandra A <i>Davies Ward Phillips & Vineberg LLP*</i>	Littlejohn Maureen <i>Davies Ward Phillips & Vineberg*</i>
Hall Geoff R <i>McCarthy Tétrault LLP</i>	Michell Paul <i>Lax O'Sullivan Lisus Gottlieb LLP</i>
Milne-Smith Matthew <i>Davies Ward Phillips & Vineberg*</i>	Murdoch Daniel <i>Stikeman Elliott LLP</i>
Smith Crawford G <i>Lax O'Sullivan Lisus Gottlieb LLP</i>	Nasseri Justin <i>Ross Nasseri (ORL) ◇</i>
Band 4	Pirie John <i>Baker McKenzie (ORL) ◇</i>
Bernstein Andrew E <i>Torys LLP*</i>	Polley Mark <i>Polley Faith LLP</i>
Bieber Simon <i>Adair Goldblatt Bieber LLP*</i>	Ranking Gerald ("Gerry") L.R. <i>Fasken</i>
Burke Andrea L. <i>Davies Ward Phillips & Vineberg LLP*</i>	Ricci Derek <i>Davies Ward Phillips & Vineberg LLP*</i>
Capern Gordon <i>Paliare Roland Rosenberg Rothstein LLP</i>	Shortreed Megan E <i>Paliare Roland Rosenberg Rothstein</i>
Chaudhury Shantana <i>Pape Chaudhury LLP</i>	Van Niejenhuis Brendan <i>Stockwoods LLP</i>
Chernos David <i>Chernos Flaherty Svonkin</i>	Up-and-coming individuals
Conklin David <i>Goodmans LLP</i>	Agarwal Rahool <i>Lax O'Sullivan Lisus Gottlieb LLP</i>
Doris James W E <i>Tyr LLP</i>	Laubman Shaun <i>Lax O'Sullivan Lisus Gottlieb LLP</i>
Flaherty Patrick D <i>Chernos Flaherty Svonkin</i>	Shoor Sahil <i>Gowling WLG (Canada) LLP</i>
Galway Jeff W <i>Blake, Cassels & Graydon LLP</i>	Associates to watch
Mark Alan <i>Goodmans LLP</i>	McMaster Alisa <i>Davies Ward Phillips & Vineberg LLP*</i>
	Underwood Philip <i>Lax O'Sullivan Lisus Gottlieb LLP</i>

* Indicates individual with profile.
 ◇ (ORL) = Other Ranked Lawyer.
 Alphabetical order within each band. Band 1 is highest.

Litigation: Securities
Leading Firms
Band 1
Bennett Jones LLP
Crawley MacKewn Brush LLP
McCarthy Tétrault LLP
Osler, Hoskin & Harcourt LLP
Torys LLP
Band 2
Blake, Cassels & Graydon LLP
Borden Ladner Gervais LLP
Cassels Brock & Blackwell LLP
Davies Ward Phillips & Vineberg LLP
Fasken
Norton Rose Fulbright
Band 3
Lenczner Slaght
Stikeman Elliott LLP
Stockwoods LLP
Wright Temelini LLP

team rely on them to deliver.”
Work highlights A Blakes team successfully dismissed a CAD1.6 billion consumer class action brought against Ford Motor Company and its Canadian subsidiary, alleging misrepresentations made in the sale of motor vehicles.

Notable practitioners
Michael Barrack is one of the leading figures in Toronto’s commercial litigation space. He is regularly instructed on high-profile and complex commercial mandates, including contested M&A, insolvency litigation and contractual disputes. **Strengths:** “He is a deeply seasoned and experienced litigation counsel. He provides incredible support and shows real empathy with the human side of the issues, alongside a strong commercial mind.” “Mike is the go-to guy in Toronto for high-stakes litigation.” **Iris Fischer** regularly handles constitutional challenges and judicial review matters, as part of a broad administrative law practice. **Strengths:** “She provides incredible support as litigation counsel, with deep understanding of our issues.” “Iris knows every wrinkle of the law and the precedential cases and brings a sophisticated, nuanced approach to complex problems. It is also a pleasure to work with her, as she is professional, collegial and extraordinarily competent but also a genuinely nice person.” **Andrea Laing** is noted for her representation in significant securities litigation and class actions. Based in Toronto, she acts for a number of major Canadian and multinational financial institutions, accounting firms, investment funds and asset management companies. **Strengths:** “Andrea is a very talented lawyer who provides excellent service. Her strategic advice is also very good.” “Andrea understands class actions in a way few other lawyers do. She crafts practical solutions to advance her clients’ interests while deftly managing opposing counsel, co-defendants and the court.” “She’s a pragmatic business adviser who provides creative solutions.” **Bradley Berg** is an accomplished commercial litigator who is additionally renowned for his work on constitutional cases. He is the practice group leader for litigation and dispute resolution in Toronto. **Strengths:** “He’s an excellent lawyer and a very strong advocate in particular.” “Brad has deep knowledge and provides excellent advice on regulatory issues within a

is outstanding counsel. He is strategic, effective and practical.” **Amanda McLachlan** enjoys a burgeoning reputation for her disputes practice, which features strengths across a broad range of commercial litigation, including securities, employment and fraud matters. **Strengths:** “She builds client trust very quickly due to her understanding. She is extremely good with clients.” “Amanda is very detail-oriented and personable. She helps clients stay organized.”

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a high-profile Canadian law firm with an admirable litigation offering and a notable presence in the Ontario market. The team maintains a strong focus on disputes relating to contested M&A transactions and commercial contracts, securities and general commercial class action defence, and securities regulatory disputes. The

firm is particularly active in the financial services, real estate and pharmaceutical sectors; the team has additional expertise in insolvency, trade and product liability litigation.

Strengths

“We received phenomenal advice, and the in-depth knowledge and understanding of the issues and support to us was excellent.”
 “I find the lawyers at Blakes to be proactive, competent and calm, which in my mind is a necessity to support a busy board.”
 “They are problem solvers – they took the time to understand the bigger picture on the files and the problems we were trying to solve, and their advice was relevant and thoughtful.”
 “The team are very nimble, smart, practical and business-savvy – everything I would like in a counsel.”
 “The Blakes team are cohesive and aligned. They are our go-to firm, and our board and management

Litigation: Securities
Senior Statespeople
Senior Statespeople: distinguished older partners
Steep R Paul McCarthy Tétrault LLP
Leading Individuals
Band 1
Berman Wendy McCarthy Tétrault LLP
Crawley Alistair Crawley MacKewn Brush LLP*
Fabello John Torys LLP*
Fuerst Linda Norton Rose Fulbright*
Gardner Alan Bennett Jones LLP
Hausman David A Fasken
Le Vay Paul Stockwoods LLP
MacKewn Melissa Crawley MacKewn Brush LLP*
Ritchie Lawrence Osler, Hoskin & Harcourt LLP
Staley Robert W Bennett Jones LLP
Band 2
Brush Robert Crawley MacKewn Brush LLP*
Di Paolo David Borden Ladner Gervais LLP
Jackson Lara Cassels Brock & Blackwell LLP
Laing Andrea Blake, Cassels & Graydon LLP
Thomson Kent E Davies Ward Phillips & Vineberg LLP*
Band 3
Burke Andrea L. Davies Ward Phillips & Vineberg LLP*
D'Souza Shane McCarthy Tétrault LLP
Griffin Peter Lenczner Slaght*
Howard Peter F C Stikeman Elliott LLP
Sainsbury Caitlin Borden Ladner Gervais LLP
Wright Janice Wright Temelini LLP
Band 4
Devereux Jeremy Norton Rose Fulbright*
Dingle Gillian Torys LLP*
Gray Andrew Torys LLP*
Kolers Eliot N Stikeman Elliott LLP
Lockwood Craig Osler, Hoskin & Harcourt LLP
McLeod Doug Blake, Cassels & Graydon LLP
Moore Brad Fasken
Morris Ryan Blake, Cassels & Graydon LLP
Temelini Greg Wright Temelini LLP
Up-and-coming individuals
Byers Michael L. Crawley MacKewn Brush LLP*
Carson Dana Crawley MacKewn Brush LLP*
Carson Robert Osler, Hoskin & Harcourt LLP
Chisholm Adam McMillan LLP*
McLachlan Amanda Bennett Jones LLP
Picone John M. Cassels Brock & Blackwell LLP
Richards Helen Ross Nasser (ORL) ◇
Tedesco Clarke Crawley MacKewn Brush LLP*
Wansbrough Jonathan Fasken
Associates to watch
Gilchrist Craig Torys LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

fast-changing environment. I trust his judgement." "Brad is exceptional in client service and ensuring a global view of proceedings. He's wonderful to work with." Based in Toronto, **Jeff Galway** is well versed in class action and single-plaintiff commercial litigation, with experience advising on insurance and competition disputes. **Doug McLeod** continues to build his reputation in Toronto's securities litigation field, with particularly deep understanding of OSC enforcement proceedings and investigations. **Strengths:** "Doug is sharp and laser-focused on our commercial objectives; he does an excellent job of balancing our short and long-term objectives.

Litigation: Administrative & Public Law
Leading Firms
Band 1
Borden Ladner Gervais LLP
Stockwoods LLP
Band 2
Blake, Cassels & Graydon LLP
Lenczner Slaght
Paliare Roland Rosenberg Rothstein LLP
Leading Individuals
Band 1
Gover Brian Stockwoods LLP
McDowell William C Lenczner Slaght*
Pratte Guy Borden Ladner Gervais LLP
Rothstein Linda R Paliare Roland Rosenberg Rothstein
Band 2
Effendi Nadia Borden Ladner Gervais LLP
Fischer Iris Blake, Cassels & Graydon LLP
Ritacca Luisa Stockwoods LLP
Band 3
Choudhry Sujit H&K Chambers Global (ORL) ◇*
Gonsalves Andrea Stockwoods LLP
Jones Rebecca Lenczner Slaght*
Krajewska Ewa Henein Hutchison Robitaille LLP (ORL) ◇
Lawrence Emily Paliare Roland Rosenberg Rothstein LLP
Lokan Andrew Paliare Roland Rosenberg Rothstein LLP

He's an excellent lawyer who can change your odds in a dispute." "Doug is unmatched in his ability to very quickly get up to speed on sensitive civil or regulatory securities disputes. He has a keen understanding of his clients' internal business interests and never loses sight of those concerns when providing advice." **Ryan Morris** is increasingly active on high-profile litigation files in Toronto, including contested M&A, capital markets disputes and class actions. **Strengths:** "He always provides thoughtful, sophisticated and practical advice." "Ryan has been a smart, helpful and very responsive litigator, allowing us to resolve a complex dispute in a practical manner." **Catherine Beagan Flood** is an experienced litigator who frequently assists clients with a broad range of complex commercial disputes. She is based in Toronto and is noted in particular for her ability to handle contentious matters in the telecommunications and energy sectors. **Strengths:** "I feel like she honestly gets it - she knows where we want to go and proactively suggests different ideas and reaches out on new legal developments. Those qualities are invaluable; she actually cares about the success of her client." "She is an excellent litigator and a trusted adviser to both our board and C-suite."

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais has a solid service offering in the Ontario litigation market, with notable expertise in securities, fraud and banking litigation. The team fields notable experience in administrative and constitutional law matters, regularly appearing on urgent injunctions and judicial reviews, as well as novel matters such as extradition proceedings. Other areas of strength include class actions, product liability and construction litigation. Well regarded for its expertise in the financial services and energy sectors, the team also advises clients from industries such as automotive, natural resources and communications. It maintains an active pres-

ence in both Toronto and Ottawa.

Strengths

"BLG were able to take a complex topic and break it down clearly and concisely for the trial judge, while showing strong commercial awareness throughout the entire process."

"I have nothing but great things to say about their professionalism, availability and how strategically and practically they handled things."

"BLG have the ability to act as a one-stop shop due to their broad capability. The service has been of an exceptionally high level, with lots of detailed analysis, and they are very responsive."

"BLG is our partner of choice not only because of their full spectrum of capabilities, but also the breadth and depth of their team. They have displayed a deep understanding of our business, our business strategies and the challenges we face, and are always ready to offer us solutions with their strategic and forward thinking approach."

Work highlights Borden Ladner Gervais defended Mackenzie Financial Corporation and Mackenzie Financial Capital in a proposed securities class action alleging breach of trust and oppression claims.

Notable practitioners

Guy Pratte is a well-known litigator who is best recognised for his work in the public sphere. He handles cases relating to extradition proceedings, privacy issues and liability questions in the railway industry, among others. He splits his time between Toronto, Montréal and Ottawa. **David Di Paolo** is a highly respected name in Toronto's securities litigation field. He is particularly known for his focus on misrepresentation, oppression and breach of trust cases, including class actions.

Strengths: "He provides expert strategic counsel, sophisticated business law advice and exceptional client service." **Nadia Effendi** operates a contentious practice from the firm's Toronto office which is focused on public and administrative law issues. She is instructed on judicial reviews and urgent injunctions by various public bodies, including those relating to parliament and the judiciary. **Caitlin Sainsbury** is commended for her noteworthy securities litigation practice, particularly for her work acting for brokerages and financial institutions in class action proceedings.

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell operates a distinguished practice in the securities litigation space in Ontario, where it is particularly sought out for its expert representation in class action suits. The firm lists a range of financial institutions among its clients, as well as high-profile current and former company directors and corporations in sectors such as mining, leisure and cannabis. The Toronto-based team demonstrates considerable expertise in internal investigations, including those stemming from whistle-blower complaints and securities regulatory proceedings.

Strengths

"I am 100% confident in Cassels' ability to handle any matter I may throw to them. Their diverse clients allow them to be experts in many fields."

"Their ability in my case was exceptional and the team were all best in class."

"They're very knowledgeable and have a good understanding of clients' business to offer the most effective and cost-conscious solutions."

Work highlights Cassels Brock & Blackwell defended Lundin Mining in two parallel proposed class actions alleging misleading and inaccurate financial disclosures relating to the Candelaria Mine.

Notable practitioners

Toronto-based **Lara Jackson** impresses for her leadership of a number of high-profile litigation files, including those for clients in the mining and cannabis sectors. She is particularly well known for her expertise in securities. **Strengths:** *"She is highly skilled, competent and collegial. I have a very high opinion of her."* **John Picone** has attained a strong reputation for his litigation practice, which focuses on advising clients on securities and shareholder litigation and defending regulatory enforcement. **Strengths:** *"John guided us through a very tricky matter, and his calm demeanour and wise counsel were second to none."*

Chernos Flaherty Svonkin

What the team is known for Chernos Flaherty Svonkin is a robust Toronto-based boutique that focuses on civil and commercial dispute resolution. The team is well regarded for its expert litigation practice, as well as its handling of ADR proceedings such as arbitration and mediation. The firm also fields notable corporate commercial litigation experience, with further areas of strength including IP, tax, product and professional liability, and insolvency-related disputes.

Notable practitioners

David Chernos is a well-regarded lawyer with a varied commercial litigation practice in Ontario. He is particularly noted for his work on insurance and insolvency disputes, with further experience in shareholder disputes, professional liability and estates litigation. **Patrick Flaherty** remains a respected figure in Toronto's commercial litigation market. In addition to single-plaintiff litigation mandates, he handles class action and arbitration cases. **Strengths:** *"He provides very thoughtful counsel for clients."*

Crawley MacKewn Brush LLP

What the team is known for Crawley MacKewn Brush is a Toronto-based litigation boutique with an expansive securities and corporate disputes practice. Particularly renowned for its securities regulatory and class action defence work, the team has further experience in directors' and officers' liability claims, shareholder disputes and broader civil litigation. The firm attracts leading clients from an array of sectors, such as financial services, sports and energy, as well as former corporate directors facing OSC investigations.

Strengths

"This was a complicated matter, with substantial back and forth, but on every situation CMB prevailed due to their organisation skills and grasp of the facts."

"CMB is my go-to first for complex commercial litigation. I am confident they can handle anything I send their way and they will get it right. The firm

is practical and solutions-oriented, which is appreciated."

"They are among the most experienced lawyers on the street in the area of securities litigation, with excellent relationships with other counsel and regulators."

"The quality of their written materials and their work is of the highest standard, their advocacy is excellent, they are smart with settlements, and they prepare clients well."

"They're highly experienced litigators with understanding of nuance and its application to the ever-changing technicalities in the Securities Act."

Work highlights Crawley MacKewn Brush acted for the plaintiff in a class action brought against Horizons ETFs Management, alleging negligent design and management of a collapsed ETF.

Notable practitioners

Alistair Crawley (see p.265) is well positioned to represent clients in cases stemming from investigations and failed transactions, as well as class actions. He is based in Toronto. **Strengths:** *"He's calm under pressure and a great strategic thinker – he sees the whole chessboard and has an eye for relevance."* **Alistair Crawley is a most senior and respected securities litigation lawyer. He is forthright, smart, trustworthy and very effective."**

Melissa MacKewn (see p.267) is sought out for her representation in a range of disputes including those resulting from non-compliance, market manipulation and fraud. She provides counsel to clients from her base in Toronto. **Strengths:** *"She is simply superb. She is very strategic, thoughtful and collaborative; she is an excellent advocate."*

"Melissa cuts through the legalese to make things understandable." Based in Toronto, **Robert Brush** (see p.264) is best recognised for his work in investment dealer disputes and litigation resulting from failed corporate transactions. He also impresses representing both corporate and individual clients. **Strengths:** *"He is strategic yet pragmatic, and listens to clients to understand their needs and objectives."* *"Rob is one of the strongest lawyers I have worked with in both technical skill but also in strategic thinking and partnership. Rob is a litigator who understands that the best way to service a client is to find the fastest reasonable way to end the litigation – but always backed by the fact that he and the firm are true litigators and can try cases where necessary."*

Michael Byers (see p.264) is a well-regarded lawyer with a growing security litigation practice. He regularly assists clients with shareholder matters, investigations and enforcement proceedings. **Strengths:** *"He's a great advocate. He's practical, knowledgeable and responsive."* *"Michael is a younger solicitor but with excellent skills, work ethic and legal knowledge. We were extremely happy he was on our team."*

Dana Carson (see p.265) enjoys a burgeoning reputation for her securities litigation practice, receiving plaudits for her strong advocacy skills in class action and regulatory matters. **Strengths:** *"She's tenacious and catches critical details that others miss."* *"Dana is a fearless and strong advocate. She is one of my go-to boutique commercial litigation lawyers who I would reach out to for conflict work or assistance with litigation matters."*

Clarke Tedesco (see p.269) advises clients on a broad range of civil and regulatory securities litigation.

Strengths: *"He's super smart, with a deep understanding of the law."*

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg is a leading Ontario-based law firm with an impressive capacity for handling large commercial disputes both at trial and before the appellate courts. Its expertise encompasses securities litigation, shareholder disputes and insolvency, as well as class action defence and competition law. The department demonstrates further proficiency in handling industrial tort claims and disputes relating to the recovery of care costs and environmental damage. The team is commended for its litigation capabilities in sectors such as mining, lottery and gaming, automotive and telecommunications, and it is also highly experienced in coordinating multi-provincial litigation files.

Strengths

"What I like most about Davies is that they aren't afraid to tell you the direct truth whether you want to hear it or not. The team is exceptional."

"I always feel reassured and confident in my dealings with Davies. They not only take the time to understand the details of the case, but they also engage with the broader context and the implications of the business."

"They always bring an unparalleled level of expertise and attention to detail to complicated matters. From law students and researchers to senior partners, they always put together an experienced and efficient team that covers all the needs of our file."

"It is the firm to go to for bet-the-farm litigation."

"Davies has depth and thrives on tough cases."

Work highlights Davies successfully defended Shaw Communications before the Competition Tribunal and before the Federal Court of Appeal following the Commissioner of Competition's attempt to block the CAD26 billion merger between Shaw Communications and Rogers Communications.

Notable practitioners

Kent Thomson (see p.270) is regularly engaged in some of the country's most high-profile and complex commercial and securities cases. He is a luminary figure in Toronto's disputes market.

Strengths: *"He is a tank coming at you. He is a very hard-hitting and persuasive advocate who does not back down from any fight."* *"Kent is truly one of Canada's most able and experienced corporate commercial litigators. He is extremely able, strategic and extraordinarily hard-working."* *"There's no one in the city or in New York or in London who will work harder than him."*

Sandra Forbes (see p.72) is an accomplished commercial litigator, best known for her handling of high-value class action proceedings, particularly those relating to competition and antitrust. She is based in Toronto.

Strengths: *"She is a very smooth and strong advocate."* **Matthew Milne-Smith** (see p.268) continues to impress with his handling of notable single-plaintiff, class action and appellate disputes. He operates out of the firm's Toronto office.

Strengths: *"Matthew is incredibly smart and very strategic."* Toronto-based **Andrea Burke** (see p.264) is an experienced litigator who is notably active on OSC enforcement cases and other

securities suits as part of a wider commercial practice. **Strengths:** “She is certainly relentless in her advocacy and pursuit of client interests.” “We received exceptional service on an usual and challenging file.” “Andrea Burke is an amazing litigator. She really digs into a case and looks at things from many angles, and she has a sharp mind and great judgment. If Andrea is on a case, I know her client is well prepared and represented.” Toronto-based

Luis Sarabia (see p.27) maintains a broad dispute resolution practice, representing clients in both complex commercial litigation and arbitration proceedings. **Strengths:** “I find him to be very easy to deal with. He is a no-nonsense, capable counsel and hard-working.” **Chantelle Cseh** (see p.265) has developed a notable reputation for her handling of commercial disputes, including provincial and nationwide class actions, as well as administrative appeals before the Supreme Court. **Strengths:** “She is very mature, well beyond her age and stage of career. She is articulate, persuasive and an excellent writer who provides wonderful clarity.” “Chantelle is a standout litigator who can hold her own with any of the leading commercial and class action defence lawyers on Bay Street. She is experienced, beyond what her year of call would suggest, skilled and always prepared. She’s strategic, fierce when required and a pleasure to work with.”

Maurice Littlejohn (see p.267) has a wide-ranging civil disputes practice which sees her advise on a broad spectrum of commercial contracts matters, construction and infrastructure litigation and on class action defence. **Strengths:** “She is incredibly bright and professional. She knows what to say, as well as when and how to say it – she is classy and responsible in how she communicates and approaches all aspects of things we have worked.”

Derek Ricci (see p.269) is rapidly building an impressive reputation for his commercial litigation practice. He has defended clients in both single-plaintiff and class action proceedings and is based out of Toronto. **Strengths:** “He is excellent to work with. He’s very good at communicating and is very friendly, and he is super smart and manages files well.” “He is very knowledgeable and strategic, yet practical, and has done a good job of understanding our business.” **Alisa McMaster** (see p.268) is an associate who enjoys a growing reputation for her disputes practice, with experience in a broad spectrum of commercial and securities litigation.

Dentons Canada LLP

What the team is known for The Toronto team at Dentons impresses for its significant international client roster. With notable experience of litigation matters arising within the financial services sector, the team is particularly active in auditors’ liability cases and class actions regarding competition and product liability. In addition to wide-ranging commercial disputes experience, the team offers strength in construction and environmental litigation, as well as constitutional disputes relating to First Nations.

Strengths

“Dentons prioritise their clients and are very responsive.”

“We received comprehensive coverage, with strong lawyers across all areas of law that required ser-

vice.”

“The Dentons team has a very collaborative approach; they are not competitive with each other, but support each other and work as a team.”

Work highlights Dentons successfully opposed a class action targeting Audible and Amazon alleging a conspiracy with Apple to allocate the market for digital audiobooks.

Notable practitioners

Matthew Fleming draws plaudits for both his single-plaintiff and class action defence work. He has a varied client roster featuring transport, automotive, healthcare and financial services companies, among others. Based in Toronto, he co-heads the firm’s financial services litigation group. **Strengths:** “I trust Matt and always feel like I have the strongest lawyer in the room.”

Fasken

What the team is known for Fasken’s Ontario litigation team regularly assists clients from the transportation, pharmaceutical and financial services sectors with a range of different matters including commercial disputes, securities litigation and white-collar defence. Recognised for its handling of high-profile professional liability disputes, the department holds notable ability in resolving cases through summary judgment motions. The firm operates an active Ottawa litigation practice with significant experience of competition and procurement matters. It also offers robust class action expertise.

Strengths

“They were excellent and secured a wonderful outcome under very trying circumstances.”

“We are very pleased – their advice is practical, applicable and well reasoned within the context of our legal risk appetite. They are trusted advisers as a firm.”

“They have a deep knowledge of the industry and substantial understanding of underlying issues, process and regulators, which makes them uniquely placed to provide value-added advice and guidance.”

“They have a deep bench for all the securities regulators, with significant expertise in the processes and subject matter expertise too.”

Work highlights Fasken defended Aux Cayes Fintech, a crypto asset trading platform, in OSC enforcement proceedings alleging it is subject to Ontario securities laws and had not complied with registration and prospectus requirements.

Notable practitioners

David Hausman operates a stellar securities disputes practice from Fasken’s Toronto office. He has extensive experience advising on insider trading cases, securities class actions, disputes stemming from failed transactions and OSC investigations. **Strengths:** “He is our go-to counsel when we need creative and out-of-the-box thinking.” “He has the subject matter expertise and he is a go-to securities litigator for complex issues. He is genuinely invested in making sure the client comes out and has a soft landing.” “A unique strength is his technical expertise and understanding of very complex situations.” **Brad Moore** has developed a notable profile in Toronto’s securities litigation space. He represents clients in significant investment litigation and contested

takeover deals. **Strengths:** “He is a great resource to draw upon for his knowledge of the industry and the regulators, and he provides excellent client service as well.” “He is fantastic. He is timely in his responses and has a great rapport with the regulators. He has developed great relationships and puts our best interests forward.” Toronto-based **Gerry Ranking** is well positioned to act for clients in the financial services industry and demonstrates particular proficiency in audit negligence claims. He has further experience advising on employment matters. **Strengths:** “He’s a very seasoned litigator; he is very astute with details and understands business more than most. Our experience with him has been nothing short of fantastic.” **Jonathan Wansborough** practice is focused on securities litigation, regulatory enforcement and shareholder liability matters. He is based in Fasken’s Toronto office. **Strengths:** “He has come up with novel ideas and creative solutions.” “He is very bright and talented.”

Goodmans LLP

What the team is known for Goodmans houses a well-regarded commercial litigation department with a strong focus on disputes relating to contested M&A transactions, commercial contracts and securities. The Toronto-based firm is particularly active in the financial services, real estate and pharmaceutical sectors, and has additional expertise in insolvency, claims under the Competition Act, enforcement matters, class action defence and product liability litigation. Its well-rounded disputes practice includes expert advice on litigation prevention strategy and risk management.

Strengths

“They are collegial and civil. They’re well prepared, reasonable and focus on the merits of the matters, and advance tenable arguments both orally and in written form.”

“The team’s particular strengths are that they are calm, focused and analytical.”

“They are great – they are responsive and produce top-quality work.”

Work highlights Goodmans defended CI Investments following a class action filed on behalf of investors arising out of time-zone arbitrage activity.

Notable practitioners

David Conklin is a notable Toronto litigator who handles a broad range of commercial disputes, including securities litigation and class actions. He has experience representing clients in OSC investigations. **Strengths:** “He is clear in his approach and he breaks down matters to provide advice that works. He does a great job in not just pushing people into litigation, but thinking about the business side of it and what is best for the business.” “He has a wealth of knowledge and experience, wrapped around practicality – that is a huge asset. He was extraordinarily strategic overall.” “He is a real leader. He is smart and diligent, he speaks well and he is very well prepared. He’s a committed advocate who is very easy to work with.” Toronto-based **Alan Mark** is a well-known and well-respected litigator with a focus on commercial mandates. He has a notable focus on shareholder disputes, including proxy contests, with clients in sectors including auto manufacturing

and mining. **Strengths:** “He’s wonderful overall. He’s just a good, practical lawyer.” **Suzu Kauffman** has notable commercial experience, including handling disputes relating to the enforcement of foreign judgments. Working out of Toronto, she is also noted for her counsel in arbitration proceedings. **Strengths:** “She’s very knowledgeable and a pleasure to work with.”

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG is recognised for its significant Ontario litigation practice group, with offices in Toronto, Ottawa, Hamilton and Waterloo. The team advises on securities and shareholder disputes, oppression remedies and breach of contract claims. The firm also offers additional expertise in banking and competition litigation, white-collar crime, insolvency and large-scale class actions. Its client base includes technology and electronics businesses, Canadian and US banks and publicly traded companies, as well as high-profile current and former executives.

Strengths

“A strength of theirs is in their organisation, reliability and timeliness. They have also shown the ability to remain focused on the primary goals and to not react to frustrating or inflammatory tactics.”

“The team has depth to it, with a cross-country presence in many areas of law – which is an asset.”

“We receive incisive analysis and diligent work from top lawyers at all levels of experience.”

“They have an excellent network of professionals who are available to deal with multifaceted disputes.”

“I appreciate their attention to detail, ability to find solutions, and overall responsiveness. They also have a good balance between legal implications and business needs.”

Work highlights

Gowling defended the City of Hamilton in a CAD265 million class action claim brought by motorists, alleging it used inferior asphalt to pave the Red Hill Valley Parkway and contributed to thousands of motor vehicle accidents.

Notable practitioners

Sandra Barton excels in a broad range of commercial disputes matters, with notable expertise in arbitration, class action defence and wider civil litigation mandates. **Strengths:** “She is a very clear communicator and has strong advocacy skills.” **John Callaghan** maintains a strong reputation in Toronto for his work on commercial litigation, including class actions. He has notable clients in the aviation and private equity industries. **Strengths:** “He is a really terrific advocate.”

Sahil Shoor is based in the Waterloo office of the firm and offers clients wide-ranging experience in construction, real estate and planning disputes. **Strengths:** “Sahil is a terrific litigator. He approaches matters with a sense of calm and frames situations clearly and effectively.” “He’s a great active listener and a strategic thinker, with a relevant depth of experience to pull from.”

Lax O’Sullivan Lisus Gottlieb LLP

What the team is known for Lax O’Sullivan Lisus Gottlieb is a Toronto litigation boutique that is sought out for its handling of high-end corpo-

rate and commercial litigation. The firm’s areas of expertise include contractual and shareholder disputes, professional liability and insolvency, as well as matters involving franchising and construction law. The team is highly experienced at both trial and appellate levels, and regularly handles class action work, acting for both plaintiffs and defendants. It acts for an impressive range of clients, including domestic and international companies and financial institutions, as well as corporate directors and officers, and is often sought out as counsel by other law firms.

Strengths

“They are probably involved in more high-stakes litigation than anyone in the country.”

“They are extremely smart and hard-working and they totally align with what we need, so they offer excellent strategy.”

“The Lax O’Sullivan team offers a broad bench to work with and they provide an A-plus level of service from senior partner to junior associate.”

“Their service level is unparalleled, the depth of their expertise is great, and all their people clerked at the Supreme Court or courts of appeal and they are the gold medalists in their graduating classes.”

“They get instant credibility and attention on calls, striking a good balance between extreme collegiality and professionalism while knowing that they are ready to cross swords with anyone if they have to and will generally prevail.”

Work highlights LOLG assisted Rogers Communications in successfully dismissing a challenge to its CAD26 billion acquisition of Shaw Communications brought by the Commissioner of Competition before the Competition Tribunal.

Notable practitioners

Jonathan Lisus is an eminent commercial litigator in Toronto who features on some of the country’s largest mandates, touching on issues such as negligent misrepresentation, breach of contract and unfair conduct, as well as shareholder disputes.

Strengths: “He is the gold standard in this space.”

“He is undoubtedly one of the premier lawyers of his generation.” “He is a powerhouse, a phenomenal lawyer and litigator.” Managing partner **Matthew Gottlieb** is a prominent figure in Toronto’s commercial litigation market. He is particularly respected for his insolvency disputes practice.

Strengths: “He is the foremost litigator in Toronto. He can do it all and take hard positions to service his clients’ needs.” “He is a fearless advocate and has a zealotry in the pursuit of his clients’ interests.”

Crawford Smith is a highly regarded lawyer with a diverse commercial litigation practice. He earns plaudits for his counsel on single-plaintiff and class action disputes, with notable experience in the insurance and energy sectors. He is based in Toronto. **Strengths:** “He’s unflappable and a very strategic lawyer. He has a good understanding of the judges; he knows how things need to be positioned and he is very strategic and aware of dynamics.”

Nadia Campion has wide-ranging commercial experience, including advising on insolvency-related cases and class actions, as well as novel issues relating to the destruction of human biological reproductive materials. She works out of Toronto. **Strengths:** “Nadia is bright and very adept at providing cogent and intelligent strategic advice. She understands the client’s goals

and respects their perspectives.”

Toronto-based **Paul Michell** is a seasoned lawyer with a well-established reputation in the commercial litigation field. He is additionally instructed on arbitration matters. **Strengths:** “My experience with Paul was excellent. His approaches were professional, innovative and thorough and were a significant contributor to the successful outcome.” **Rahool Agarwal** has a robust disputes practice which sees him act for clients in a broad array of corporate and commercial claims, as well as public law and constitutional litigation. **Strengths:** “He is an experienced litigator with outstanding talent for strategy.”

Shaun Laubman is an experienced litigator with a strong reputation for his expertise in civil disputes, including securities litigation, family law issues and partnership matters. **Strengths:** “He has a great client manner, he’s highly responsive and he’s an excellent problem solver.” **Philip Underwood** is a litigation association who enjoys a fast-rising profile for his practice, with experience across a broad spectrum of civil litigation and ADR. **Strengths:** “He is exceptional. He’s very bright and efficient and he punches well above his weight.”

Lenczner Slaght

What the team is known for Lenczner Slaght is universally recognised as a leader in the Ontario market. Based in Toronto, the firm demonstrates significant national reach and offers expertise across a wide range of industry sectors, including healthcare and pharmaceuticals, financial services, education, transportation and information technology, as well as acting for public sector bodies. Widely viewed as a top choice for ‘bet the company’ litigation, the team is regularly selected to handle corporate fraud cases, breach of contract and consumer claims, as well as securities and shareholder disputes. The group is further noted for its experience of professional liability, defamation, public inquiries, class actions, and restructuring and insolvency.

Strengths

“The firm is focused on litigation, so they have a really holistic view of disputes and issues that arise and they have an ability to advise on how it will affect our business as well.”

“To my mind they are probably the top litigation boutique in Canada and they have an extremely strong bench of lawyers who have earned a lot of respect and experience.”

“It was a great, hard-working team who were looking for effective solutions.”

“It was a first-class experience. The team have credibility in the marketplace and I’m happy I retained them – they got up to speed well and cleaned things up well for trial.”

“The team were very professional, customer service oriented and compassionate. This was both a sprint and a marathon but the team never flagged.”

Work highlights Lenczner Slaght acted for Zurich Insurance to bring claims against Bondfield Construction and St Michael’s Hospital, alleging fraud and bid rigging associated with Bondfield’s award of the St Michael’s Hospital redevelopment project.

Notable practitioners

Tom Curry (see p.185) is held in high regard

by market commentators and clients alike for his skill in complex litigation files. His practice touches all manner of areas, from commercial disputes and class actions to administrative law and professional liability. Based in Toronto, he serves as the firm's managing partner. **Strengths:** "I think very highly of him, he's a very cordial and well-liked litigator." "He's the diamond in the crown of jewels of my legal team." "He's an incredibly experienced litigator with the highest levels of EQ and IQ. He understood the politics and the issues management challenges from the onset and mitigated them masterfully throughout." **Peter Griffin KC** (see p.266) commands a formidable reputation as a litigator and remains the counsel of choice for many high-profile corporates for their high-stakes commercial disputes. Based in Toronto, his reputation extends across the country and beyond. **Strengths:** "He is one of the pre-eminent litigators in the country. He is highly responsive and gives strategic advice and always has a big-picture lens, and he's a fabulous trial lawyer as well." "He's an excellent litigator with excellent judgement. He walks softly but carries a big stick. He's a very cordial person who exemplifies civility in the Bar." "His experience is a standout factor. He has a very calm demeanour, he is very competent and he has seen it all, so he is very good at cutting through and simplifying complex issues to deliver advice to clients." Toronto-based **William McDowell** (see p.268) stands as one of Ontario's most highly respected practitioners for public and judicial inquiries, as well as various other investigations and public law disputes. **Strengths:** "He is keenly aware of how governments operate and the issues they face. He provided well-researched, thorough legal opinions and had a genuine interest in his client and their needs." "William was wonderful to deal with and it was clear from day one that we were in good hands. He understood the terrain we were in, with great sophistication and depth, and also worked with all the stakeholders with respect and clear communication." **Monique Jilesen** (see p.267) has wide-ranging commercial litigation experience, covering issues such as construction and real estate disputes, employee fraud and energy tariffs. She represents clients from Toronto. **Strengths:** "She is a very well-known lawyer, one of the best in the province. She is excellent and communicates very well and directly. She manages divergent perspectives very well and charts a path forward well too." "She is a top-notch lawyer who gets so much respect from the entire Bar." **Rebecca Jones** (see p.267) has particular expertise in complex cases with a regulatory dimension, and her practice covers municipal disputes, public inquiries and professional liability, among other areas. **Strengths:** "She is very insightful and practical with her advice. She is very tuned in to the nature of the politics surrounding public work." **Matthew Lerner** (see p.267) has a strong track record in civil litigation, with a wealth of experience in real estate and construction disputes, insolvency claims and broader commercial matters. **Strengths:** "He is a super smart guy who can figure out an issue very quickly and follow it through. He is very focused, results-oriented and persistent." "He is a very good advocate – he's very good on his feet and he speaks well in court."

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault possesses a strong team that is firmly placed in the top echelons of the dispute resolution market in Ontario. The firm's Toronto lawyers offer significant experience of commercial claims, securities litigation and class action proceedings. The team's other areas of notable capability include civil fraud, professional liability disputes, tax litigation, defective product claims and cases arising from demutualisation. It is particularly well regarded for its in-depth knowledge of the financial services sector, and also provides expertise across a variety of other industries, including automotive, energy, education, telecommunications, healthcare and cannabis.

Strengths

"The thing with McCarthy is they are a super large national firm, but litigation is the engine of what they do. They have a large group of talented litigators in Ontario."

"They're highly skilled at explaining complex matters to lay people, they understood commercial context facing the client and the industry, and they were skilled in understanding the commercial implications of the legal issues."

"They're competent, clear, results-oriented, and maintain good client relations in high stress situations."

"I find them to be the top-notch firm with a particular breadth and national presence that distinguishes them."

"McCarthy has consistently delivered strategic and sound legal advice in a timely and professional manner. They undertook a complicated and novel litigation matter with confidence and sage strategic guidance and demonstrated an unparalleled ability to anticipate legal arguments with utmost preparedness."

Work highlights McCarthy Tétrault successfully defended TD Bank concerning banking services it provided to SIB, following claims brought by the liquidator of SIB relating to losses incurred by holders of certificates of deposit sold by SIB.

Notable practitioners

Paul Steep is one of Toronto's premier litigators. His commercial disputes practice encompasses significant securities litigation mandates, including class action suits. His client roster features a number of Canada's largest commercial and investment banks. **Strengths:** "He is one of the finest lawyers in the firm, with wide and deep experience." "He is a first-rate lawyer and fantastic counsel to deal with." "He is one of the top litigators in the country. He has been at it for a long, long time and has judgement which is better than anyone around, in my view. He is fantastic with judges as well." Toronto-based **Sarit Batner** has a robust reputation for her impressively broad litigation practice, from major insurance and insolvency litigation to contractual and shareholder disputes, as well as disputes relating to IP and professional liability. **Strengths:** "I would rate Sarit as one of the top lawyers in Canada. She's a razor-sharp mind, diplomatic and finds a way to achieve the goals requested of her." "She is one of the most talented litigators I have ever come across in Canada. In fact, I would argue she is the best I have ever seen. She has a really good mix of street smarts and book

smarts that can be hard to find." **Wendy Berman** has a formidable reputation for her work on securities class actions and regulatory proceedings. She is a prominent figure in Toronto's securities field, with further renown for her recent term as vice-chair at the Ontario Securities Commission. **Strengths:** "She is a consummate professional, with a high degree of judgment and a high degree of emotional and social maturity. She gets the big picture, understands the objectives of the file, and handles herself with a high degree of integrity." "I consider her one of the top litigators in this area. Her qualifications are top, she is practical and super bright, and she has very high EQ." "Wendy is a go-to partner for our most complex regulatory matters." "She has a deep understanding of regulatory policy and a really deep knowledge of the takeover bids in Canada, she's seen as a dean in this space. Her advice is well received and strategic, she has a really good empathetic rapport with clients where she can draw out information and impart information very effectively too." "She is outstanding. She has a brilliant command of a complex set of facts and the legal issues at play, she is a strategic thinker and very thorough." **Shane D'Souza** has developed a notable profile in Toronto's litigation space, with a practice focus on securities. His experience extends to OSC enforcement matters. **Strengths:** "Shane is one of the most strategic legal advisers I have ever had the opportunity to work with. His ability to anticipate legal issues and craft compelling legal arguments makes him an extremely effective advocate." "He is an incredible legal mind and always very measured and reasoned. He has shown excellent leadership on very significant files with significant potential impacts on our business." **Geoff Hall** acts for major financial institutions and investment funds in various commercial disputes, with a particularly strong track record acting on contractual litigation and fraud-related cases. He is located in Toronto. **Strengths:** "He provides expert advice in a professional and practical manner and he's pleasant to deal with." **Chris Hubbard** has a broad commercial litigation practice which sees him regularly advising clients on disputes in areas including product liability, professional negligence and class action defence. **Strengths:** "He is excellent and a very effective lawyer."

McMillan LLP

What the team is known for McMillan wins recognition for its representation in matters relating to corporate governance, consumer protection and securities. The team's broad litigation experience also encompasses insolvency, product liability, competition and professional negligence cases. Its expertise cuts across sectors, including energy and natural resources, automotive, pharmaceutical and construction. The firm also represents high-profile individuals such as former company officers and has experience reaching resolutions through trial advocacy as well as early negotiated settlements and ADR.

Strengths

"The team are experienced and knowledgeable, and they offered strong advice on when to push versus when to back down."

"They capably provide prompt and well-reasoned responses to urgent, complicated questions. It was

a great service.”

“The team are very bright and great to work with.”

Work highlights McMillan advised Citibank to defend a claim brought by two plaintiffs who secured a loan with their shares in Tournaline Oil, following the bank's decision to sell a portion of the shares after the loan defaulted.

Notable practitioners

Adam Chisholm (see p.265) is recognised for his growing reputation in Toronto's securities litigation field, with an impressive client following in the cannabis, agricultural and mining sectors.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright maintains a well-established Ontario litigation practice, offering services out of Toronto and Ottawa. The team regularly advises on securities litigation, shareholder disputes, breach of contract claims and consumer protection cases. It is also noted for its handling of product and professional liability, insolvency and competition litigation. The firm has an impressive reputation in the field of securities, working on proxy contests, insider trading and misrepresentation, with a strong track record in class actions. The team is highly regarded for its in-depth knowledge of various industry sectors, including energy, financial services, life sciences and construction.

Strengths

“What sets NRF apart from other legal firms is how they focus on clients' business and their needs.”

“They are a very knowledgeable team.”

“Their deep understanding of our business needs and priorities, coupled with their vast knowledge of the legal landscape, has been invaluable in providing practical and effective legal solutions.”

“The team is fantastic. They have punched above their weight and established themselves as trusted advisers.”

Work highlights Norton Rose defended Hexo Operations following a CAD9.8 million damages claim brought by MediPharm for alleged outstanding invoices under a 12-month supply agreement for cannabis products.

Notable practitioners

Linda Fuerst (see p.266) is a leading name in Toronto's disputes market who is exceptionally well versed concerning securities class actions, as well as securities-related litigation generally. She is further noted for her expertise and work in the cannabis sector. **Strengths:** “Linda is one of Canada's most experienced securities litigators – she is at the top of her game. She's deeply experienced, with an extensive history of working with the securities regulators.” “She is the dean of securities litigation in Toronto. Her work is top quality, she sets the standards and we hire her without hesitation when we can. She is the complete package.” Based in Toronto, **Orestes Pasparkis** (see p.269) has deep commercial litigation experience, including acting on insolvency-related disputes and those concerning negligent misrepresentation and breach of contract. **Strengths:** “He is one of the smartest guys I have ever met.” “He's an exceptional oral advocate and has great client management skills. He is a really strong lawyer all round.” **Jeremy Devereux** (see p.266) handles a wide range of securities class actions and regulatory disputes,

including investigations. Operating out of Toronto, he serves clients that include major financial institutions and fund managers.

Osler, Hoskin & Harcourt LLP

What the team is known for With an impressive litigation team in Toronto, Osler, Hoskin & Harcourt regularly defends clients against multi-jurisdictional class actions, as well as advising on commercial and securities litigation. The firm possesses additional expertise advising on fraud, professional negligence and tax-related litigation, and demonstrates notable proficiency handling disputes resulting from competition, securities and environmental investigations. The department has a strong profile in the financial services sector and benefits from the support of the firm's integrated national litigation platform, as well as the cross-border capabilities born from its extensive US network.

Strengths

“They are great – they have tons of depth and are really good lawyers as well.”

“The lawyers have been responsive and have provided solid, educated advice with a view to our practical business needs and concerns. It is this balance between legal advice and business sense that really is a value-add.”

“They have exceptional advocates there.”

“It is a no-brainer to go with Osler if you want the best. They're an absolute pleasure to deal with, with a total attention to servicing their clients, and they have a wonderful team.”

“It's a capable and sophisticated team of experts.”

Work highlights Osler successfully acted for Nieuport Aviation Infrastructure Partners, which operates the Billy Bishop airport in Toronto, in litigation against Porter Airlines, in a contract dispute concerning fees due to Nieuport under a licensing agreement.

Notable practitioners

Toronto-based **Lawrence Ritchie** is notable for the depth and breadth of his practice in the securities space, with extensive experience representing clients in litigation stemming from OSC investigations, as well as other regulatory disputes and securities class action suits. **Strengths:** “Mr Ritchie is a leading expert with extensive knowledge and experience in the securities field.” “He is a legend in the securities litigation Bar. He has a fantastic reputation and rightfully so.” “He has an incredible amount of knowledge and expertise in the area. He really knows the lay of the land and he is the go-to expert in this space.” **Mark Gelowitz** has experience handling a broad range of disputes, including those in the technology, insurance, real estate and PE sectors. He is additionally instructed for his representation in class action proceedings. **Strengths:** “He's an outstanding lawyer who is routinely involved in the very high-stakes litigation.” Based in Toronto, **Craig Lockwood** represents clients in securities class actions and OSC investigations, acting for both corporate entities and individual executives. He also has an active product liability practice. **Strengths:** “He is very practical and smart, with strong client service skills in challenging situations.” National litigation department chair **Sonia Bjorkquist** is a well-respected practitioner with notable experience

handling product liability class actions. She represents her clients from the firm's Toronto office.

Robert Carson has a fast-growing reputation for his securities litigation practice, which includes strengths in both M&A litigation and securities class action defence. **Strengths:** “I am a big fan of his; he is a very smart and able lawyer.”

Paliare Roland Rosenberg Rothstein LLP

What the team is known for Paliare Roland Rosenberg Rothstein is a highly regarded Toronto-based litigation boutique with a strong bench and a broad spectrum of expertise. The firm has a distinguished contentious public law practice, acting for associations, universities and various other public bodies in judicial reviews and other public interest disputes. The team is well equipped to handle corporate commercial litigation, as well as disputes relating to securities, fraud, bankruptcy and insolvency, labour law, product liability and employment. The group wins further recognition for its specialised class action group, offering assistance to both plaintiffs and defendants, and is additionally noted for its arbitration capabilities.

Strengths

“They are real litigators in this space; it's a very strong team.”

“They're practical and easy to deal with; they're lawyers' lawyers. Paliare Roland's lawyers are not overly adversarial and they're pleasant to deal with.”

“Working with Paliare is like working with a team working on a common goal. They always respect our views and how we like to do things.”

Notable practitioners

Firm founding partner **Chris Paliare** remains one of the market's most highly respected commercial litigators. Operating out of Toronto, he has amassed a wealth of litigation experience over his many years of practice. He is also noted for his excellent reputation as an employment lawyer. **Strengths:** “He is one of the top litigators in the country.” **Linda Rothstein** is a longstanding figure in Toronto's disputes market, who is rated extremely highly as an administrative law expert. She possesses a wealth of experience in public and judicial inquiries and also acts for plaintiffs in class action proceedings. **Strengths:** “She is one of the best all-round lawyers, and in this sphere particularly she is excellent. She knows this area of the law so well, and she is strategically brilliant and a people person.” **Emily Lawrence** combines her role as managing partner of the firm with an active and highly regarded public law practice, with a wealth of experience handling administrative disputes. **Strengths:** “She's very approachable and very practical, with good judgement. She's really a great person to work with.” **Andrew Lokan** represents clients in a broad range of public law challenges, with sources applauding his robust experience in constitutional challenges and administrative law. **Strengths:** “He is a constitutional expert, he's so good in this setting and he has a real expertise in how the interplay in these constitutional principles works.” Toronto-based **Gordon Capern** is an accomplished commercial litigator with notable activity in the mining sector. He additionally represents clients in professional liability disputes.

Strengths: “He is a very trusted adviser to business leaders.” **Kenneth Rosenberg** has a well-established reputation for his commercial and insolvency litigation work. He works on significant cases in the transportation and telecoms sectors, operating out of Toronto. **Strengths:** “He’s one of the top insolvency lawyers in the country.” **Megan Shortreed** operates a wide commercial practice, with additional experience of public law-related mandates. **Strengths:** “She was wonderful. She is a smart lawyer; she is just very bright and to the point.”

Pape Chaudhury LLP

What the team is known for Pape Chaudhury is a Toronto litigation boutique that is highly regarded for its strength in appellate work. The firm also operates an active trial practice and is often sought after for its experience of complex commercial litigation and class action proceedings. It acts for both plaintiffs and defendants, representing private individuals, businesses and institutions. The firm demonstrates notable recent success in cases in which it has been retained at appellate stage.

Strengths

“They’re professional and knowledgeable. The team worked extremely hard and produced great results.”

“We received excellent legal work and personal attention from the senior lawyers as a client. This firm is a top-notch litigation boutique.”

“For a smaller firm, the depth and breadth is impressive. I’ve never received anything but prompt and helpful service.”

“They are really excellent lawyers and are very highly recommended.”

Notable practitioners

Paul Pape possesses a formidable reputation as a commercial litigator which he has fashioned over decades of practice in Toronto. He enjoys particular renown for his handling of appellate cases.

Strengths: “He is a terrific advocate and one of the most highly regarded appellate advocates in our province.” Toronto-based **Shantona Chaudhury** has a practice focus on appellate cases as part of her wider commercial litigation practice. She has experience in a range of contentious contexts, including class actions, professional negligence and commercial litigation. **Strengths:** “She has established a first-class reputation as a litigator with specific expertise in appellate advocacy. She is excellent.” “She’s one of the strongest appellate and tribunal counsel in Canada.” “She is a very talented litigator with real strengths in constitutional litigation.” “Shantona is excellent and has gained an outstanding reputation for her advocacy at all levels of our court system.”

Polley Faith LLP

What the team is known for Polley Faith is a specialist litigation boutique with a notable presence in Ontario’s civil and commercial disputes market. The team is regularly mandated on judicial review cases, insurance coverage disputes, royalties and insolvency-related disputes, class action suits and negligence claims. The group is also experienced in regulatory and criminal disputes. It represents wide-ranging Canadian and US corporates and financial institutions, as well as private

individuals.

Strengths

“The firm is phenomenal they’re our first choice for independent counsel to assist with a matter.”

“They are a real up-and-coming litigation boutique.”

“They did very good work and they impressed. They were easy to deal with and sensitive to the client’s needs. They were practical and smart, with good judgement.”

“It’s an excellent litigation boutique which can handle complex legal matters.”

“I really like working with them, it’s a specialist litigation firm that knows its stuff and the opposing counsels and judges, and just had a good sense of the overall court landscapes.”

Work highlights Polley Faith successfully defended 22NW Fund following an application brought by company directors of DIRT before the Alberta Securities Commission, alleging it failed to comply with takeover bid laws and seeking to prevent it from voting its 20% shareholding in DIRT’s AGM.

Notable practitioners

Andrew Faith impresses for the breadth of his practice, working on issues ranging from corporate and insurance litigation to disputes around insolvency, securities and privacy. He provides counsel to clients from the firm’s office in Toronto.

Strengths: “He’s a remarkably talented litigator with a sharp tactical and analytical mind and a practical, results-oriented perspective.” “He is phenomenal with clients and he is very trusted for good reason – he’s a very steady and safe pair of hands for any type of file.” “He’s a really good advocate and good guy. It’s good news when he is on the other side of the case – you know the fight will be fair and focused on the important issues.” “The business always feels like he gets it and he is commercially savvy and strategic as well. He has a good sense of when we should fight and when we should settle, which is great too.” **Mark Polley** represents his clients in the full spectrum of commercial disputes. His experience includes handling judicial reviews in the gaming industry and auditor negligence claims. **Strengths:** “He’s a very fine lawyer. He looks at the big picture and gets through the weeds.”

Stikeman Elliott LLP

What the team is known for Stikeman Elliott has a strong presence in Ontario, with offices in both Toronto and Ottawa. The firm’s litigation department routinely assists clients with a range of disputes involving commercial contract claims, insolvency, securities and contested corporate transactions. With notable capability in class action defence, the group wins particular acclaim in professional negligence, misrepresentation and product liability claims. It is further recognised for its representation of current and former executives and directors in oppression proceedings, as well as breach of contract and fiduciary duty. The firm also enjoys a significant reputation for its work in the energy, construction and technology sectors.

Strengths

“They are terrific. They have really strong corporate clients and a really strong group of litigators too.”

“The quality of their people is high across the board;

they’re top counsel in my view.”

“I trust their judgement, they are candid and we work together seamlessly. When we are opposite them, I know they will work extremely diligently, write very well and present well in court.”

Work highlights Stikeman Elliott continued to advise Centerra Gold on various litigation claims following the alleged expropriation of its Kumtor gold mine in Kyrgyzstan.

Notable practitioners

Peter Howard maintains his position at the fore of Toronto’s commercial litigation field, with broad experience covering securities litigation and an array of commercial disputes, including contentious audits and insurance claims. Toronto-based

Eliot Kolers is sought out for his counsel on various commercial disputes, such as shareholder and contractual litigation. He also operates an active antitrust litigation practice. **Strengths:** “He is really good on his feet and has a good rapport with the court; his written materials are great too. He is great.” “He is a great litigator and very thoughtful and strategic too.” Seasoned litigator

David Byers is recognised for his work on insolvency-related disputes, professional negligence and product liability matters, as well as arbitrations and class actions. **Strengths:** “He is very sage and has excellent judgement, and he’s a real gentleman too.” **Alexander Rose** is a Toronto-based lawyer who is respected for his adept handling of various commercial disputes. He is frequently involved in litigation concerning allegations of misrepresentation, fraud and breach of contract. **Strengths:** “He has great judgement and presents well in court as well. He’s a great lawyer who I enjoy working with.” **Daniel Murdoch** has experience in a range of litigious scenarios, with notable cases including breach of contract litigation, shareholder disputes and professional negligence. He represents his clients from the firm’s Toronto office. **Strengths:** “He is a very effective lawyer and good counsel, with really good judgement.”

Stockwoods LLP

What the team is known for Stockwoods is a Toronto boutique law firm with extensive experience of civil, commercial, administrative and public law litigation. The group routinely represents clients in contractual disputes, oppression remedies and professional negligence claims. The team is also regularly involved in securities class actions relating to fraud and market manipulation and is sought out for its counsel on judicial reviews. It is further noted for its expertise in insolvency, white-collar defence and municipal litigation.

Strengths

“They’re the best firm that I have worked with in Toronto. They’re extremely professional and competent, as well as calm and strategic.”

“They’re fantastic advocates of real skill and accomplishment. They are at the top of my list for advocates in the city.”

“They generally have very experienced people and take on high-profile cases, with a very good track record.”

“They have a great reputation for tactical strategy and situational awareness. They have a strong

ability to be aware of where the matter falls in the corporate and legal environment.”

“We receive a high level of advocacy and a strategic approach to complex and sophisticated matters.”

Work highlights Stockwoods advised the Office of the Privacy Commissioner of Canada to bring claims against Meta, following privacy claims arising out of the Cambridge Analytica scandal.

Notable practitioners

Toronto-based **Brian Gover** is particularly noted for his representation of administrative and regulatory bodies. He gains further plaudits for his handling of competition-related disputes and is well known for his representation of individuals facing criminal charges. **Strengths:** “He is an exceptional litigator.” **Paul Le Vay** stands as one of the foremost securities litigators in Toronto. He maintains a strong reputation for his handling of securities class actions and regulatory proceedings including OSC investigations. **Strengths:** “He is the firm’s leading litigator. He is meticulously careful and extremely thoughtful, and he is well regarded among the judges.” **Luisa Ritacca** has developed an impressive reputation in Ontario for her administrative law disputes practice. She is well recognised for her work in tribunals and public inquiries. She sits in Toronto and serves as the firm’s managing partner. **Andrea Gonsalves** is frequently called upon by clients to advise on administrative and regulatory law matters, boasting an impressive track record in high-profile engagements for public sector clients. **Strengths:** “She is a top performer.” **Brendan Van Nijenhuis** operates a varied disputes practice from Toronto which sees him act on a range of commercial litigation mandates, including competition and IP cases, as well as class actions and judicial reviews. **Strengths:** “He’s a very, very capable litigator and a worthy adversary.”

Torys LLP

What the team is known for A firm of choice for litigation in Toronto, Torys has a deep bench and a strong reputation for handling complex files. The firm has a thriving securities litigation practice, covering negligence, misrepresentation and fraud, as well as impressive capacity for oppression claims, competition, employment and energy matters and class action defence. It is well positioned to act for clients on multi-jurisdictional and cross-border mandates. The team offers substantial experience across various sectors, including technology, financial services, transportation and media.

Strengths

“Their team is the best. Torys has exceptional skill and communication, and continued excellence in all matters.”

“The size of the firm and its ability to use internal resources for the various disciplines that were required has been tremendously helpful.”

“Torys brings expertise to the table; they have the breadth to cover virtually any issue that arises and they are pragmatic and businesslike.”

“They know our business very well and we have had phenomenal service from them on a time-sensitive and commercially sensitive matter. They were on it immediately and provided really good strategic advice.”

“They are always more than thoroughly prepared for the work. Whoever I am dealing with there, they are always a couple of steps ahead of what I am thinking about.”

Work highlights Torys defended Anson Group following claims brought by Catalyst Capital and Callidus Capital alleging Anson and other entities engaged in a scheme to generate negative publicity about the plaintiffs to sell their stock short.

Notable practitioners

Sheila Block (see p.264) continues to be instructed on some of the market’s most high-profile commercial litigation and arbitration suits. She receives plaudits for her longstanding practice at the highest level of the commercial disputes market in Toronto and across the country. **Strengths:** “She’s one of the deans of the Bar; she’s been one of the biggest names here for a long time.”

“She is absolutely excellent and one of Canada’s premier litigators.” **John Fabello** (see p.266) acts for a number of financial institutions on securities class action proceedings, with expertise extending to regulatory investigations and disputes. He co-heads the firm’s securities defence practice from the Toronto office. **Strengths:** “John is available and his expertise is undeniable. It is a pleasure to work with him.” “He is one of the go-to people for securities litigation because he is competent and is someone you can speak to – he has the ability to listen to our views, he will push back when needed and I will always get his view. He isn’t a yes man, which is very important.” Toronto-based

Linda Plumpton (see p.73) represents a number of blue-chip national and international clients, including financial institutions and investment funds, in high-end disputes. She demonstrates particular skill in handling commercial litigation, class action proceedings and antitrust disputes. **Strengths:** “She is a superstar.” “Linda has incredible intellect, wisdom and strategic sense. She is efficient and effective in every aspect of her work. She is a force to be reckoned with, incisive, and has an EQ to match her IQ.” “She is without question the best litigator I’ve ever seen. Linda has the gift of connecting with her clients with compassion, with understanding and with patience.” **Andrew Bernstein** (see p.214) has a varied practice handling disputes relating to allegations of fraud, defamation and environmental indemnities, among other areas of expertise. He operates out of the firm’s Toronto office. **Strengths:** “He is a fantastic, smart and hard-working lawyer. You’d rather have him on your side of the file than opposite.” “Andrew is a pleasure to work with – he is smart and good-natured. He takes a pragmatic approach to litigation but doesn’t sacrifice the important legal issues at stake. He also understands our goal as a client.”

Andrew Gray (see p.266) focuses his practice on contentious securities mandates. He has experience acting for underwriters in class action proceedings relating to issues such as misrepresentation and disclosure violations. **Strengths:** “Andrew has so much experience to bring to any situation. In addition, he has a wonderful sense of humour that makes his delivery particularly effective. He is tremendous to work with.” **James Tory** (see p.270) is a high-profile and well-regarded Toronto-based litigator with extensive experience representing clients in single-plaintiff and

class action disputes. **Gillian Dingle** (see p.266) is developing an excellent reputation as a commercial litigator, with notable expertise in securities disputes. From her base in Toronto, she represents clients in contractual, shareholder and property-related litigation. **Strengths:** “She is business-minded and practical, she gives very thoughtful advice and she really cares about her clients and their issues.” “She has quickly made a name for herself. One thing that stands out is that she is smart and she has a calmness about her – it’s almost unshakeable, which makes others feel calm.” **Craig Gilchrist** is a Toronto-based associate with a strong securities litigation practice. He is adept at assisting with internal reviews and investigations, as well as single plaintiff and class action disputes concerning allegations of primary and secondary market misrepresentations. **Strengths:** “He is a rising star who is extremely smart and likeable.”

Tyr LLP

What the team is known for Tyr is a highly regarded litigation boutique which is held in high esteem for its pedigree in courtroom advocacy, drawing from an impressive stable of trial lawyers with diverse experience in civil disputes. The firm regularly acts for local, national and international clients on the full gamut of commercial litigation, including class action, product liability, insolvency and securities matters.

Strengths

“They are world-class litigators.”

“They have really strong litigators who are making a name for themselves in the market.”

Notable practitioners

James Doris is a well-regarded lawyer who has built an impressive reputation for his commercial disputes work in Toronto. He handles both litigation and arbitration, with further experience of white-collar criminal matters. **Strengths:** “He is fantastic and he is terrific to deal with, as well as being very smart and experienced.”

Wright Temelini LLP

What the team is known for Wright Temelini offers robust strengths in securities disputes, including a broad range of civil claims and regulatory enforcement matters. Its attorneys also offer wider strengths in professional discipline, employment and commercial litigation.

Notable practitioners

Janice Wright is a well-recognised and well-respected figure in Toronto’s contentious securities market. She handles various mandates in the securities space, including regulatory disputes and enforcement proceedings. **Strengths:** “Her expertise in the area is great; she is fantastic.” “She is very skilled and has argued some of the largest insider trading cases in Canada.” Based in Toronto, **Greg Temelini** represents clients in complex securities litigation, as well as regulatory investigations before the OSC and IROC. He is particularly well known for his representation of individual executives and directors. **Strengths:** “He is excellent. He has a strong skill base in the securities space.”

Other Ranked Lawyers

Sujit Choudhry (see p.265) combines his role as head of chambers at H&K Chambers Global with an active public, administrative and constitutional law practice, alongside an international human rights practice.

Strengths:

"He was able to ably handle the many complex issues that the case presented, demonstrating intellectual creativity and flexibility in the arguments he proposed. His superior knowledge was key to our success."

"He is very savvy and smart – he cares about the cases he takes on and he has a strong vision for what kind of lawyer he wants to be. He cares about social justice and legal justice."

"He is a brilliant litigator, he is a brilliant writer and he is an extremely sharp legal mind."

"He services clients with care and diligence, he has deep insight into the legal, evidentiary and strategic issues involved in litigation, and he balances the practice of law with the business side in a professional and practical manner."

Ewa Krajewska co-chairs the civil litigation practice at Henein Hutchison Robitaille and offers particular expertise in appellate matters.

Strengths:

"She is a really talented litigator."

Zohar Levy of Orr Taylor has an impressive commercial litigation practice and is often turned to by clients to advise on intellectual property, life sciences and technology matters.

Strengths:

"She has a great sense of detail, where she gets into the important nuances of the case and never misses the forest for the trees. She can critically assess and balance the legal risk, combined with what made most business sense for our company."

"She took a situation that was very stressful and gave us a very concrete and clear approach we could take. We felt confident in it and it was a fantastic experience."

"I think she's tremendous. I think that she offers great, practical business advice which balances the legal aspects of things with the commercial realities. She's really effective in dealing with difficult personalities across the table."

Justin Nasser of Ross Nasser receives plaudits for his impressive advocacy skills, which he employs in a full range of commercial litigation matters.

Strengths:

"Responsiveness, attentiveness and practical, business-oriented advice are Justin's key strengths. Working with him you get an exceptional legal mind at costs that are very reasonable for the services delivered."

"He's a client-first type of lawyer and he is a great advocate."

"Justin is a dedicated, driven and passionate advocate. He cares about his cases and his clients."

"He's smart, capable and a real leader. His client service is a cut above."

John Pirie leads Baker McKenzie's litigation and government enforcement group in Canada. His

broad practice covers commercial litigation, including breach of contract, as well as fraud and asset recovery, antitrust and securities disputes.

Strengths:

"He is one of the leaders in the fraud recovery space."

"He was focused and strategic throughout. He was hard-working, knowledgeable in the area of law, and always seemed to be two steps ahead of our opponents."

"I find him to be pragmatic and well versed in not only the law but the intersection of business and the law."

Helen Richards of Ross Nasser is an expert civil litigator who offers significant expertise in commercial disputes and securities matters.

Strengths:

"Her litigation instincts are those of a much more experienced lawyer, and her analysis and writing are superb."

"Helen is whip smart."

Peter Wardle of Singleton Urquhart Reynolds Vogel handles both litigation and arbitration on a range of commercial subjects, including professional liability. He also represents clients in construction disputes and is based in Toronto.

Strengths:

"He is a very accomplished and experienced lawyer; he is zealous and fearless in all the right ways."

Litigation General Commercial Québec

Litigation: General Commercial
Leading Firms
Band 1
Davies Ward Phillips & Vineberg LLP
Norton Rose Fulbright
Stikeman Elliott LLP
Band 2
McCarthy Tétrault LLP
Woods LLP
Band 3
Blake, Cassels & Graydon LLP
Borden Ladner Gervais LLP
IMK LLP
Band 4
BCF LLP
Fasken
Langlois Lawyers, LLP
LCM Attorneys Inc.
Osler, Hoskin & Harcourt LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1**Davies Ward Phillips & Vineberg LLP**

What the team is known for Davies Ward Phillips & Vineberg is a premier law firm offering services across the full spectrum of issues in the corporate and commercial litigation space in Québec. The group regularly advises on shareholder and breach of contract disputes, as well as securities, fraud, restructuring and competition litigation. It also operates an active class action practice and offers notable appellate experience. The team's expertise cuts across sectors, including construction, financial services, investment funds, telecommunications, transportation, energy, aerospace and defence. The litigation practice in Montréal also has a strong public law component.

Strengths

"The Davies team is phenomenal in terms of its preparation of witnesses, strategic approach to litigation and pragmatism. The lawyers really care

about their clients."

"The lawyers respond quickly and always deliver sound, strategic advice. We can tell that they always work in our best interest, never theirs. They have earned our trust like no other consultant, legal or otherwise."

"The law firm has specialists for every matter you need, with deep experience and who are well focused and knowledgeable in the topics of interest. I was very impressed with the level of specialisation and superb advice."

"I appreciate the team's experience with complex cases, depth of analysis and responsiveness."

Work highlights Davies represented CAE in a CAD250 million tax dispute against the Canada Revenue Agency before the Federal Court of Appeal.

Notable practitioners

William Brock (see p.264) enjoys a sterling reputation in the Montréal market for his ability to handle the full gamut of matters in the commer-

Litigation: General Commercial
Senior Statespeople
Senior Statespeople: distinguished older partners
Potter Simon V Consultation Simon Potter Inc. (ORL) ◇
Woods, Ad E James A Woods LLP
Leading Individuals
Band 1
Brock, Ad E William Davies Ward Phillips & Vineberg *
Du Pont Guy Davies Ward Phillips & Vineberg LLP *
Mongeau Éric Stikeman Elliott LLP
Poplaw Mason McCarthy Tétrault LLP
Band 2
Coulombe Marc-André Stikeman Elliott LLP
Martineau Yves Stikeman Elliott LLP
Mitchell Douglas C IMK LLP
Torralbo Robert Blake, Cassels & Graydon LLP
Band 3
Boutin Marc-André Davies Ward Phillips & Vineberg *
Fontaine, Ad E François Norton Rose Fulbright *
Giroux François McCarthy Tétrault LLP
O'Neill Louis-Martin Davies Ward Phillips & Vineberg *
Perreault Sophie Langlois Lawyers, LLP
Richter Christopher Torsys LLP (ORL) ◇ *
Band 4
Amyot Bernard LCM Attorneys Inc. *
Bertrand, Ad E Jean G Norton Rose Fulbright *
Boctor Audrey IMK LLP
Cameron Cara Woods LLP
Caron Sébastien LCM Attorneys Inc. *
Fabien, Ad E Marc-André Fasken
Grondin François Borden Ladner Gervais LLP
Lefebvre Eric C Norton Rose Fulbright *
Marseille Claude Blake, Cassels & Graydon LLP
Melchers Sophie Norton Rose Fulbright *
Ménard Dominique LCM Attorneys Inc. *
Piché-Messier Mathieu Borden Ladner Gervais LLP
Rodrigo Nick Davies Ward Phillips & Vineberg LLP *
Rouleau Francis Blake, Cassels & Graydon LLP
Ryan André BCF LLP
Simard Eric Fasken
Band 5
Azran Eric Stikeman Elliott LLP
Biron Caroline Woods LLP
Catanu Bogdan Woods LLP
De Zordo Alexander Borden Ladner Gervais LLP
Griffin Sean Langlois Lawyers, LLP
Préfontaine Éric Osler, Hoskin & Harcourt LLP
Seida Simon Blake, Cassels & Graydon LLP
Woods Sarah McCarthy Tétrault LLP
Up-and-coming individuals
Bisaillon Ariane Blake, Cassels & Graydon LLP
Cérat Lagana Vincent Fasken
Girard Julie Davies Ward Phillips & Vineberg LLP *
Neelin Elisabeth Langlois Lawyers, LLP
Paré Frédéric Stikeman Elliott LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

cial litigation space. He advises Canadian clients as well as international corporations. **Strengths:** "William is strategic, very time-conscious and has a great ability to be cost-effective. He is highly regarded by peers, clients and everyone I have come across." **Guy Du Pont** (see p.359) operates a longstanding commercial litigation practice out of Montréal. His expertise includes a focus on tax law matters. **Strengths:** "Guy is a very

Litigation: Securities
Leading Individuals
Band 1
Lapierre Stéphanie Stikeman Elliott LLP
Loranger Julie-Martine McCarthy Tétrault LLP
Melchers Sophie Norton Rose Fulbright *
Band 2
Benoit Fabrice Osler, Hoskin & Harcourt LLP
O'Neill Louis-Martin Davies Ward Phillips & Vineberg *

strong lawyer with a good legal mind. **Marc-André Boutin** (see p.264) comes recommended for his commercial disputes practice out of Montréal. He is sought after for his expert handling of real estate mandates. Louis-Martin O'Neill/person is an esteemed commercial litigator based in Montréal. He draws praise for his securities practice as well as for handling a wider selection of commercial mandates. **Strengths:** "I have been really impressed by Louis-Martin's work. He always thinks several moves ahead, and I always felt that we were ahead of our opponent as a result. He is also very business-friendly." "Louis-Martin has always advised us superbly. He always cares for his client's best interest. It is a great pleasure to work and solve problems with him." "He is very commercial and practical, and is always timely." Montréal-based **Nick Rodrigo** (see p.65) is noted for handling class action cases as well as single-plaintiff commercial litigation mandates. He often represents clients in cross-border cases. **Strengths:** "Nick is fantastic." **Julie Girard** (see p.266) enjoys a burgeoning reputation in the market, advising clients on class actions, construction disputes as well as litigation related to PPP projects. **Strengths:** "Julie is a great litigator." Montréal-based litigator **Jean-Philippe Groleau** (see p.266) is adept at handling administrative and constitutional disputes. **Strengths:** "He is very creative and innovative; he is passionate about the cases he handles."

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is a market-leading international law firm with considerable litigation prowess in both Montréal and Québec City. The group represents local, national and international clients in securities and commercial litigation across various industries including energy, technology and healthcare. The team has particular knowledge and strength in the construction, engineering and infrastructure sectors and is frequently cited as a popular choice for securities litigation and regulation, including shareholder disputes, insider trading and oppression remedies. The firm also has a strong profile for its work on multi-jurisdictional class actions and commercial fraud matters.

Strengths

"The team is always available when we need its support and advice."

"The firm's level of competence is second to none. The lawyers surpass themselves and aim only for excellence."

"It is a very well-respected and knowledgeable team with strategic lawyers providing very thorough and thoughtful advice and who are always on time in their delivery."

Work highlights Norton Rose Fulbright acted for BMO Nesbitt Burns and BMO InvestorLine on a

Litigation: Administrative & Public Law
Leading Individuals
Boctor Audrey IMK LLP
Fabien, Ad E Marc-André Fasken
Girard Patrick Stikeman Elliott LLP
Groleau Jean-Philippe Davies Ward Phillips & Vineberg *
Mitchell Douglas C IMK LLP

proposed class action against multiple brokerage firms alleging failure to disclose appropriately the foreign exchange currency conversion fees to their clients.

Notable practitioners

François Fontaine (see p.379), based in Montréal, is well known for handling a wide range of commercial litigation matters, including white-collar and administrative law cases. **Strengths:** "I am a very big fan of François. Not only is he pragmatic and business-oriented, he identifies the issues and solutions faster than anyone I have worked with."

Jean Bertrand (see p.263) is a respected commercial litigator based out of Montréal. He has experience litigating a number of commercial mandates before all courts, notably in the aviation space. **Strengths:** "Jean Bertrand is very experienced."

Eric Lefebvre (see p.267) often handles commercial and class action cases and represents clients from the financial services and retail sectors from his office in Montréal. **Strengths:** "Eric has done a fantastic job for us."

Sophie Melchers (see p.268), who is based in Montréal, is well regarded for her expertise in commercial litigation, investigations and securities. **Strengths:** "Sophie Melchers is very seasoned and strategic, she knows our business and cares about it. She is so nice to work with, she is helpful and practical." "She works really hard, she is always very prepared and is super-impressive." "She is excellent at what she does, I have the utmost confidence in her to navigate legal issues. She is very thorough and diligent."

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is a full-service national law firm acknowledged as a leader in the Québec litigation arena, as well as boasting cross-border capabilities. The Montréal group enjoys a sterling reputation for its experience of general commercial litigation and class action defence; other areas of expertise include franchising and defamation litigation. The team regularly acts on behalf of major industry players in the aviation, construction, energy and telecommunications sectors. The firm also earns considerable praise for its extensive capabilities in competition law, securities litigation and related investigations.

Strengths

"Stikeman Elliott has several great attorneys at all levels able to handle a wide variety of matters."

"The team is made up of very effective advocates, they always bring interesting perspectives to the table."

"It is very comfortable to have Stikeman Elliott on our side; the lawyers went the extra mile."

"They have been terrific, they are excellent lawyers who delve into the intricacies of cases, they are always very available and they write and speak very clearly."

Work highlights Stikeman Elliott represented

Bombardier in CAD36 million proceedings against Field Aviation Company for damages related to allegations of non-compliance with contractual obligations.

Notable practitioners

Stéphanie Lapierre is a leading Montréal-based securities litigator who has considerable experience advising on matters including derivative actions as well as shareholder disputes. **Strengths:** “*Stéphanie Lapierre is extremely knowledgeable.*” “*She is a phenomenal litigator.*”

Éric Mongeau is an esteemed commercial litigator based in Montréal, with a diverse client roster featuring energy and transportation companies. **Strengths:** “*Éric Mongeau is a fantastic advocate, he is very good in oral advocacy, very persuasive and knows how to convince a judge.*” Montréal-based **Marc-André Coulombe** is well versed in both general commercial disputes and public law. He is highly regarded by both clients and his peers. **Strengths:** “*Marc-André is very strategic, he is the kind of lawyer with a broad skill set so he can handle various cases and he always brings added value and creativity.*” “*He is very practical and down-to-earth. He can take on complex matters and see them through.*” Montréal-based **Yves Martineau** is sought after for his representation of clients in the energy, banking and manufacturing industries in a number of matters, including class actions. **Strengths:** “*Yves is an extremely efficient lawyer, he gets very good results and he is very experienced in this space.*” **Eric Azran** is well versed in both general civil and commercial litigation, which he handles from his Montréal base. **Frédéric Paré** is a litigator with a fast-developing reputation for his adroit representation of both public and private companies. He primarily handles real estate litigation cases and contractual disputes. **Strengths:** “*Frédéric Paré is a very strong litigator.*” **Patrick Girard** is adept at handling a roster of litigation matters, including administrative disputes. **Strengths:** “*Patrick Girard is ingenious in how he approaches cases and has an outstanding knowledge of relevant cases and legislative history, not only in Canada but in any other country too.*”

Band 2

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is a popular choice for commercial and securities litigation as well as for class actions, providing services out of its offices in Québec City and Montréal. The firm represents clients across a broad range of industry sectors including communications, technology, healthcare and pharmaceuticals, and is particularly well regarded in the local banking community. The team's other areas of notable capability include insider trading, financial fraud, as well as competition and product liability cases.

Strengths

“*The McCarthy team is able to understand our business, and therefore is able to better align the strategy of any cases with our culture and our overall objectives.*”

“*The team is creative and effective, with good communication skills.*”

“*They are very responsive and easy to reach at all times.*”

Work highlights McCarthy Tétrault represented Bombardier in a CAD1 billion claim against Honeywell.

Notable practitioners

Seasoned practitioner **Julie-Martine Loranger** is based in the firm's Montréal office, where she wins praise for her experience in securities matters. **Strengths:** “*Julie-Martine has been a great business partner for years, she is competent, efficient and always very helpful.*” “*Julie-Martine is one of the most attentive lawyers to her clients' needs.*”

“*She always has a strategic approach, but is also ready to adapt to what her clients have in mind and understand their concerns. I would never hesitate to collaborate with her on high-level cases.*” **Mason Poplaw** is well regarded among peers in Montréal and is particularly noted for his handling of complex class action litigation. **Strengths:** “*Mason is very strategic and tactful, he plans ahead for us.*” “*He is excellent and one of the best litigation lawyers I have encountered.*” “*Mason Poplaw is one of the most strategic lawyers in town. He has experience, understands the market and always provides comprehensive legal advice.*” Montréal-based **François Giroux** is well versed in commercial dispute resolution and arbitration cases. **Strengths:** “*He is a real business partner, is hard-working and diligent.*” Montréal-based **Sarah Woods** maintains a broad disputes practice that covers commercial litigation as well as class actions and ADR. **Strengths:** “*Sarah is extremely smart and very perceptive. She also approaches issues in a unique way; she was very innovative in articulating solutions to problems.*”

Woods LLP

What the team is known for Woods is a Montréal-based litigation boutique with notable experience of commercial, corporate and securities litigation across a variety of industries including construction, telecommunications and financial services. The team's other areas of expertise include insolvency and competition disputes and class action litigation. Woods represents a multitude of clients in relation to professional liability matters. The firm also has a strong focus on private international law.

Strengths

“*Woods' lawyers are very attentive to our needs. They make sure they understand our business, technical or financial issues, and adjust their services accordingly.*”

“*The litigation team at Woods is very strong, innovative and has the ability to think out of the box, especially in complex matters.*”

“*They are very thorough and well prepared.*”

Work highlights Woods represented Health Montreal Collective CJV in numerous disputes worth CAD225 million regarding the construction and design of the CHUM hospital PPP project.

Notable practitioners

James Woods maintains an impressive and long-standing reputation for his commercial litigation practice out of Montréal. He additionally advises on commercial and international arbitration. **Strengths:** “*James is a first-class lawyer.*” **Cara Cameron** is based in Montréal, where she assists

clients from both the public and private sectors with contractual disputes and commercial fraud and debt recovery issues. **Strengths:** “*Cara is a fantastic lawyer, she is very practical, efficient and smart. She is an excellent litigator.*” **Caroline Biron** handles a range of civil litigation matters on behalf of international and domestic clients. **Strengths:** “*I appreciate her availability, listening skills, courtesy and strategic sense.*” **Bogdan Catanu** is adept at handling insurance litigation, fraud cases and contractual disputes. **Strengths:** “*Bogdan is an exceptional litigator, he is super-smart and hard-working too. I think highly of him.*”

Band 3

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon has a robust Montréal team with a strong focus on corporate litigation, class action defence and product liability litigation. The group advises on a range of securities and contractual disputes as well as competition and consumer protection matters. The law firm is also noted for its experience of commercial arbitration. The team regularly acts for major players in industries such as banking, technology, energy, life sciences and construction. Its recent work includes representing major Québec-based entities before the Supreme Court.

Strengths

“*They have been fantastic to work with. They keep me informed but don't overload me with small details. They provide really good advice and recommendations on what to do next.*”

“*It is an excellent team, the lawyers are attentive and on top of the details with a deep understanding of the case and our company.*”

“*Blakes exhibited very strong commercial awareness in our matter and provided very strong service and responsiveness.*”

Work highlights Blake, Cassels & Graydon represented Air Canada in a class action lawsuit related to the Québec Consumer Protection Act.

Notable practitioners

Robert Torralbo has a robust profile as a versatile commercial litigator. He also advises on high-profile class actions from his office in Montréal. **Strengths:** “*Robert is really practical and recommends steps to defend your position as a client.*” Montréal-based **Claude Marseille** is a sound choice among clients from a vast array of sectors with particular expertise in the pharmaceutical industry for advice on disputes. **Strengths:** “*Claude is very passionate about his work and gets very involved in the details.*” **Francis Rouleau's** Montréal-based practice encompasses strength in commercial dispute resolution, product liability and class actions. He advises clients from a range of sectors, including manufacturers. Montréal-based **Simon Seida** advises on commercial disputes as well as regulatory matters. **Strengths:** “*Simon always provides great, practical advice that the company appreciates. His mastery of jurisprudence is top-level.*” **Ariane Bisailon** has significant expertise acting in class actions and commercial disputes on behalf of clients hailing from the pharmaceutical and financial services

sectors. **Strengths:** “Ariane is a very good litigator, she listens to clients, she can stand her ground in court too and is quite savvy and prepared.” “She is very knowledgeable, she is the go-to person for questions, is very strong on strategy and thinks about cases holistically.”

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais has a well-established litigation practice that offers extensive experience in commercial, banking and securities litigation in Québec. The firm is particularly active in fraud cases, encompassing corruption and bribery matters. It is also noted for its strength in class actions, arbitration and alternative dispute resolution. The Montréal-based group demonstrates further capabilities in relation to cybersecurity and privacy and in disputes relating to major infrastructure projects.

Strengths

“The team provided seamless support and continually demonstrated a high level of expertise and dedication to the tasks. Deadlines were always met, reports were always thorough and time was never wasted.”

“I was extremely pleased with the services BLDG provided. I would say the strengths of the firm are its litigation capability and ability to distil technical and complex issues. They simplify complex problems.”

“The firm has the specialised resources necessary to meet our needs.”

Work highlights Borden Ladner Gervais represented Devas in proceedings regarding an application from the Airport Authority of India to reverse seizures.

Notable practitioners

François Grondin is equally well placed to advise on commercial litigation as well as matters of public law. He boasts additional expertise in class proceedings. **Strengths:** “François is a brilliant lawyer and working with him is a real pleasure.”

Mathieu Piché-Messier has expertise in a wide range of dispute resolution mandates, including arbitration cases, class actions and contractual disputes. **Strengths:** “Mathieu Piché-Messier has the ability to make complicated matters simple, he is a very responsive lawyer and understands what the client needs.” Montréal-based litigator **Alexander De Zordo** handles complex dispute resolution matters, notably those relating to fraud and corruption. He is recognised for his general commercial litigation as well as white-collar crime practices. **Strengths:** “Alexander’s awareness, analytical strengths, superior strategic analysis and thorough understanding of all areas of law were outstanding.” “He demonstrates in-depth knowledge of the cases, is a tireless worker and understands the client’s point of view well but remains well focused on the major issues.”

IMK LLP

What the team is known for IMK is a Montréal-based boutique hosting an impressive team of lawyers who handle all manner of civil and commercial litigation. The firm acts for businesses of all sizes to resolve disputes involving breaches of contract, fraud and oppression remedies. The

team’s complementary strengths include administrative and public litigation as well as insurance law, construction and real estate. The litigation group has been further noted for its expert handling of shareholder disputes, banking and professional liability litigation.

Notable practitioners

Douglas Mitchell is a well-regarded Montréal-based litigator. He offers significant expertise ranging from commercial law to constitutional and administrative litigation. Montréal-based **Audrey Boctor** is adept at handling administrative and constitutional disputes, with a focus on private international cases. She is also sought after for her commercial litigation practice. **Strengths:** “Audrey is a fierce litigator.”

Band 4

BCF LLP

What the team is known for BCF boasts a full-service litigation offering, with broad experience in areas such as construction disputes, damage claims and insurance litigation. The lawyers frequently handle class action suits in a variety of industries. The team is further regarded for its work in IT and intellectual property disputes. The law firm is also experienced representing clients before the Superior Court of Québec and the Supreme Court of Canada.

Strengths

“BCF is a resourceful firm with a very strong focus on details and facts.”

“BCF has a complete team with all the necessary expertise for our needs. The level of responsiveness and service at the firm is excellent.”

“They displayed a good understanding of the legal issues and those of our company.”

Work highlights BCF represented Innomax Division Développement and Développements S.E.V.Y. Ltée before the Superior Court of Québec in CAD100 million claims for injunctions, annulment of bylaws and damages.

Notable practitioners

André Ryan is well versed in both commercial litigation and securities mandates. He is particularly active in class actions. **Strengths:** “André has very good judgement which makes him a very good trial lawyer.” “He has been spectacular to deal with.”

Fasken

What the team is known for Fasken advises clients on a broad range of matters including securities litigation, class actions and employment disputes. The law firm has a strong track record of alternative dispute resolution and is well known for its expertise in the transportation, life sciences and insurance sectors. The Montréal team’s industry expertise also encompasses financial services, healthcare and technology. The firm and its lawyers offer experience before the Supreme Court of Canada.

Strengths

“They are very skilled lawyers with a broad range of expertise.”

“I really appreciate that the lawyers understand our business and our industry more broadly, they quickly understood what was at stake and what the

implications are with those kinds of cases.”

Work highlights Fasken represented Sandoz in a class action launched against various pharmaceutical companies related to the supply of opioid products.

Notable practitioners

Marc-André Fabien is highly experienced in handling commercial litigation cases. He also has considerable expertise in administrative and constitutional law. **Strengths:** “He understands his clients and provides quality service.” “He is a fantastic lawyer with great breadth and depth of knowledge in the administrative law field.” **Eric Simard** is a notable litigator with a reputation for advising on class actions and construction disputes. He is based in Montréal and co-heads the firm’s litigation and dispute resolution group nationally. **Strengths:** “Eric is able to quickly grasp the business objectives and can rapidly develop a strategy by looking at various options, and he focuses on the main goal of the client.” “He is a smart and practical lawyer.” **Vincent Cérat Lagana’s** practice encompasses shareholder disputes, M&A litigation and class actions. **Strengths:** “Vincent is an excellent lawyer with great legal reasoning, he knows the case very well and the law related to our files – I really appreciate him.” “He gets down to brass tacks and does not get thrown off course by obstacles. He is a hard worker and keeps things simple and easy, he understands clients’ considerations and is strong in court too.”

Langlois Lawyers, LLP

What the team is known for Langlois Lawyers is a Montréal and Québec City-based firm occupying a significant position within the litigation market in the province. The litigation group supports a wide range of matters including commercial, environmental and real estate disputes as well as securities litigation. The team is also well recognised for its class actions expertise.

Notable practitioners

Sophie Perreault is a respected Montréal-based commercial litigator whose experience includes advising on extraordinary proceedings, such as Anton Piller orders. **Strengths:** “Sophie is very practical and very good to work with, she is efficient and smart.” “She is very good and truly a pleasure to work with.” **Sean Griffin** is sought after for his experience in civil and statutory proceedings representing clients from various sectors, including financial services. **Strengths:** “Sean is a very strong litigator, he understands clients’ needs and objectives very well, he makes things easy and is very strong before the courts. He is a pleasure to work with.” “He is a great lawyer, he is smart and good on his feet.” **Elisabeth Neelin** is equipped to handle a roster of litigation matters, including regulatory cases and contractual disputes. **Strengths:** “Elisabeth is fantastic, she is very smart, practical and does a great presentation in front of courts.”

LCM Attorneys Inc.

What the team is known for LCM Attorneys is a local Montréal litigation boutique with a great reputation in the market. The firm’s areas of expertise include civil and commercial litigation, shareholder disputes and class actions. The law

firm is also adept at handling multi-jurisdictional contractual disputes.

Strengths

"The lawyers were pragmatic in their approach and able to discuss complex and novel legal issues, which allowed us to put forward creative arguments."

"LCM has been involved in large matters which shows its ability to handle volume and complexity."

"They are available and provided prompt responses."

Work highlights LCM Attorneys represented Hydro-Quebec in a CAD1.2 billion class action before the Quebec Superior Court.

Notable practitioners

Bernard Amyot (see p.263) is a well-regarded lawyer in Montréal with experience handling both litigation and arbitration cases. His disputes practice sees him act on commercial, construction and securities matters, as well as bankruptcy cases.

Strengths: *"Bernard Amyot is very experienced, sophisticated and practical."* Montréal-based firm

founder partner **Sébastien Caron** (see p.264) fields significant trial experience in relation to both commercial litigation and class actions.

Strengths: *"He is a great lawyer, he is reliable and smart."* Managing partner **Dominique Ménard** (see p.268) boasts a diverse contentious practice out of Montréal. She acts on mandates involving

commercial and administrative disputes as well as class actions. **Strengths:** *"Dominique has a great legal mind and is an excellent advocate, she also displays a great level of civility, objectivity and honesty."*

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is a national firm with a capable Montréal team that regularly handles general commercial litigation, arbitration and class actions. The group is active on matters ranging from product liability to consumer protection and securities matters as well as insurance and white-collar defence. It represents a number of major household names from the financial services, retail, pharmaceutical and construction sectors.

Strengths

"The team is always responsive and has available resources to help us tackle whatever comes our way. The lawyers keep things moving in the right direction and are very proactive."

Work highlights Osler, Hoskin & Harcourt advised Irving Oil in a class action regarding allegations of a price-fixing cartel.

Notable practitioners

Fabrice Benoît is a popular choice as counsel on securities matters and litigation. He has significant experience in the securities regulatory

space out of Montréal, having worked for the AMF prior to joining the firm. **Éric Préfontaine** is sought after for his knowledge of disputes, and especially class actions, for a variety of clients hailing from the banking, technology and pharmaceutical sectors. **Strengths:** *"I appreciate Éric's expertise in litigation, he is very knowledgeable of processes and prior cases, he is very insightful."*

Other Ranked Lawyers

Montréal-based **Simon Potter** maintains an impressive and longstanding reputation for his commercial litigation practice. He continues to handle arbitration cases, as well as class actions and mass torts.

Christopher Richter (see p.269) operates a broad-based practice out of Torys' Montréal office, which encompasses commercial and class action cases, as well as shareholders disputes.

Strengths:

"Christopher provides wise advice and is always well informed on the business and legal aspects of the cases."

Leaders' Profiles in Litigation & Dispute Resolution

ADAIR, John

Adair Goldblatt Bieber LLP, Toronto
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Featured in Litigation (Ontario)

Practice Areas: John Adair is a founding partner of Adair Goldblatt Bieber LLP. John's extensive experience includes litigating matters in the areas of commercial litigation, partnership disputes, professional negligence, administrative disputes, and estate litigation. John has appeared before the Supreme Court of Canada on multiple occasions and the Court of Appeal for Ontario on over 30 appeals. He has conducted numerous trials and administrative hearings. John is recognized by his peers as a leading lawyer. He is regularly invited to speak at conferences and conduct advocacy demonstrations. John is the author of numerous articles related to litigation issues, including evidence and expert witnesses, and is a recipient of the David Stockwood Memorial Prize, awarded biannually by The Advocates' Journal. John contributes to his profession and to the community. He has served as an instructor in the Trial Advocacy program at the University of Toronto and been a mentor to law students through the University of Toronto's mentorship program. John

has volunteered as a hockey coach, baseball coach, and swim instructor at Holland Bloorview Kids Rehabilitation Hospital.

AMYOT, Bernard

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514.375.2679
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Featured in Litigation (Québec)

Practice Areas: A past president of the Canadian Bar Association, Bernard Amyot is a founding partner of LCM Attorneys with a practice primarily focused on civil and commercial litigation. He has extensive experience before the Quebec courts and has lectured and written frequently on legal issues. His professional liability defense work extends to lawyers, stockbrokers, insurance brokers, engineers and accountants. He has acted as lead counsel in numerous class actions involving multiple jurisdictions across Canada and cross-border issues. He also has extensive experience in shareholders disputes and frequently acts as arbitrator and mediator in complex commercial matters.

Career: Mr. Amyot has always been involved in non-profit organizations focused on the arts and education, such as Brébeuf College, the Montreal Symphony Orchestra, the National Theatre

School of Canada and the Siminovitich Prize.

Professional Memberships: Fellow : The American College of Trial Lawyers (since 2011) - Currently Regent The International Society of Barristers (since 2022) The International Academy of Trial Lawyers (since 2015) Board of Directors of The Advocates' Society (Canada) (2019-2023) Council of the American Bar Association - Section of Litigation (since 2017) President: American Counsel Association (2010-11) Canadian Bar Association (2007-8) Council of the Montreal Bar and Executive Committee of the Quebec Bar (1992-93)

BERNSTEIN, Andrew E

Torys LLP, Toronto
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Featured in Intellectual Property (Nation-wide - Canada), Litigation (Ontario)
See under Intellectual Property for profile.

BERTRAND, AD E, Jean G

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Featured in Litigation (Québec)

Practice Areas: Jean Bertrand focuses on commercial and corporate litigation, including class actions and

arbitration, and on administrative law, with emphasis on regulated activity such as competition, transportation, international trade and energy. He has appeared frequently before Quebec and federal courts, including the Supreme Court of Canada, as well as before regulatory boards such as the Commission des transports du Québec, the Régie de l'énergie, the Competition Tribunal, the Canadian International Trade Tribunal and the National Energy Board. He has also appeared before parliamentary commissions and other government bodies regarding proposed changes to legislation or to government policies. He has extensive experience representing the Canadian and Quebec governments in negotiations with First Nations peoples.

BIEBER, Simon

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Featured in Litigation (Ontario)

Practice Areas: Simon's practice focuses on commercial/corporate litigation, class actions, directors' and officers' liability, securities litigation, and professional negligence. Simon has represented a broad range of clients, including various professionals (including lawyers and accountants),

directors and officers, and other public and private companies. Simon has appeared at all levels of Court in Ontario and has been involved in a number of administrative proceedings, including those commenced by the Ontario Securities Commission, the Financial and Consumer Affairs Authority of Saskatchewan, the Alberta Securities Commission, the British Columbia Securities Commission, the Institute of Chartered Accountants of Ontario and Alberta, the Certified General Accountants' Association of Alberta, the Law Society of Upper Canada, and the Ontario Human Rights Tribunal.

BLOCK, Sheila R
Torys LLP, Toronto
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Featured in Litigation (Ontario)

Practice Areas: Sheila is a senior trial and appellate counsel with a broad civil litigation practice, including corporate/commercial and securities litigation, intellectual property, defamation and administrative law cases. She has appeared as counsel at all levels of court in Canada and before international arbitrations and other tribunals. Sheila is the former chair of Torys' Litigation and Dispute Resolution Practice and a former chair of Torys' Executive Committee.

BOUTIN, Marc-André
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Featured in Litigation (Québec)

Practice Areas: Marc-André specializes in commercial dispute resolution, including a broad range of real estate, construction and product liability disputes. His practice extends to contested public calls for tenders and environmental litigation. He has extensive experience in the aerospace sector and is a trusted adviser in connection with the interpretation and termination of a wide array of contracts. Clients turn to Marc-André for his methodical approach and his nimble courtroom skills. He also has comprehensive experience in arbitration and mediation. He is on the board of directors and the executive committee of the Orchestre symphonique de Montréal. Select Recognition: Benchmark Canada: Commercial, Environmental and Insolvency Litigation Star; Lexpert Special Edition: Infrastructure; Lexpert Special Edition: Litigation; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada.

BROCK, AD E, William
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Featured in Litigation (Québec)

Practice Areas: A senior partner, Bill Brock brings passion, energy and tenacity to everything he does. He operates a market leading commercial litigation practice for a wide range of clients, including leading Canadian and foreign corporations and government entities.

He focuses on complex commercial, corporate and securities litigation, fraud and misappropriation claims (including Mareva-type injunctions), shareholder disputes, and domestic and international arbitration. He conducts litigation at trial and appellate levels, including before the Supreme Court of Canada, and has acted as counsel or as an arbitrator in numerous significant commercial arbitrations. He was awarded Lawyer Emeritus Distinction of the Barreau du Québec. He was also awarded the Queen Elizabeth II Diamond Jubilee Medal for his outstanding contribution to the community. Bill is the author of Portraits of Hope (2012) and The Word (2023), and is the Chair of the Institute for Research in Immunology and Cancer of the University of Montreal. Select Recognition: Chambers Global; Benchmark Canada as Top 50 Trial Lawyers in Canada (2018-2023); The Legal 500 Canada; The Lexpert/American Lawyer Guide to the Leading 500 Lawyers in Canada; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada.

BRUSH, Robert
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Featured in Litigation (Ontario)

Practice Areas: Robert's expertise in corporate and securities litigation is widely recognized in both the securities industry and the legal community. Robert regularly represents public companies, investment dealers, officers, directors, shareholders, investment advisors and investors in the myriad disputes that can arise in the capital markets. His securities litigation practice includes class actions, proceedings before securities regulators, director and officer liability claims, shareholder and corporate governance disputes, oppression remedy matters, takeover bid litigation, negligence claims against investment advisors and dealers, cyber-fraud investigations and claims in the financial sector, and wrongful dismissal suits against investment firms. He has extensive experience representing individual and corporate respondents before the Ontario Securities Commission (OSC), the Canadian Investment Regulatory Organization (CIRO) (formerly, the Investment Industry Regulatory Organization of Canada (IIROC) and the Mutual Fund Dealers Association (MFDA)), and the Financial Services Commission of Ontario (FSCO). Robert also has a wide-ranging commercial litigation practice that includes disputes arising out of mergers and acquisitions, breach of contract suits, fraud and cyber-fraud investigations and claims, business tort claims, wrongful dismissal actions and professional negligence suits. He has appeared before all levels of court in Ontario and, due to his expertise in corporate and securities matters, has been counsel on a wide range of civil cases, class actions and regulatory proceedings across the country. He is a frequent speaker on corporate, securities

and civil litigation issues and is a skills instructor at trial practice workshops put on by The Advocates' Society. Robert also has a wide-ranging commercial litigation practice that includes breach of contract suits, fraud and cyber-fraud investigations and claims, business tort claims, wrongful dismissal actions and professional negligence suits.

BURKE, Andrea L.
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Featured in Litigation (Ontario)

Practice Areas: Andrea is an experienced and highly knowledgeable civil litigation partner. She is a trusted adviser to companies navigating complex business disputes and corporate/commercial litigation. Andrea also has extensive experience in securities-related litigation and law. She is currently serving a two-year term as a part-time adjudicator for the newly formed Capital Markets Tribunal, an independent adjudicative division of the Ontario Securities Commission. Andrea appears at all levels of court and acts in private arbitrations, mediations and high-profile tribunal and court proceedings. She is also experienced in conducting investigations. Andrea is a past director of The Advocates' Society, a past Chair of a number of its committees, a past President of the University of Toronto Law Alumni Association, a former member of the Commercial List Users' Committee, a former member of the Ontario Securities Commission's Securities Proceedings Advisory Committee and a former adjunct professor at the University of Toronto Faculty of Law. Select Recognition: The Legal 500 Canada; Benchmark Canada; Lexpert Special Edition: Mining and Litigation; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada.

BYERS, Michael L.
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Featured in Litigation (Ontario)

Practice Areas: Michael is an experienced litigator whose practice focuses on corporate/commercial, securities and complex employment disputes. His corporate/commercial litigation practice includes breach of contract claims, shareholder and oppression disputes, commercial arbitration, class actions, insolvency litigation, cross-border issues, professional liability, fraud claims, transactional disputes, and insurance litigation. Michael's securities litigation practice includes significant experience in investigations and proceedings conducted by the Ontario Securities Commission (OSC) and other securities regulators, investment loss claims, securityholder issues in bankruptcy and insolvency proceedings, securities class actions, and broker/dealer disputes (with significant experience assisting both dealer clients and advisors on issues and claims arising from a broker or advisor's changing firms and related employment or contractual disputes).

Michael leverages his expertise in the capital markets and knowledge of the securities regulatory landscape to assist employers and employees in wrongful dismissal matters, with particular experience in employment litigation in the financial services sector and disputes involving complex financial and damages quantification issues or allegations of cause. Michael has worked with a broad range of corporate and individual clients, as well as insurers and regulators. He has particular experience in disputes in the financial services, securities, mining and natural resources, software and technology, cannabis, cryptocurrency, and accounting sectors. Michael has appeared as counsel before all levels of court in Ontario, arbitral tribunals, and administrative tribunals including the Ontario Securities Commission (now Capital Markets Tribunal), the Canadian Investment Regulatory Organization (CIRO, formerly, the Investment Industry Regulatory Organization of Canada and the Mutual Fund Dealers Association), the Chartered Professional Accountants of Ontario, and the British Columbia Securities Commission. Michael also has experience in proceedings before the courts of other provinces, and in assisting clients in investigations and proceedings commenced by regulatory bodies across the country, including FSRA, provincial insurance councils, and provincial securities regulators.

CARON, Sébastien
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Featured in Litigation (Québec)

Practice Areas: Mr. Caron focuses his practice on litigation and securities law. Business communities turn to him for his proven ability to find solutions to complex problems. He has been involved in several major class actions and has extensive experience in arbitration and alternative dispute resolution. He regularly acts on behalf of financial institutions, including securities brokers and advisors, and other market participants, whom he counsels on the drafting and implementation of compliance policies, and represents before the civil and regulatory tribunals. **Career:** Mr. Caron is a founding partner of LCM Attorneys Inc. and was its first managing partner. He is the Chair of the Quebec Advisory Committee of the Advocates' Society and the former President of the Class Actions section of the Canadian Bar Association, Quebec Branch. Mr. Caron is regularly invited to speak, and he has taught students from the Faculty of Law of the Université de Montréal. **Professional Memberships:** Barreau du Québec Canadian Bar Association Advocates' Society American Bar Association **Personal:** Mr. Caron currently sits on the Board of the Foundation of the Palliative Home-Care Society of Greater Montreal.

CARSON, Dana

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Featured in Litigation (Ontario)

Practice Areas: Dana represents individual and corporate clients on a broad range of complex commercial and securities litigation matters. She has appeared before all levels of court in Ontario, and represents clients in investigations and proceedings before the Ontario Securities Commission, the Canadian Investment Regulatory Organization and the Financial Services Regulatory Authority of Ontario. Dana's practice includes regulatory investigations and proceedings, investment loss claims, directors' and officers' liability matters, shareholder disputes, professional negligence claims, fraud actions and employment disputes. Additionally, Dana has experience acting for clients in internal investigations into a variety of matters. Prior to joining Crawley MacKewn Brush LLP, Dana was a litigator at a leading global law firm in Toronto. In addition to her litigation practice, Dana is the firm's Director of Student Programs.

CHISHOLM, Adam

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Featured in Litigation (Ontario)

Practice Areas: Adam is a Group Head of McMillan LLP's Complex Disputes and Regulatory Regime group and an experienced securities litigator. Adam has represented clients in complex disputes across industry sectors. His high-profile matters have ranged from those involving traditional industries (such as natural resources) to those involving cutting-edge technology (such as digital assets). Adam teaches Securities Litigation at Queen's University and is a former member of the Ontario Securities Commission's Securities Proceedings Advisory Committee. He has been quoted in and authored opinion pieces in Canada's national newspapers. He also appeared on Bloomberg News Network to discuss securities whistle-blower proceedings. Adam's securities litigation matters have ranged beyond Canada's borders and he has assisted clients as far away as Cyprus, Australia and Israel. He assists McMillan's clients with securities regulatory matters in other provinces, and represents clients in multi-jurisdictional matters, including those involving FINRA, the SEC and CFTC in the United States. Adam has acted on one of Canada's most prominent securities fraud cases and has had trial success related to securities blackout periods and corporate executive and director responsibilities. Other prominent parts of Adam's litigation practice involve his expertise in administrative law and intellectual property matters.

CHOUDHRY, Sujit

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Featured in Litigation (Ontario)

Practice Areas: Sujit Choudhry practices constitutional, administrative, public, and human rights law in Canada and globally. He is head of Chambers for Häki Chambers Global, a global public law chambers with expertise on legal matters with constitutional, international, transnational, and public interest dimensions. Sujit regularly appears as counsel on judicial reviews, applications, arbitrations, and public inquiries. He is frequently retained by other firms, including as co-counsel, on complex constitutional cases. He frequently represents NGOs, legal clinics, and public interest organizations. As one of Canada's leading public law litigators, Sujit focuses on test cases with public interest and transnational dimensions. He is increasingly engaged in Charter class actions against Canadian governments. Sujit has litigated and advised on public law issues in a wide variety of contexts, including social media, political party governance, public health, national security, immigration and refugees, telecommunications, aviation, labour relations, agriculture, education, social assistance, social services, gaming, democratic reform, and emergency powers. He also has an extensive counsel practice, providing advice on complex constitutional issues to individuals, large and small corporations, Canadian governments, foreign governments, government commissions and committees, public sector agencies, industry trade associations, and international organizations. Sujit is also qualified as an arbitrator by the ADR Institute of Canada. For more information on Häki Chambers Global, visit: <https://hakichambers.com/>

Career: Sujit Choudhry holds law degrees from Toronto, Harvard, and Oxford (as a Rhodes Scholar). He served as Law Clerk to former Chief Justice Antonio Lamer of the Supreme Court of Canada before being called to the Bar of Ontario in 2001. For nearly two decades, Sujit was a full-time constitutional law scholar at the University of Toronto, NYU, and UC Berkeley (where he served as Dean). He currently serves as a gastwissenschaftler (guest scientist) at Wissenschaftszentrum Berlin für Sozialforschung. He has also been a visiting professor at the University of Melbourne, the City University of Hong Kong, and Reichman University. He has published 10 books and over 100 articles, book chapters, working papers, and reports, and has lectured or spoken in three dozen countries. His work has been cited with approval by the Supreme Court of Canada, the Supreme Court of New Zealand, and courts across Canada. For over 20 years, Sujit has been an advisor to constitutional reform, democracy support and peace processes, including in Cyprus, Egypt, Ethiopia, Jordan, Libya, Myanmar, Nepal, South Africa, Sri Lanka, Sudan, Tunisia, Ukraine, Yemen, and Zimbabwe. He founded and continues to serve as director of the Center for Constitutional Transitions, which generates and mobilizes knowledge in support of

constitution building. He is also a Senior Advisor to the Forum of Federations, co-convenor of the Initiative on Apex Court Appointments, and a member of the International Advisory Board of the International Institute for Integrated Transitions. Sujit is a former member of the Board of Directors of Legal Aid Ontario and of the Governing Toronto Advisory Panel which proposed major reforms to the structure of municipal government in Toronto. He was a consultant to the National Advisory Committee on SARS and Public Health (the Naylor Committee), the Royal Commission on the Future of Health Care (the Romanow Commission), and the Ontario Citizens' Assembly on Electoral Reform. In addition to his litigation practice, Sujit also holds the Q. Arb designation from the ADR Institute of Canada.

Professional Memberships: Law Society of Ontario •The Advocates' Society •International Society of Public Law •ICC Canada Arbitration Committee

Publications: Sujit Choudhry has contributed to and/or edited or co-edited several books on constitutional law.

These include: •Canadian Constitutional Law, 4th and 6th Editions (Emond Montgomery, 2010 and 2022) •Security Sector Reform in Constitutional Transitions (Oxford University Press, 2019) •Territory and Power in Constitutional Transitions (Oxford University Press, 2019) •The Oxford Handbook of The Indian Constitution (Oxford University Press, 2016) •Constitution Making (Edward Elgar, 2016). •Constitutional Design for Divided Societies: Integration or Accommodation? (Oxford University Press, 2008) •The Migration of Constitutional Ideas (Cambridge University Press, 2006) •Dilemmas of Solidarity: Rethinking Redistribution in the Canadian Federation (University of Toronto Press, 2006) •Global Canons: Debating Foundational Texts in Constitutional Democracy (publication pending) •Research Handbook on Constitutional Interpretation (publication pending) In addition, Sujit has published over 100 reports, articles and working papers. His work has been cited with approval by the Supreme Court of Canada, the Supreme Court of New Zealand, and courts across Canada. He has also been quoted in and written opinion pieces for The Globe and Mail, The National Post, and The Toronto Star, and he has appeared on Canadian Justice, a show on The News Forum, where he has discussed his cases, including the Emergencies Act Inquiry (Rouleau Report). For a complete list of publications, visit <https://sujitchoudhry.com/publications/>

CRAWLEY, Alistair

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Featured in Litigation (Ontario)

Practice Areas: Alistair Crawley is a founding partner of Crawley MacKewn Brush LLP and is one of Canada's leading securities and corporate commercial litigation lawyers. Alistair's practice includes all aspects of litigation and

advice involving the capital markets and the securities industry, including investigations and enforcement hearings, contested corporate transactions and investment loss claims. Alistair has argued some of Canada's most significant securities law cases, including the leading case on timely disclosure in the context of merger and acquisition transactions. He has extensive experience as defence counsel in regulatory and quasi criminal investigations concerning public disclosure, registration, insider trading, fraud, and other forms of alleged market malfeasance. Alistair has paired his securities regulatory expertise with an active corporate litigation practice involving contested corporate transactions and shareholder meetings, stakeholder disputes in both public and private corporations, corporate governance and directors' and officers' liability. Alistair's commercial litigation expertise includes class actions, contract disputes, professional negligence, tort and breach of fiduciary duty claims and complex insurance coverage disputes.

CSEH, Chantelle

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Featured in Dispute Resolution (Nationwide - Canada), Competition/Antitrust (Nationwide - Canada), Litigation (Ontario)

Practice Areas: Chantelle is known for her superb advocacy skills and strategic judgment. She advises clients of across a wide range of civil litigation matters, including complex commercial, competition and securities disputes. A significant portion of her practice involves the defence of national and cross-border class actions. Chantelle is at the forefront of the use of litigation technology, and regularly consults on best practices for electronic and virtual litigation. A frequent lecturer and author, Chantelle presents for organizations such as the Law Society of Ontario, the Canadian Bar Association and The Advocates' Society. Chantelle is chair of the Governance and Risk Management Committee and a member of the board of Earth Rangers. She is the Past-Chair of the OBA Civil Litigation Section Executive and a member of the Commercial List Users Committee. Select Recognitions: Lexpert Rising Stars; OBA Heather McArthur Memorial Young Lawyers Award; Osgoode Alumni Gold Key Award; Financial Times' North America Innovative Lawyers Report, Top 10 Individuals; Benchmark Canada; The Legal 500 Canada; The Lexpert/American Lawyer Guide to the Leading 500 Lawyers in Canada; Lexpert Special Edition: Litigation; The Canadian Legal Lexpert Directory; Best Lawyers in Canada.

CURRY, Tom

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Featured in Dispute Resolution (Nationwide - Canada), Healthcare (Nationwide - Canada), Litigation (Ontario)

See under Health Law for profile.

DEVEREUX, Jeremy

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Featured in Litigation (Ontario)

Practice Areas: Jeremy Devereux acts as an advocate and negotiator in a wide range of complex commercial and regulatory matters. His experience includes securities and financial services disputes, regulatory investigations and prosecutions, corporate and commercial litigation, class actions, employment law, estates litigation, mining law and administrative law. He has appeared as counsel before the Ontario courts, the Federal Court of Canada, and numerous tribunals and arbitration panels. Mr. Devereux frequently advises and represents participants in the financial markets, including investment dealers, mutual fund managers, mutual fund dealers, portfolio managers and their employees, in matters involving the Ontario Securities Commission, other provincial securities commissions, the Investment Industry Regulatory Organization of Canada, the Mutual Fund Dealers Association, arbitrators and the courts.

DINGLE, Gillian

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Featured in Litigation (Ontario)

Practice Areas: Gillian is the practice group leader for Torys' litigation department and a co-head of the firm's securities defence practice. Her practice focuses on securities litigation and corporate disputes. On the securities side of her practice, Gillian frequently acts for capital market participants in securities class actions, professional liability claims and regulatory investigations involving the Investment Industry Regulatory Organization of Canada, the Mutual Fund Dealers' Association and the Ontario Securities Commission. As a complement to her securities regulatory work, she advises financial institutions on investigations involving consumer protection matters. Gillian also maintains an active commercial litigation practice, representing corporations in contested transaction matters, shareholder disputes, breach of contract claims and other business torts. She has appeared as counsel in all levels of court in Ontario, the Federal Court, the Federal Court of Appeal, and the Yukon Court of Appeal.

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Featured in Litigation (Québec), Tax (Nationwide - Canada)

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FABELLO, John

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Featured in Litigation (Ontario)

Practice Areas: Co-head of Torys' Securities Defence Practice and Co-head of the firm's White Collar Defence and Investigations Practice, John focuses on all aspects of securities litigation and financial services regulatory matters, as well as on complex corporate and commercial litigation. He routinely represents clients across Canada before securities and other financial regulators, as well as before all levels of court. Acting as lead counsel, John has successfully defended public and private company directors and officers, as well as financial institutions, in Canada's largest securities class actions, including in Sino Forest and CannTrust. He was seconded for over a year to one of Canada's largest broker-dealers to manage major class action litigation and related securities regulatory matters. He is also retained as a qualified witness in Canadian securities law. In addition, John's white collar defence and investigations practice transcends securities matters and encompasses internal investigations, crisis management and regulatory compliance of regulated entities.

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Featured in White-Collar Crime (Nationwide - Canada), Litigation (Québec)

See under White-Collar Crime & Government Investigations for profile.

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Featured in Dispute Resolution (Nationwide - Canada), Competition/Antitrust (Nationwide - Canada), Litigation (Ontario)

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Featured in Dispute Resolution (Nationwide - Canada), Litigation (Ontario)

Practice Areas: Linda Fuerst's litigation practice covers a broad range of commercial and professional liability matters, with a particular focus on securities litigation, class proceedings and regulatory issues. She has litigated civil, criminal and regulatory matters and has appeared before all levels of court in Ontario, the Supreme Court of British Columbia, the Supreme Court of

Nova Scotia and the Nova Scotia Court of Appeal, and represented clients in connection with investigations and proceedings by the Ontario, Alberta and Nova Scotia securities commissions, IROC, the MFDA and the Competition Bureau. Ms. Fuerst has also directed internal investigations into matters including possible insider trading and backdating of stock options. Ms. Fuerst began her legal career clerking for the Chief Justice of the High Court of Ontario. She practised criminal law and served as a part-time assistant crown attorney before joining the Enforcement Branch of the Ontario Securities Commission as senior investigation counsel. Following a rotation at the US Securities and Exchange Commission in Washington, DC, she joined a well-known litigation practice in Toronto where she practised from 1994 to 2015. Ms. Fuerst is the Toronto local chair of our litigation and disputes group.

GIRARD, Julie

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Featured in Litigation (Québec)

Practice Areas: A partner in the Dispute Resolution practice, Julie brings significant trial and appellate experience to clients' complex litigation matters. Recognized for strong advocacy skills and business-oriented approach, Julie advises a wide range of clients on a variety of commercial litigation matters, with a focus on contractual disputes and class action defence. Julie speaks regularly on advocacy as well as on various topics related to her practice and sits on the Québec Advisory Committee of The Advocates' Society. She is also the Ombudswoman of the Bibliothèque et Archives nationales du Québec (BAnQ). Select recognition: The Legal 500 Canada, Benchmark Canada; Lexpert Rising Stars: Leading Lawyers Under 40; Lexpert Zenith Award; Lexpert Special Edition: Litigation; The Canadian Legal Lexpert Directory; Canadian Lawyer Magazine — Canada's Top 25 Most Influential Lawyers; The Best Lawyers in Canada.

GRAY, Andrew

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Featured in Litigation (Ontario)

Practice Areas: Andrew's broad litigation practice involves corporate and securities litigation, CCAA matters and strategic commercial disputes. In his corporate litigation practice, Andrew regularly represents and advises corporations, boards and board committees in respect of transactions, proxy fights, governance issues and internal investigations; disputes arising from completed transactions; and oppression and related proceedings. He also acts and advises on commercial disputes that are strategically significant to clients. Andrew is active in securities litigation, and his work focuses on contested transactions, regulatory investigations

and proceedings that have involved disclosure, options backdating, insider trading and market timing, as well as securities class actions on behalf of issuers, underwriters, directors, officers, and trustees. His practice extends to insolvency litigation matters, and he regularly represents stakeholders in CCAA, bankruptcy and receivership proceedings. Andrew has appeared as counsel in the Court of Appeal, the Superior Court of Justice, the Ontario Court of Justice and the Supreme Court of Canada, the Ontario Securities Commission and other provincial courts and securities regulators.

GRIFFIN, Peter

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Featured in Dispute Resolution (Nationwide - Canada), Litigation (Ontario)

Practice Areas: Peter is recognized by his peers as a top litigator in Canada with extensive experience in corporate commercial litigation, class actions, securities, insolvency and restructuring, professional liability, and director and officer liability. He has appeared before all levels of court in Ontario and the common-law provinces, and before the Supreme Court of Canada. He regularly advises boards of national and multinational companies. He represents clients in arbitration and alternative dispute resolution proceedings and acts as an arbitrator in commercial disputes. Peter is Past President of The Advocates' Society, a Fellow of the American College of Trial Lawyers and Past Chair of its Ontario Province Committee. Peter has been recognized with the prestigious Law Society Medal for his exceptional advocacy, unwavering commitment to education and mentorship, and involvement in positively advancing the legal profession. In 2023, Peter received the King's Counsel designation in recognition of his commitment to the pursuit of legal excellence in service to the Crown, the public and their communities.

GROLEAU, Jean-Philippe

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Featured in Litigation (Québec)

Practice Areas: As a partner in the Dispute Resolution practice, Jean-Philippe is consistently involved in high-stakes, complex cases that often include a public law component. He has appeared before various tribunals and courts, including the Supreme Court of Canada, where he has pleaded as lead counsel on multiple occasions. He has specific expertise in defending clients against class actions, enforcement action as well as in launching judicial reviews. He has an excellent track record at all levels of courts across a range of issues, including alleged breach of consumer protection legislation and constitutional challenges. He also has an expertise in health law, providing counsel and representation to two major associations of health profes-

sions. He is a Fellow of the Litigation Counsel of America and a recipient of the Benchmark Canada Impact Case of the Year 2020 Award. He obtained his LL.M. from the University of Cambridge (First Class Honours). He sits on the Board of Health and Education Now!, an organization involved in community development in Benin. Select Recognition: The Legal 500 Canada; Lexpert Special Edition: Litigation; Lexpert Special Edition: Health Sciences; Lexpert Rising Stars: Leading Lawyers Under 40; The Best Lawyers in Canada; Chambers Canada.

HEWITT, Michael

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Featured in Litigation (British Columbia)

Practice Areas: Michael is a proven litigator with 30 years of demonstrated performance as counsel in complex litigation within British Columbia and elsewhere in Canada. Litigation Michael is primarily dedicated to representing his corporate and individual clients in litigation. With broad experience in civil, criminal, administrative and constitutional law cases, including a great deal of trial and appellate work, he represents the interests of those clients in formal disputes involving professional liability and discipline, civil fraud and conspiracy, as well as shareholder oppression, corporate and directors' misconduct, insurance coverage and bad faith, securities regulation, bankruptcy, contract, real estate, strata and construction disputes, and other commercial litigation. He regularly conducts litigation in all levels of the British Columbia court system, and has appeared as counsel in the Alberta and Ontario courts, as well as the Supreme Court of Canada, regulatory tribunals, administrative boards, private arbitrations and mediations. His record includes a long list of successful results in both judge and jury trials, tribunal rulings and appeals, as well as negotiated settlements. Mediation and Arbitration Michael also is retained by parties to such disputes and requested to intervene as mediator or arbitrator, and he is active in those roles within confidential business and sport disputes. Professional Development Out of court, Michael leads a team of thoughtful and dedicated lawyers, paralegals and staff who focus on practical results and client service. Since the 1990s, Michael has dedicated considerable time to professional development and training for the legal and accounting professions, the insurance industry and fraud investigators. He regularly provides instruction and commentary to such groups about current legal issues affecting their areas of expertise, and provides legal and strategic advice on an ongoing basis.

HUNTER, Clarke

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Featured in Litigation (Alberta)

Practice Areas: Clarke Hunter has practised litigation and dispute resolution since 1980, following a clerkship with Chief Justice Laskin at the Supreme Court of Canada. He has represented clients in domestic and international arbitrations and mediations, at all levels of the courts in Alberta, in the courts of two other provinces, and in the Federal Court, the Tax Court and the Supreme Court of Canada. The disputes on which Mr. Hunter has acted have involved a broad range of subject matters, including aboriginal (government side), contractual and joint venture, fiduciary duties, oil and gas, corporate securities, director and officer liability, shareholder remedies, professional negligence, product liability, intellectual property and tax.

JILESEN, Monique

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Featured in Litigation (Ontario)

Practice Areas: Monique is Managing Partner at Lenczner Slaght. Monique is one of Canada's leading litigators who clients turn to for their toughest commercial disputes. Her practice focuses on class actions, contract and shareholder disputes, civil fraud cases, injunctions, professional liability, bankruptcy and insolvency matters, and securities and derivatives cases. Monique's clients include major financial institutions, professional service firms, pharmaceutical companies, technology companies, and other multinational corporations who routinely face challenging, cross-border disputes. She appears at all levels of Court and in administrative tribunals. Monique is a fearless advocate, unafraid to take on tough, notable, and high-profile cases, even at a moment's notice. Recognized for her exceptional work, Monique was previously awarded The Advocates' Society's prestigious Douglas K. Laidlaw Award for Excellence in Advocacy. In 2023, Monique was named Litigator of the Year at the Canadian Law Awards. Monique is also a Fellow of the International Academy of Trial Lawyers.

JONES, Rebecca

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Featured in Healthcare (Nationwide - Canada), Litigation (Ontario)

Practice Areas: Rebecca is an experienced trial and appellate lawyer. She represents private and public sector clients in public law proceedings, commercial disputes, class actions, and professional liability matters. Rebecca's public law practice includes judicial reviews, public inquiries, integrity investigations, constitutional and regulatory proceedings, and expropriation disputes. She acts for governments, public

institutions and senior public officials, as well as individuals and corporations navigating the regulatory landscape or involved in disputes or investigations with public entities. Rebecca's commercial and class action practice covers a range of industries, including natural resources, transportation and professional services. In her professional liability practice, Rebecca has acted for professionals and for regulatory Colleges, and has been retained to act as independent counsel. Rebecca is also retained to conduct complex workplace investigations. Rebecca leads the firm's Public Law Practice Group, and co-chairs the firm's Pro Bono Committee.

LEFEBVRE, Eric C

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Featured in Competition/Antitrust (Nationwide - Canada), Litigation (Québec)

Practice Areas: Eric Lefebvre's litigation practice involves a broad range of commercial litigation matters, including competition law, class actions, banking, consumer law, corporate disputes and commercial contracts. He has particular experience in urgent remedies such as seizures and injunctions of various kinds. He has been retained both by petitioners and respondents in many high-stakes shareholder oppression cases and has defended parties facing cartel and bid-rigging accusations before criminal courts. Mr. Lefebvre represents clients before the Québec and federal courts as well as before regulatory bodies such as the Competition Tribunal. He has been involved in a great many searches and seizures conducted by the Competition Bureau as well as ensuing internal investigations and litigation. In addition, he acts in commercial arbitration proceedings. Mr. Lefebvre was the head of our Montréal litigation group between 2016 and 2020.

LEITL, Steven

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Featured in Litigation (Alberta)

Practice Areas: Steve Leitt's practice covers a broad range of commercial litigation matters, with an emphasis on securities, M&A, directors'/officers' liability, class actions and internal investigations. Mr. Leitt has conducted proceedings in the courts of Alberta, Ontario, Manitoba and Canada (Federal Court) and appeals in the Ontario Court of Appeal and Alberta Court of Appeal. He has conducted various regulatory proceedings before the Ontario, Alberta and Manitoba securities commissions and the Alberta Utilities Commission. Mr. Leitt is a regular speaker and writer on issues pertaining to securities litigation, insolvency and class actions.

LERNER, Matthew B.

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Featured in Litigation (Ontario)

Practice Areas: Matthew's litigation practice is focused on complex com-

mercial litigation, including infrastructure and real estate disputes, and insolvency matters. He regularly acts for parties involved in shareholder or partnership disputes, commercial arbitration and in prosecuting or defending civil fraud claims. Matthew has also acted on behalf of directors and officers in the defence of large multi-jurisdiction class actions. He is routinely involved in a variety of insolvency proceedings, acting for the court-appointed officer or creditors. He has appeared as lead counsel at all levels of court in Ontario, at various administrative tribunals and at many private arbitrations. Matthew's clients span a wide range of industries, ranging from individual entrepreneurs to large real estate developers and public companies in the information and technology sector. He is also Chair of the Lenczner Slaght Moot in Legal Ethics and Professionalism which is held annually for law students at Western Law. Matthew is also a member of the firm's Management Committee. In 2020, Matthew was recognized as a Lexpert Rising Star for his outstanding track record of success and his exemplary leadership at the firm and in the community.

LITTLEJOHN, Maureen

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Featured in Litigation (Ontario)

Practice Areas: Maureen's civil litigation practice focuses on complex commercial litigation and alternative dispute resolution. Her experience spans a wide range of matters, including commercial disputes, insolvency proceedings, estates litigation, breach of confidence matters, employment disputes and class actions, with a particular emphasis on contractual and infrastructure disputes. She has been involved in a variety of public proceedings before trial and appellate courts across the country (including Saskatchewan, Alberta, Manitoba, Ontario, Nova Scotia and Newfoundland & Labrador), as well as numerous private arbitrations. Maureen has worked with Canadian and international clients across a broad range of industries, including construction and infrastructure, mining, telecommunications, renewable energy and professional services. She has a long-abiding research interest in the law of privilege, and in particular common interest privilege, and frequently writes, presents and advises in this area. Select recognition: Benchmark Canada; Lexpert Special Edition: Infrastructure, Litigation; Lexpert Rising Stars: Leading Lawyers Under 40; The Best Lawyers in Canada.

MACKAWN, Melissa

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Featured in Litigation (Ontario)

Practice Areas: Melissa has been widely recognized within the profession as one of Canada's leading securities

and corporate commercial litigation lawyers. Melissa's expertise is unique in that she acts on a wide range of securities regulatory matters before the OSC and CIRO (formerly, IIROC and the MFDA), both on the prosecution and defence side. Melissa routinely acts as counsel on compliance and registrant regulation matters and enforcement investigations, settlements and contested proceedings involving such issues as insider trading, disclosure violations and market manipulation. Melissa also acts as outside prosecution counsel on complex disciplinary matters before the Chartered Professional Accountants of Ontario and is regularly retained to advise on matters before other regulatory authorities across the country in the insurance and financial sectors. Melissa maintains an active commercial litigation practice and has appeared before all levels of Court in Ontario. She advises investors, registrants, issuers, officers, directors, underwriters and private and public corporations on a variety of corporate and securities matters, including securities class action proceedings, corporate and shareholder disputes, oppression remedy matters, proxy battles, corporate governance matters, investment loss claims, breach of contract and professional negligence matters. Melissa's significant expertise on disciplinary regulatory matters, as both prosecutor and defence counsel, allows her to strategically advise her professional clients in the complex context of concurrent civil and regulatory proceedings.

MCDOWELL, William C
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Featured in Litigation (Ontario)

Practice Areas: Will is a Partner at Lenczner Slaght and a Fellow of the American College of Trial Lawyers. In his wide-ranging practice, Will has appeared as counsel in many important cases focusing on issues of public law and commercial litigation. When it comes to the public sector, Will knows first-hand about the unique challenges of the public sector, thanks to his long-standing work for governments and governmental organizations, including his three-year term as Canada's Associate Deputy Minister of Justice. He is also a leading practitioner of libel and media law, having acted for both plaintiffs and defendants in numerous noteworthy cases. A frequent contributor to professional conferences, he has taught trial advocacy at Queen's University and Osgoode Hall law schools. In 2023, Will was elected to serve a third term as a Bencher of the Law Society of Ontario.

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Featured in Litigation (British Columbia)

Practice Areas: Administrative & Public Law Appellate Practice Class Actions Commercial Constitutional Law Corporate & Shareholder Environmental

Insolvency & Restructuring Insurance Investigations Product Liability & Complex Torts Professional Liability Real Estate Regulatory Securities Trusts
Career: Ken McEwan practices as general counsel focusing on complex corporate-commercial litigation, class action litigation, commercial arbitration and administrative law at the trial and appellate levels, including the Supreme Court of Canada. He received the designation of King's Counsel in 2004. Who's Who Litigation says Ken "is one of Canada's most distinguished silks and litigators."

Professional Memberships: International Society of Barristers American College of Trial Lawyers International Academy of Trial Lawyers Advocates' Society Chartered Institute of Arbitrators Western Canada Commercial Arbitration Society Law Society of British Columbia's civil litigation representative to the Committee on Relations with the Judiciary

Publications: Ken is the author of the fourth edition of Sopinka on the Trial of an Action, a leading text on trial practice. He is a co-author of Commercial Arbitration in Canada: A Guide to Domestic and International Arbitrations published by Canada Law Book, annually updated, and cited as authority in judgments across Canada. He is a contributing author to A Practitioner's Guide to Commercial Arbitration, published by Irwin Law in September 2017.

MCMASTER, Alisa
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Featured in Litigation (Ontario)

Practice Areas: Alisa is an associate in Davies' Dispute Resolution practice. She acts for clients of all sizes across a wide range of litigation matters, including commercial disputes, complex class actions, securities disputes, insolvency proceedings and novel tort claims, as well as proceedings before provincial securities commissions and the Competition Tribunal. Select recognition: Benchmark Litigation Canada Awards—Impact Case of the Year (2023); The Canadian Law Awards—Commercial Litigation Team of the Year (2023).

MELCHERS, Sophie
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Featured in Litigation (Québec)

Practice Areas: Sophie Melchers practises mainly in the areas of commercial, corporate and securities litigation. She has represented clients before the Quebec courts and the Supreme Court of Canada in connection with disputed take-over bids, dissenting shareholder remedies, plans of arrangement, insider trading and market manipulation. Her broad expertise in securities litigation also encompasses representation of reporting issuers and their officers in connection with investigations conducted by the AMF, Quebec's securities regulator, into insider trading, market manipulation

and continuous disclosure and their representation in defence before the Tribunal administratif des marchés financiers and the penal courts in proceedings instituted by the AMF.

MÉNARD, Dominique
LCM Attorneys Inc., Montréal
514.375.2683
dmenard@lcm.ca

Featured in Litigation (Québec)

Practice Areas: Dominique Ménard practices in civil and commercial litigation, employment law, construction law and administrative law. Her diverse practice extends to seizures and injunctions, oppression remedies, shareholders' disputes, estate litigation and class actions. She is experienced in handling disputes involving complex legal issues as well as advising businesses and public organizations. Ms. Ménard has appeared before all Canadian courts, including the Supreme Court of Canada. She frequently represents clients in high-stakes domestic commercial litigations. Having been involved in a vast number of major judicial review applications, injunctions matters, complex trials and arbitrations, she is experienced in coordinating multidisciplinary teams of experts and lawyers in various jurisdictions, as well as managing the often complex process of collecting the evidence in such matters. She also assists clients in reviewing their internal policies and procedures, in administrative investigations, and with legislative reforms that may affect them.

Career: Ms. Ménard is one of the founding partners of LCM Attorneys and has recently been appointed as managing partner of the firm. She also is a Fellow of the American College of Trial Lawyers and is recognized by Chambers Global and several other rankings.

Professional Memberships: Québec Bar Canadian Bar Association American College of Trial Lawyers (Fellow) Advocates' Society

MILNE-SMITH, Matthew
Davies Ward Phillips & Vineberg LLP,
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(416) 863-5595
mmilne-smith@dwpv.com

Featured in Dispute Resolution (Nation-wide - Canada), Litigation (Ontario)

Practice Areas: A partner in the litigation practice, Matthew acts for significant public companies, private corporations and major Crown agencies on a wide range of civil litigation matters, including commercial disputes, complex class actions, securities disputes, constitutional challenges, insolvency proceedings and novel tort claims. He acts before a variety of courts and arbitral tribunals, including as trial counsel, and in numerous precedent-setting appeals before the Ontario Court of Appeal and the Supreme Court of Canada. Matthew has enjoyed particular success in obtaining summary dismissal of actions against his clients. His reported cases include leading decisions in the areas of class actions, securities litigation, enforcement of

foreign judgments, insolvency, freedom of speech, and solicitors' duty of loyalty. Matthew clerked for the Honourable Mr. Justice Frank Iacobucci of the Supreme Court of Canada from 1999 to 2000. Select Recognition: Chambers Canada; Benchmark Canada; The Legal 500 Canada; Lexpert Special Edition: Litigation; The Best Lawyers in Canada; Who's Who Legal: Litigation.

MORRISON, Andrew
Shields Harney, Vancouver
604 891 1307

amorrison@shieldsharney.com

Featured in Litigation (British Columbia)

Practice Areas: Andrew Morrison is a leading commercial who provides candid and effective advice to clients of all sizes for more than twenty years. Mr. Morrison is closely involved in all the matters he accepts and has a 91% overall success rate in more than 100 reported decisions, 86% success rate in trials and a 92% success rate on appeals. He has achieved similar results for summary judgments and petitions for his clients, in which there is no trial, where a favourable judgment was successfully attained. Mr. Morrison's practice is extensive, ranging from real estate disputes, commercial contracts, securities litigation, franchising issues, employment law, creditor's remedies, and professional negligence claims. He has substantial experience handling matters involving shareholder rights, partnerships, commercial leases, employment relationships, the collection of judgment debts, conflicts of interest, fee disputes between lawyers and clients, and civil procedure. He acts for some of the most prominent developers in BC. Mr. Morrison has appeared in as lead counsel in the Supreme Court of Canada, as well as the Supreme Court of British Columbia, the British Columbia Court of Appeal, the Federal Court of Canada and the Federal Court of Appeal. Mr. Morrison has published papers in various professional publications including Appeal: Review of Current Law and Reform, published by the University of Victoria Faculty of Law. Several papers, co-authored by Mr. Morrison are included in the book Voluntary Codes: Private Governance, the Public Interest and Innovation, published by the Carlton University School of Public Policy and Administration. Mr. Morrison is regularly asked to speak at legal education conference and is on the faculty of numerous Continuing Legal Education British Columbia (CLEBC) courses relating to litigation. He is the Course Chair (with John Shields) of the Affidavit Secrets course since 2014 and the Secrets of Chambers course since 2016.

O'NEILL, Louis-Martin
Davies Ward Phillips & Vineberg LLP,
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Featured in Litigation (Québec)

Practice Areas: Louis-Martin is a litigation partner at Davies Ward Phillips & Vineberg in Montréal. He brings

extensive experience in high-stakes litigation and special situations. His practice covers a broad spectrum of M&A, corporate, securities, commercial and insolvency disputes, court-supervised transactions and restructurings, investigations and white-collar matters. He has been involved in numerous major M&A and securities litigation cases in Québec, including the landmark Supreme Court of Canada's decision relating to BCE's proposed \$52-billion privatization. He frequently advises boards on governance and sensitive issues. He has worked in the United Kingdom, and is acting for many international clients on multijurisdictional matters. Select Recognition: Fellow of the Litigation Counsel of America; Chambers Canada; The Legal 500 Canada; Benchmark Canada; Lexpert Special Edition: Litigation; The Canadian legal Lexpert Directory; The Best Lawyers in Canada.

PASPARAKIS, Orestes

Norton Rose Fulbright, Toronto
(416) 216-4815
orestes.pasparakis@nortonrosefulbright.com

Featured in Litigation (Ontario), Restructuring/Insolvency (Nationwide - Canada)

Practice Areas: Orestes Pasparakis is co-chair of our Canadian special situations team, which encompasses Canada's leading shareholder activist practice, sophisticated securities litigation and complex reorganization transactions. Mr. Pasparakis has led and won some of Canada's most contentious and complex corporate disputes. Mr. Pasparakis focuses on high-stakes disputes that often proceed in "real time" or on an urgent basis. His approach is practical and results-oriented. Many of his cases are international, involving cross-border issues. Mr. Pasparakis has specific experience with complex commercial litigation, corporate restructurings, insolvency proceedings, injunctions and patent disputes. Details of his experience are found under "representative experience." Mr. Pasparakis has appeared as lead counsel before the Supreme Court of Canada and courts at all levels in Ontario, British Columbia, Alberta, Quebec, New Brunswick and the federal courts, the Ontario Securities Commission, the Competition Tribunal and the Tax Court of Canada, as well as numerous arbitral and other administrative tribunals.

PLUMPTON, Linda M

Torys LLP, Toronto
416.865.8193
lplumpton@torys.com

Featured in Dispute Resolution (Nationwide - Canada), Competition/Antitrust (Nationwide - Canada), Litigation (Ontario)

See under Competition/Antitrust for profile.

RICCI, Derek

Davies Ward Phillips & Vineberg LLP, Toronto
416 367 7471
dricci@dwpv.com

Featured in Litigation (Ontario)

Practice Areas: Derek is a partner in Davies' litigation group. He has exten-

sive experience litigating a wide range of complex commercial disputes, including as lead counsel on trials and appeals before courts and tribunals across Canada. He acts in a variety of complex matters, including mining, securities, asset recovery and fraud, class actions, competition and product liability. He has managed all aspects of complex disputes for the firm's most high-profile clients, including in connection with the firm's representation of Shaw Communications Inc. in a landmark trial before the Competition Tribunal challenging the company's C\$26-billion merger with Rogers Communications Inc. Derek is a frequent author and speaker for continuing education programs relating to commercial litigation and advocacy. He is the sole representative for Toronto of ICC FraudNet, a global network of fraud and asset recovery legal specialists administered by the International Chamber of Commerce. Select recognition: Benchmark Canada; The Legal 500 Canada; Lexpert Rising Stars: Leading Lawyers Under 40; Telfer School of Management's 2019 Young Achiever's Award; Benchmark Canada's Emerging Talent of the Year Award; Lexpert Special Edition: Litigation and Mining; The Canadian Legal Lexpert Directory; Who's Who Legal: Litigation.

RICHTER, Christopher

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(514) 868-5606
crichter@torys.com

Featured in Litigation (Québec)

Practice Areas: Christopher is an experienced trial and appellate lawyer who practises in the fields of corporate, commercial and civil litigation and dispute resolution, including advising on litigious aspects of corporate transactions. His practice also includes class actions, securities litigation, professional liability, product liability and employment law. He has appeared before the Québec courts of first instance and of appeal, the superior courts of several other provinces, the Federal Court and Federal Court of Appeal, the Supreme Court of Canada, and numerous arbitration panels and administrative tribunals (including the Québec securities commission and energy board). Leading Canadian and international companies prize Christopher's risk-analysis advice in litigious matters and conflict prevention regarding their interests and operations in Québec and across Canada. With recognized experience in transnational disputes and matters of private international law, Christopher has also acted as arbitrator in numerous disputes (sole arbitrator, or member or chair of a panel), both domestic and international (including ICC and ICDR arbitrations). Christopher is fluently bilingual in English and French.

RODRIGO, Nick

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nrodrigo@dwpv.com

Featured in Dispute Resolution (Nationwide - Canada), Litigation (Québec)

See under Class Actions for profile.

SARABIA, Luis

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lsarabia@dwpv.com

Featured in Dispute Resolution (Nationwide - Canada), Litigation (Ontario)

See under Arbitration & Mediation for profile.

SHARPE, Jeff

Burnet Duckworth & Palmer LLP, Calgary
jes@bdplaw.com

Featured in Litigation (Alberta)

Practice Areas: Jeffrey specializes in commercial litigation. He has acted as lead counsel before all levels of courts in Alberta, the Federal Court of Canada (trial division), the Supreme Court of Canada and other tribunals including the Alberta Securities Commission and the Workers' Compensation Board. Jeffrey has extensive experience in construction disputes, including delay, industrial design, tender, lien, and engineering claims. He advises on insurance issues relating to construction matters, including liability, builder's risk, errors and omissions and professional liability coverage. Jeffrey has broad experience in commercial and construction arbitrations and mediations. Jeffrey is active in a variety of oil and gas litigation matters, including actions concerning the duties of operators, accounting principles and gas purchase contract interpretation disputes. He advises clients all areas of corporate and securities litigation including shareholder and oppression disputes, directors' and officers' liability claims, prospectus misrepresentations and public disclosure issues. Jeffrey is experienced in defence of class action shareholders' claims and securities fraud, claims against investment dealers and related claims.

Career: Jeffrey was recently recognized internationally by his fellowship in the American College of Trial Lawyers, the Litigation Counsel of America and the Canadian College of Construction Lawyers.

Professional Memberships: Law Society of Alberta; Canadian Bar Association; Calgary Bar Association.

SULLIVAN, Patrick J.

Whitelaw Twining Law Corporation, Vancouver
604-484-2302
psullivan@wt.ca

Featured in Litigation (British Columbia)

Practice Areas: Recognized as a leading securities and corporate-commercial litigator, Patrick runs an active and varied practice involving shareholder and contractual disputes, oppression matters, takeover battles, defamation claims, civil fraud, trust claims, capital markets, corporate governance issues, complex regulatory matters, and securities violations. A fierce advocate with a sensible and forthright demeanor, Patrick garners trust and respect among clients, judges, and opposing counsel alike. Employing a results-driven approach and ensuring strategic

alignment with clients' long-term goals have contributed to Patrick's extensive track record of success in complex, high-stakes and multi-party disputes. Indeed, many prominent members of British Columbia's business community have, at some point, relied on Patrick's guidance, advice and expertise. Patrick leads Whitelaw Twining's securities law group and is the backbone of the firm's commercial litigation practice. Those fortunate enough to work with him ubiquitously describe Patrick as an outstanding mentor, generous with his time and palpably invested in the professional development of individual team members and the accomplishments of his team as a whole.

Professional Memberships: Called to the British Columbia bar in 1996

SUNTER, Andrew

Burnet Duckworth & Palmer LLP, Calgary
403-260-0283
asunter@bdplaw.com

Featured in Litigation (Alberta)

Practice Areas: Andrew's practice is focused on complex, high-stakes litigation across a wide range of areas, including commercial, construction, energy, regulatory and security disputes, corporate governance issues and class actions. Before joining BD&P in 2011, Andrew worked at a top national law firm in Toronto. Andrew has appeared as lead counsel before lower courts in Alberta and Ontario, before the Alberta Court of Appeal, before administrative tribunals and in commercial arbitrations.

TEDESCO, Clarke

Crawley MacKewn Brush LLP, Toronto
Featured in Litigation (Ontario)

Practice Areas: Clarke's practice focuses on civil litigation and enforcement proceedings before securities regulators in Canada. Clarke has appeared as counsel before the Ontario Superior Court of Justice, the Divisional Court, the Ontario Court of Appeal, the Courts of British Columbia and Nova Scotia, the Ontario Securities Commission (OSC) and the Canadian Investment Regulatory Organization (CIRO) (formerly, the Investment Industry Regulatory Organization of Canada (IIROC) and the Mutual Fund Dealers Association (MFDA)). Clarke has worked on a wide variety of commercial and securities litigation matters, including applications under the Business Corporations Act and the Securities Act, professional negligence, fraud actions, and fiduciary litigation, including complex commercial litigation matters. He regularly acts for directors and officers of private and public corporations, and acts for both private and public companies with respect to receivership and valuation applications at the Commercial List. Clarke also has experience in matters involving securities class actions, proxy battles and shareholder disputes, employment matters and defamation.

THOMSON, Kent E

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Featured in Dispute Resolution (Nation-wide - Canada), Litigation (Ontario)

Practice Areas: Kent is the Head of Litigation at Davies Ward Phillips & Vineberg LLP in Toronto, which has received numerous awards and recognitions during his tenure at the firm, including Chambers Canada's Litigation Firm of the Year. He specializes in complex, high-stakes litigation and has appeared as lead counsel in trial and appellate courts throughout Canada. Kent has acted in a number of leading cases in a wide range of areas, including commercial disputes, securities cases, competition law and class actions. He has argued successfully a number of appeals in the

Supreme Court of Canada, including in cases involving the law of oppression, libel law, tax law, plans of arrangement, intellectual property, the intersection of copyright and broadcasting law and the law of contested elections. Kent has conducted dozens of trials as well as numerous contested hearings before administrative tribunals such as the Ontario Securities Commission. He has also conducted a number of complex domestic and international arbitrations in Canada, the United States, Europe and Africa. Kent has been recognized repeatedly as one of Canada's leading litigation counsel, including in The Lexpert/American Lawyer Guide to the Leading 500 Lawyers in Canada, Chambers Global, Chambers Canada, Benchmark Canada (as a recipient of its Hall of Fame Award), The Legal 500 Canada (in its Hall of Fame category),

Who's Who Legal and The Best Lawyers in Canada. He has been listed for more than a decade in Canadian Who's Who. Kent has recently been named by Euro-money's Expert Guides: Best of the Best as one of the top 30 litigation counsel in the world, and been recognized repeatedly by Benchmark Litigation as a Litigation Star and as one of the top 50 trial lawyers in Canada. He has received consistently Martindale-Hubbell's highest ranking for legal ability and integrity. Kent is one of only a handful of litigators in Canada to be admitted as a Fellow of all of the American College of Trial Lawyers, the International Society of Barristers, the International Academy of Trial Lawyers and the American Bar Foundation.

TORY, James C

Torys LLP, Toronto
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jctory@torys.com

Featured in Litigation (Ontario)

Practice Areas: Jim practises litigation and dispute resolution, with a particular focus on shareholder and boardroom disputes. He has substantial experience in all levels of court, in the Ontario Securities Commission and in commercial arbitrations and mediations. Jim is a former member of the firm's Executive Committee.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Privacy & Data Protection

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Privacy & Data Protection

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Leading Firms
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Borden Ladner Gervais LLP
Osler, Hoskin & Harcourt LLP
Band 2
Dentons Canada LLP
Fasken
Band 3
Bennett Jones LLP
Blake, Cassels & Graydon LLP
McCarthy Tétrault LLP
nNovation
Norton Rose Fulbright
Torys LLP
<i>* Indicates individual with profile.</i>
<i>◇ (ORL) = Other Ranked Lawyer.</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais operates an esteemed privacy and data protection practice which advises several high-profile public and private sector clients. In addition to providing guidance on Canadian law, the team is also well placed to advise on US and EU perspectives. Another notable strength is its representation of clients in privacy class action suits. The firm frequently assists corporate clients with cybersecurity issues, privacy policies, data analytics and data protection due diligence. BLG is particularly active on behalf of clients in the technology, education, transportation, healthcare and financial services industries. It is also especially notable for the depth of its privacy team in Montréal.

Strengths

"Blakes are leaders in this sector both provincially and nationally."

"The team has demonstrated breadth and depth of privacy experience across the national privacy law group. The firm has multidisciplinary, national and international expertise and diversity of backgrounds of team members, which is invaluable."

"I have always received responses in a timely manner; the Blakes team has been able to accommodate quick turnaround requests and meet our deadlines."

"They are very on top of the file, have expert litigators and have excellent knowledge of privacy with

Privacy & Data Protection
Eminent Practitioners
Eminent Practitioners
Young David <i>David Young Law (ORL) ◇</i>
Leading Individuals
Band 1
Cameron Alex <i>Fasken</i>
Fraser David T. S. <i>McInnes Cooper (ORL) ◇</i>
Gratton Éloïse <i>Borden Ladner Gervais LLP</i>
Kardash Adam <i>Osler, Hoskin & Harcourt LLP</i>
Thompson Kirsten <i>Dentons Canada LLP</i>
Band 2
Mee Wendy <i>Blake, Cassels & Graydon LLP</i>
Michaluk Daniel J. <i>Borden Ladner Gervais LLP</i>
Salloum John <i>Osler, Hoskin & Harcourt LLP</i>
Band 3
Banks Timothy <i>nNovation</i>
Bernier Chantal <i>Dentons Canada LLP</i>
Elder David <i>Stikeman Elliott LLP (ORL) ◇</i>
Morgan Charles S. <i>McCarthy Tétrault LLP</i>
Promislow Ruth <i>Bennett Jones LLP</i>
Reynolds Molly <i>Torys LLP*</i>
Band 4
Ahmad Imran <i>Norton Rose Fulbright*</i>
Aylwin Antoine <i>Fasken</i>
Beagan Flood Catherine <i>Blake, Cassels & Graydon LLP</i>
Berger Ryan <i>Lawson Lundell LLP (ORL) ◇</i>
Burns Stephen <i>Bennett Jones LLP</i>
Fine Joanna <i>Osler, Hoskin & Harcourt LLP</i>
Glover Daniel <i>McCarthy Tétrault LLP</i>
Henry Elisa <i>Borden Ladner Gervais LLP</i>
Himo Julie <i>Torys LLP*</i>
Klein Kris <i>nNovation</i>
Lifshitz Lisa R. <i>Torkin Manes LLP (ORL) ◇</i>
Up-and-coming individuals
Buchanan Jade <i>McCarthy Tétrault LLP</i>
Cassell John <i>Norton Rose Fulbright*</i>
Joli-Coeur François <i>Borden Ladner Gervais LLP</i>
Omer Corey <i>Davies Ward Phillips & Vineberg (ORL) ◇*</i>
Associates to watch
Lucarini Luca <i>Dentons Canada LLP</i>
McMaster Cameron <i>Torkin Manes LLP (ORL) ◇</i>
Saban Tina <i>Osler, Hoskin & Harcourt LLP</i>
Sully Cory <i>Lawson Lundell LLP (ORL) ◇</i>
Wall Nic <i>Torys LLP*</i>

utmost professionalism and respect for deadlines." "We were provided with everything we needed when we needed it, and sometimes before we knew we needed it. They understood what was coming down the pipeline and anticipated our needs very well."

Work highlights Borden Ladner Gervais assisted the University of Western Ontario with an application alleging the university's mandatory vaccination policy breached the Ontario Freedom of Information and Protection of Privacy Act.

Notable practitioners

Éloïse Gratton is a highly acclaimed privacy expert with experience providing advice to some of Canada's leading financial institutions, as well as multinational technology companies. She splits her time between Toronto and Montréal. **Strengths:** "Éloïse's knowledge is unparalleled and she is incredibly responsive. She provides top-notch advice." "I would recommend Éloïse to anyone without hesitation. Her leadership also influences the other members of her team." "She is extremely knowledgeable. I really enjoy working with her and I appreciate her input in a case." "The readability of her output is very strong. She is very responsive and good at managing client expectations." **Daniel Michaluk**'s practice operates at the intersection of privacy and labour law, advising on an array of issues ranging from incident response guidance to data recovery and litigation. A significant portion of his work sees him acting for educational institutions such as schools, colleges and universities.

Strengths: "Daniel is incredibly knowledgeable on privacy matters." "Daniel's knowledge in the cyber realm was invaluable. He anticipated our needs well in advance, walked us through our options and laid out our risks very clearly." "Daniel's service is excellent. His knowledge and experience is considerable and he brings peace and a calmness to our members and clients." **Elisa Henry** is particularly valued for her broad-ranging knowledge of domestic and global privacy legislation, including GDPR. She is based in Montréal. **Strengths:** "I would recommend Elisa to any other in-house counsel without hesitation." "She is always available and has a proactive approach." "Elisa is very service-oriented and has a high degree of technical competence."

François Joli-Coeur is a Montréal-based partner who assists clients with a range of issues, from privacy policy modernisation to data breach counselling. He is particularly noted for his breadth of understanding of privacy law, with expertise in both Canadian regulations and the California Consumer Privacy Act. **Strengths:** "François is great to work with. He is very knowledgeable."

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt maintains a highly regarded privacy and data management group. It serves a broad client base, advising several high-profile banks as well as tech, retail and hospitality companies in the digital marketing space on privacy and anti-spam issues. The firm also assists with regulatory concerns, data processing matters and security incidents. It is regularly mandated by high-profile private sector organisations to advise on data governance and contentious privacy issues, and is increasingly experienced in the emerging data ethics and big data spaces. Osler is highly rated for its innovation and commitment to practice development and policy discussion via its celebrated AccessPrivacy platform.

Strengths

“Osler has shown the ability to handle complex and sophisticated matters, maintaining client satisfaction while level-setting expectations. The team consistently delivers efficiently and effectively managing the complexity and uniqueness of an individual response to an incident.”

“Osler’s understanding of the law and regulation is unrivalled. The service the firm provides to its clients is amazing, and the lawyers are good people. The firm genuinely cares about its clients and its partners.”

“The Osler privacy team are very highly regarded. They are quick and thorough and prepared before discussions.”

“The team at Osler are the most sophisticated privacy lawyers in Canada, who understand both domestic law and practice, as well as international developments. They are also strong on policy and thought leadership, which is rare for law firms.”

“Osler’s privacy and data protection team is top-notch. We routinely engage them when it comes to complex and sophisticated matters involving Canadian data protection law. They have a deep understanding of relevant legal requirements combined with a sophisticated understanding of business drivers.”

Notable practitioners

Adam Kardash is widely agreed to be a pre-eminent lawyer and heavyweight authority in the field of privacy and data protection. Based in Toronto, he is highly experienced in advising clients on responses to data security breaches as well as assisting with regulatory investigations.

Strengths: *“Adam is a true star and the go-to person in Canada for sophisticated, commercial and thoughtful advice. He is a rare and exceptional lawyer who understands global developments and trends.”* *“Adam Kardash is a top-notch privacy lawyer in Canada. He is extremely responsive to client needs and is able to seamlessly help clients navigate complex, sophisticated issues in an easy-to-understand way.”* *“Adam Kardash is an excellent attorney with deep knowledge of privacy and data security matters in Canada.”* *“Adam is a highly knowledgeable lawyer with significant experience in data security, privacy and incident response.”* *“He is excellent – thorough, thoughtful, analytical and practical. He is viewed as the privacy pro in Canada.”* **John Salloum** maintains an impressive practice dedicated to the confluence of privacy and advertising law, advising notable clients

in the hospitality and e-commerce sectors. He is based in Toronto. **Strengths:** *“John is a phenomenal lawyer with a rare ability to dive into the minutiae of very technical privacy issues while maintaining the broad, practical perspective that modern-day privacy requires. I could not recommend him more strongly.”* *“He is very practical. He understands the business and what I want, and his work is tailored around that.”* Toronto-based **Joanna Fine** continues to build an impressive reputation for her involvement in an array of privacy, data protection and anti-spam matters. She acts for big-name clients in the banking and e-commerce sectors, among others. **Strengths:** *“Joanna is a fantastic lawyer with great analytical capabilities and commercial awareness.”* *“Joanna is an excellent privacy and data security attorney.”* *“We were very pleased with Joanna Fine and the outcomes achieved.”* *“We really value Joanna’s advice. We find working with Joanna to be very easy and efficient. She is practical, detail-oriented and communicates extremely effectively with businesspeople at all levels.”* *“We trust Joanna from years of working with her. She is quick, thorough, analytical and practical.”* Associate **Tina Saban** is well versed in data security incident response. **Strengths:** *“Tina Saban is an excellent attorney. She is thoughtful, responsive and a pleasure to work with.”* *“Tina, in her role, is excellent at understanding our needs, does thorough research and brings great ideas and thoughts to the advice of the practice.”* *“She is a rising star in this space.”* *“Her level of responsiveness and client service is unmatched, and she is able to quickly deliver practical, risk-based solutions for clients while being sensitive to the complexities of the Canadian data protection legal regime.”*

Band 2

Dentons Canada LLP

What the team is known for Dentons is renowned for its deep regulatory knowledge in the field of privacy and data protection. It ably assists with data governance and e-commerce matters including anti-spam, cybersecurity and marketing to children. Its privacy and data protection group is regularly active on behalf of clients operating in the automotive, technology and fintech sectors, who benefit from Dentons’ global resources on a variety of cross-border matters. The Dentons Canada team is experienced in sensitive data breach litigation and also increasingly proficient in privacy issues concerning new technologies such as facial recognition and autonomous vehicles.

Strengths

“The privacy team at Dentons provides excellent and timely advice on complex issues, but with an eye to keeping things practical and understandable for the business team.”

“I am always amazed at the responsiveness of the Dentons team. The team certainly exceeds my expectations in terms of turnaround time.”

“Dentons do a great job at providing legal guidance on data privacy issues in Canada.”

“Dentons give excellent and practical advice. The team are responsive and understanding of time-sensitive deadlines.”

“As a global enterprise, our privacy concerns cross many jurisdictions, and Dentons have been able to provide quality experts to address our complex needs in each of the jurisdictions in which we operate. They have been quick to react in emergency situations and provide clear and practical advice. It has been beneficial to have a one-stop shop and work with a partner who understands our business and operations.”

Work highlights A Dentons team advised Amazon on a range of privacy and data protection matters including regulatory issues relating to the entry of Alexa Smart Properties aiming to place Alexa devices in healthcare establishments and hotels.

Notable practitioners

Kirsten Thompson is distinguished for the breadth of her expertise in the privacy field, providing compliance advice and considerable experience in investigations, public disclosure and courtroom advocacy. Based in Toronto, she is the head of the firm’s transformative technologies and data strategy group. **Strengths:** *“Kirsten is excellent to work with. She provides timely advice, offers great insights and has practical suggestions for the business team.”* *“Kirsten is so smart; she is a trusted adviser and incredibly capable. She is one of those core partners you need to have in your armament of where to get solid advice, and she has a broad understanding in this space.”* *“Kirsten Thompson is a leader in the field. She has connections in the market, which is helpful to navigate a case, and provides really good advice.”* **Chantal Bernier** is a recognised authority in Canadian privacy law, having previously acted as interim commissioner at the Office of the Privacy Commissioner of Canada. She continues to be sought after for her international experience, advising on a range of issues including cybersecurity and data gathering innovation. She is based in Ottawa. **Strengths:** *“Chantal is a fantastic attorney and legal partner.”* *“She is incredibly strong, knowledgeable and communicative.”* *“Chantal was a pleasure to work with throughout our incident. She was very knowledgeable, which gave us great confidence that we were in good hands and was comforting during a very stressful period.”* *“Chantal brings expert knowledge and broad professional experience. Her advice is always on point, very well articulated and rooted in clear privacy principles, case law and precedents.”* *“Chantal has been a very responsive and engaged lead who has always done her utmost to work positively with us.”* **Luca Lucarini** is an associate with a significant experience handling data protection mandates. Based in Toronto, he is adept at guiding clients through privacy regulatory investigations class action disputes. **Strengths:** *“He is a quick study, a good communicator and he understands how challenging privacy rules apply in practice.”*

Fasken

What the team is known for Fasken has a strong regulatory practice in Canada which is recognised for its experience in freedom of information matters and privacy compliance. The firm frequently acts for insurance companies and public sector clients. It operates a highly regarded cybersecurity practice with notable expertise in incident response, risk management and cyber insurance. The team is also experienced in acting on privacy

breach class action proceedings before all levels of court. It is increasingly engaged on mandates involving data transfer and storage issues, as well as innovative data capture proposals.

Strengths

“Experience and competency are evident and demonstrated through Fasken’s team-oriented approach of bringing the best and most relevant expertise to any matter. The team consists of an effective combination of members at different levels of experience and with the ability to contribute and advise.”

“We can count on timely service that meets our needs and the needs of the case. Team members at Fasken will follow up to ensure they met our needs.”

“They have managed to maintain a very deep team for a very long time now. Their ability to continuously train their talent and hire and maintain the very best is admirable. The market for talent in this space is very competitive, and yet Fasken manage to not only keep their best talent but hire and train up new talent to meet their very high standards. I have never had anything but great experiences with any member of their team.”

“Fasken was able to successfully guide our organisation through the matter at hand. The representatives assigned to our case were knowledgeable on what actions we should take and were able to quickly connect us with additional third-party resources to address more specialised matters.”

“They offer very good mastery of laws, jurisprudence and practical advice. The lawyers have good availability and we get quick feedback.”

Work highlights Fasken represented Equifax in privacy class actions filed across the country relating to a cybersecurity incident.

Notable practitioners

Alex Cameron is an exceptionally well-respected lawyer in the privacy sphere with an outstanding client following, particularly in areas such as insurance and financial services. Based in Toronto, he co-leads the firm’s privacy and cybersecurity group. **Strengths:** *“Working with Alex, we know we are in good hands. He is professional, knowledgeable and kind. He listens to his clients and supports them with a quiet competence that dispels all worry.”* *“Alex is responsive. He always offers practical market insights and advice.”* *“In the Canadian market he is thought of as the best from a cyber and privacy perspective, and rightfully so. He is very knowledgeable, manages client expectations and shows empathy. He is experienced and was an early adopter of the cyber practice.”* *“Alex has been instrumental in providing our organisation with guidance on privacy matters from the start.”* *“Alex is frankly the very best attorney I have worked with anywhere in the world. Rare is the attorney who is as learned, as practical, as business-savvy or as personable as Alex.”* **Antoine Aylwin** is based in Montréal, from where he regularly provides counsel on cybersecurity incident response as well as assisting clients with privacy-related regulatory proceedings. His privacy work is complemented by his growing expertise in trusts and estates litigation. **Strengths:** *“He always gives practical, good advice which is appreciated, especially for urgent files. He has solid experience that inspires confidence.”* *“He responds well to customer needs.”*

Band 3

Bennett Jones LLP

What the team is known for Bennett Jones is a go-to counsellor on privacy and data security issues for clients across a range of sectors including technology, energy, financial services, retail and hospitality. The team frequently counsels clients on regulatory matters, as well as assisting with privacy class actions and incident response. The firm offers nationwide coverage, with offices in Calgary, Edmonton, Ottawa, Toronto and Vancouver.

Strengths

“Bennett Jones is fantastic. The work we ask for is very complex and confidential, and the team always acts accordingly, being very discreet and efficient. The firm manages the file so well and builds a great team.”

“The firm has a very strong ability to identify the legal, business and operational issues with precision and provide timely and practical solutions.”

Work highlights A Bennett Jones team led by Ruth Promislow advised Shein on its Canadian privacy and data management programme.

Notable practitioners

Ruth Promislow offers clients extensive experience in privacy, data protection and cybersecurity compliance, with her recent work covering advice on data management programmes, guidance on the Freedom of Information Act and privacy class actions. She is based in Toronto. **Strengths:** *“Ruth is just fantastic. She is very knowledgeable, she is honed in the issues, and she makes sure she is protecting our interests.”* *“Ruth is an excellent adviser. She is very cost-efficient and practical and has a great depth of subject matter knowledge, which is important for us.”* *“She is outstanding – thoughtful in her approach and well connected with regulatory authorities.”* Calgary-based **Stephen Burns** is a strong choice for advice on data breaches. He serves as co-head of the firm’s innovation, technology and branding practice.

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is recognised for its work advising major national and multinational organisations on Canadian regulatory compliance, and the development and implementation of data management programmes and cyber risk strategies. The firm also acts as defence counsel in class actions and regularly advises on privacy issues ancillary to mergers. In the privacy space it represents clients hailing from a broad range of sectors, including heavily regulated industries such as healthcare, foods, financial services and energy.

Strengths

“Blakes have deep expertise and experience in the area of privacy law and cybersecurity incident response. They provided us with complete confidence that we were doing everything that we could do to respond to the cybersecurity incident.”

“The team’s understanding of privacy law is both broad and deep. The lawyers are able to handle complex and sophisticated matters very well, by getting into the weeds and yet maintaining a practical, workable approach.”

“Blakes clearly have experience handling complex

and sophisticated privacy matters. They guided our company through a large and sensitive privacy-related issue with great expertise.”

“The team provides excellent practical guidance pertinent to our organisation.”

“They are extremely knowledgeable and we often get very complex situations that they handle with much ease and swiftness.”

Work highlights A Blake, Cassels & Graydon team successfully represented Knowledge First Financial in a class action proceeding relating to a privacy breach at an Ontario hospital.

Notable practitioners

Wendy Mee is a skilled privacy and data protection expert with a high-calibre client portfolio, featuring standout names in the pharmaceutical, telecoms and financial services sectors. Based in Toronto, she serves as the national privacy officer for the firm. **Strengths:** *“I appreciate Wendy’s knowledge base, her easy-to-follow guidance and legal advice, her flexibility and her responsiveness to our matters. She has a wealth of information and is professional, courteous and very down to earth. I am not sure what we would do without her.”* *“We get a lot of intricate questions, and Wendy is able to get back to me quickly and when needed. She is highly knowledgeable and I really respect that when she gives an answer, she is quick and fast with fair billing.”* *“Wendy is an incredible lawyer and always a pleasure to work with. Her knowledge of the law and her problem-solving abilities are impressive, and she delivers excellent work products that meet our clients’ needs on time.”* *“She is a really good and thoughtful lawyer.”* **Catherine Beagan Flood** is experienced in handling privacy breach class actions and demonstrates additional knowledge assisting clients with responses to ransomware attacks. **Strengths:** *“Catherine’s top-notch expertise and experience in this area is matched by her excellent client service. She is calm and confident, and probably one of the hardest-working lawyers I have ever come across.”* *“She is very well known and has a strong profile in the privacy class action space.”*

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault’s privacy practice advises several well-known Canadian and international clients on a variety of issues within this space. The firm is highly experienced in acting as defence counsel in privacy-related class actions and is also regularly called upon to advise on matters arising from cybersecurity breaches. Outside the contentious sphere, McCarthy is also well versed in negotiating master data sharing agreements as well as providing guidance on issues of privacy legislation.

Strengths

“McCarthy Tétrault has experts in every area, and the firm is able to leverage that quickly to assist with tangential matters.”

“The firm provides an excellent service level. The lawyers are easily available and have good knowledge.”

Work highlights A McCarthy Tétrault team led by Kara Smyth represented Uber in class actions relating to alleged data breaches.

Notable practitioners

Montréal-based **Charles Morgan** has a broad

practice which sees him assist clients with a variety of technology and telecoms transactions in addition to advising on the related data and privacy concerns. Toronto-based partner **Daniel Glover** co-leads the firm's cyber/data practice group. He has a strong track record of advising clients on privacy regulations and data breaches.

Strengths: "Daniel always gives you absolute comfort. He is able to turn things around quickly and can resolve issues efficiently." **Jade Buchanan** advises public and private sector clients on privacy and data security issues, including incident response. He is based in the firm's Vancouver office. **Strengths:** "Jade Buchanan is not only an expert in this area; he has become part of our legal team internally, being indispensable in navigating us through the most complex matters in privacy and data." "He is articulate and considered in his approach to issues."

nNovation

What the team is known for Ontario-based firm nNovation offers skilled practitioners handling high-level privacy issues. The team advises an impressive roster of clients from the technology, healthcare, real estate and retail sectors. The firm offers a comprehensive privacy and data security practice, from designing compliance programmes to assisting with data security breaches.

Strengths

"The team at nNovation are excellent and have been able to handle all matters we have brought before them. The team have deep knowledge across all areas of Canadian privacy law and are well connected to the privacy community in Canada."

"The service level and responsiveness that we receive is amazing. The lawyers have built a trusting relationship, allowing them to better understand our business and to anticipate our needs. We can always count on nNovation for a quick, accurate and practical response."

"I was very impressed with their knowledge. They delivered on time and were very well organised."

"nNovation is a leader in Canada in privacy law. The team provides practical advice in a timely manner. They respond to our questions, set out a timeline for larger projects and always exceed expectations."

"They have a very good read on market realities and benchmarking with their advice."

Work highlights An nNovation team led by Timothy Banks assisted Indigo Books & Music with incident response measures following a ransomware attack.

Notable practitioners

Timothy Banks combines his considerable expertise in privacy, cybersecurity and anti-spam law with proficiency in the technology and outsourcing spheres. **Strengths:** "Tim is incredible. He is knowledgeable, practical and absolutely an expert in his field." "Timothy Banks is an all-around excellent counsel." **Kris Klein** is an experienced privacy lawyer who is frequently sought out by domestic and international clients on Canadian privacy issues. **Strengths:** "Kris has been a pleasure to work with and learn from. He is professional, knowledgeable, thoughtful and incredibly responsive." "He is a true leader across the market and my go-to for Canadian privacy law."

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is a full-service global firm with a wealth of experience undertaking privacy and data protection mandates. It is a strong choice for handling cybersecurity incident response in addition to providing privacy compliance counsel. The firm frequently assists clients in the healthcare sector, in addition to those in the technology, financial services, telecommunications, retail and energy industries.

Strengths

"The team are very dedicated and knowledgeable and were fully committed to the case at hand. The lawyers were always responsive and provided excellent service."

"Our executive team was under a lot of stress. This was a novel event and we needed a lot of guidance and expertise, and this is exactly what we received from our Norton Rose team."

"Their cybersecurity and data team has a finger on the pulse of all current issues and is always among the first to write legal opinion pieces on regulations or changes to the environment that may affect our clients."

"Our representatives from Norton Rose were very well versed and knowledgeable on the subject matter. They provided great recommendations and their delivery was solid."

"The individuals supporting us were very knowledgeable and provided balanced advice on a variety of complex issues."

Work highlights Norton Rose Fulbright represented NortonLifeLock in two consumer protection class actions, one before the Ontario Superior Court of Justice and one before the Québec Superior Court of Justice.

Notable practitioners

Imran Ahmad (see p.277) divides his time between Toronto and Montréal. He is a distinguished expert in the field of cybersecurity, providing compliance and regulatory guidance as well as advice on data breaches and responses. **Strengths:** "Imran is an exceptional adviser. He is able to navigate grey areas effectively and provides excellent, pragmatic advice. His depth of knowledge is impressive and we rely on his advice substantially." **John Cassell** (see p.277) is developing an impressive privacy and data security practice as part of his broader litigation expertise. He serves as co-head of the firm's national data protection, privacy and cybersecurity team and is based in the Calgary office.

Strengths: "I have never met a lawyer who was so incredibly knowledgeable and also so pragmatic as John is. He knows how to solve problems and he knows how to work in complex situations." "We definitely appreciated his skill set and ability to handle a lot of anxious people." "John is a true professional and one of the most knowledgeable cyber lawyers we have dealt with. He also has an innate ability to turn complex issues into understandable problems with a tangible road to solving them for clients." "John provided a great deal of knowledge and expertise about the issue and always took the time to explain things when asked. He provided alternative approaches to the solve the issue at hand and always took into account feedback provided." "I felt we were in good hands throughout the whole process."

Torys LLP

What the team is known for Torys fields an impressive privacy and data protection practice, which sees the firm frequently counsel clients on incident responses, class actions and regulatory compliance. The firm offers broad geographic coverage with offices in Toronto, Montréal and Halifax. The team also offers notable experience in cyber insurance. Clients from a wide range of sectors, including financial services, telecommunications, technology and life sciences, seek out Torys' privacy expertise.

Strengths

"Torys provides the right level of expertise and offers great availability."

"I appreciate that the lawyers go above and beyond, not just in the case, but they also anticipate any complications or potential problems."

"The depth of the team is really impressive. The senior partner is an excellent adviser to us, and a mentor and leader to the rest of the team. The associates perform well above what would be expected of any associate at their level."

"They did a great job guiding us through the set expectations, timelines and communication. We could not have done this without their guidance and support."

"The Torys team was very knowledgeable in handling and negotiating complex situations. We could not have been happier with the level of service and responsiveness."

Work highlights A Torys team led by Sylvie Rodrigue represented Rogers in a CAD22 million privacy breach class action lawsuit.

Notable practitioners

Molly Reynolds (see p.277) is a regulatory expert and accomplished courtroom advocate whose skills are frequently sought after by a range of financial institutions including major banks, pension funds and technology companies. She is based in Toronto. **Strengths:** "Molly understands the organisation's mandates, and provides realistic and practical solutions to matters. She is extremely knowledgeable and balanced when identifying and addressing risks. She is very responsive and an absolute pleasure to work with." "Molly is an excellent lawyer. She is highly knowledgeable and able to provide sophisticated, nuanced and thoughtful advice." "I thoroughly enjoyed working with Molly. Her advice was sound and well reasoned. She added a perspective that was needed." "Molly provides excellent and practical support, she asks great questions, and her awareness of the business leads us to make informed decisions when dealing with nuanced issues." **Julie Himo** (see p.277) is an experienced breach coach and frequently assists clients with navigating data security incidents. She is based in the firm's Montréal office.

Strengths: "Julie is very professional and excellent at managing expectations during a crisis." "She is responsible, professional, knowledgeable and available. I would recommend her services strongly to anyone in need of a breach coach." "Julie Himo is very well appreciated by our management team."

Toronto-based associate **Nic Wall** (see p.277) is developing an impressive privacy and data governance practice, frequently counselling clients on compliance and regulatory investigations.

Strengths: "Nic asks the right questions to dissect

a complex matter and takes into consideration the organisation's limitations. He is very knowledgeable and his work product is thorough."

Other Ranked Lawyers

Ryan Berger of Lawson Lundell LLP advises clients on privacy matters from his base in Vancouver. He primarily assists with compliance programmes and data usage matters, and is especially active in the public sector.

Strengths:

"Ryan has been an excellent resource and lawyer, supporting us on all of our personal information and data protection enquiries."

"Ryan is well versed in the complex and often changing landscape of privacy laws across Canada. He has provided timely, practical advice."

"Ryan is my go-to for Canadian privacy law advice."

"Ryan is fantastic to work with each and every time. He is very smart, personable and responsive."

David Elder of Stikeman Elliott continues to draw acclaim for his expertise in privacy matters affecting the telecoms industry. From his base in Ottawa, he represents clients in a range of matters before the CRTC, including those arising from anti-spam concerns.

Strengths:

"David's work is outstanding in every respect."

David Fraser of McInnes Cooper is widely regarded as being at the forefront of the legal profession when it comes to privacy and data protection. Based in Halifax, he acts for clients from both the private and public sectors on issues relating to provincial freedom of information laws and federal privacy legislation.

Strengths:

"David is a pioneer in this industry."

Toronto-based **Lisa Lifshitz** of Torkin Manes LLP draws on her lauded strength in IT law to provide expertise in cybersecurity matters, data management and processing.

Strengths:

"Lisa was extremely professional and knowledgeable and provided in-depth guidance to our team."

"She is an excellent attorney with a very solid grasp of the issues arising in the modern tech environment."

"Lisa has very strong negotiation skills and business acumen. She knows the market and keeps up with changing industry standards and legislation. She also brings a wide breadth of experience in this field."

"I cannot sing Lisa's praises enough. She is knowledgeable, efficient and empathetic."

"Lisa has been a joy to work with and I highly recommend her."

Cameron McMaster of Torkin Manes LLP is an associate with a strong practice that focuses on data protection matters across the technology industry. He excels at providing strategic advice in relation to compliance with Canadian privacy and anti-spam requirements.

Strengths:

"Cameron was extremely responsive and knowledgeable with regards to our privacy matter."

"Cameron brings a technology background which is indispensable on files."

Corey Omer (see p.277) of Davies Ward Phillips & Vineberg LLP advises a broad range of companies and private clients on matters related to privacy. He has a notably large client base of US companies. Corey Omer is based in Montréal.

Strengths:

"He is a very knowledgeable person. We have

the record straight with Corey and he guides us through the compliance process. He takes the time to explain the impacts of the law in clear and understandable terms for non-lawyers. His comments are invaluable."

"Corey is great to work with. He is very knowledgeable in cyber and privacy."

"Corey's professionalism and dedication to customers is outstanding. He has been a great support in the development of our privacy policies and a great resource for multiple questions about different jurisdictions' privacy regulations."

Cory Sully of Lawson Lundell LLP is praised for her work on data protection issues. She assists with access to information requests and complaints as well as privacy compliance and risk management. She is based in Vancouver.

Strengths:

"Cory was responsive and really helped us with our CASL issues."

"She is excellent in her field."

David Young advises on a variety of issues ranging from corporate compliance to submissions advocating for legislative amendments. One of the most experienced lawyers active in this field, he is highly respected by sources within the legal profession.

Strengths:

"David is an expert at understanding privacy law. The depth of his experience combined with his understanding of our business allows for his high value in providing advice, guidance and support."

"The value of David Young is his long history in the industry; he can bring various levels of knowledge and experience into a case. It was a pleasure to work with him and he was very responsive."

Leaders' Profiles in Privacy & Data Protection

AHMAD, Imran

Norton Rose Fulbright, Toronto
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imran.ahmad@nortonrosefulbright.com

*Featured in Privacy & Data Security
(Nationwide - Canada)*

Practice Areas: Imran Ahmad is the Canadian head of our technology sector and Canadian co-head of our information governance, privacy and cybersecurity practice. He is based in our Toronto and Montreal offices and is recognized as a leading cybersecurity lawyer by several legal directories. Imran advises clients across all industries on a wide array of technology-related matters, including outsourcing, cloud computing, SaaS, strategic alliances, technology development, system procurement and implementation, technology licensing and transfer, distribution, open source software, and electronic commerce. As part of his cybersecurity practice, Imran works very closely with clients to develop and implement practical strategies related to cyber threats and data breaches. He advises on legal risk assessments, compliance, due diligence and risk allocation advice, security, and data breach incident preparedness and response. In addition, Imran often acts as "breach counsel" in the event of a cybersecurity incident, such as a data or privacy breach, and has extensive experience in managing complex security incidents and cross-border breaches. He also provides representation in the event of an investigation, an enforcement action or a litigation.

CASSELL, John

Norton Rose Fulbright, Calgary
403-267-8233
john.cassell@nortonrosefulbright.com

*Featured in Privacy & Data Security
(Nationwide - Canada)*

Practice Areas: John Cassell is co-head of the national information governance, privacy and cybersecurity team. John assists clients with all manner of privacy and cybersecurity law issues including: responding to complex local and international cybersecurity incidents, advising on risk management strategies, assisting clients with access to information requests, complying

with Canada's anti-spam legislation and proceedings before the offices of the Alberta and federal privacy commissioners. John also maintains a general commercial civil litigation practice with a particular focus on insolvency and restructuring matters.

HIMO, Julie

Torys LLP, Toronto
514-847-6017
jhimo@torys.com

*Featured in Privacy & Data Security
(Nationwide - Canada)*

Practice Areas: Julie frequently acts as breach coach for clients and has considerable experience with all types of cyber incidents, including cyber extortion in the context of information theft, DDoS attacks, large-scale ransomware attacks, sophisticated hacking, malware and phishing attacks, lost and stolen laptops, drives and paper information, and data breaches impacting payment cards and PCI rules. With many of these incidents having international implications, Julie is experienced in coordinating notification and regulatory filing efforts across multiple countries. Julie has served as a breach coach for Canadian and international insurance companies and represented numerous policyholders in responding to data security incidents, covering Canada, the U.S. and various other countries in various fields, including dealing with PCI DSS and other related reporting obligations. She also has experience in the education sector, advising universities and other institutions subject to cyberattacks, working with forensic experts during the investigation and guiding them through their regulatory and PR responses. In addition to her breach coach work, Julie conducts strategic risk and privacy assessments; counsels clients on "privacy by design" for new products and marketing initiatives, including supporting consumer engagement activities, such as marketing and contests; advises on CASL compliance; and intervenes on a wide variety of privacy issues. She also assists clients with strategic requests to obtain material information for business or legal purposes and with resisting the disclosure of important confidential information before institutions, regulators

and the courts. Julie also has extensive experience in commercial litigation and has acted on major disputes in a diverse range of areas, including commercial fraud, contractual disputes, shareholder disputes, bankruptcy and insolvency, take-overs by means of plans of arrangement, as well as corporate and securities matters. She has also represented client in numerous disputes involving extraordinary remedies such as seizures and injunctions. Julie is fluent in French, English and Arabic.

OMER, Corey

Davies Ward Phillips & Vineberg LLP,
Montréal

*Featured in Privacy & Data Security
(Nationwide - Canada)*

Practice Areas: A partner in the Dispute Resolution and Technology practices, Corey represents clients in complex and high-stakes litigation and crises. Recognized as a skilled, resourceful and dedicated litigator, he has a proven track record of securing successful outcomes for his clients in a wide array of disputes, including commercial, competition, cybersecurity, securities, estate, insurance, and regulatory matters. Corey also leverages his background and experience in cyber law to counsel clients on data breach response, cybersecurity governance, and data privacy. Given his years working at the New York office of an international law firm, Corey regularly advises international clients on cross-border disputes and the nuances of Canadian litigation. Corey teaches "Trial Advocacy" and has taught a Focus Week course on "Introduction to U.S. Civil Litigation" at McGill University's Faculty of Law. Corey also frequently speaks on cybersecurity and privacy matters at conferences in Québec, Ontario and the United States. He is the co-chair of the New York State Bar Association, International Section, International Data Privacy and Data Protection Committee, and of PrivacyConnect's Montréal chapter. Select recognitions: Benchmark Canada; The Best Lawyers in Canada.

REYNOLDS, Molly

Torys LLP, Toronto
416-865-8135
mreynolds@torys.com

*Featured in Privacy & Data Security
(Nationwide - Canada)*

Practice Areas: Molly has a deep and nuanced understanding of privacy law compliance, giving clients advice to support their operations and their commercial transactions, as well as data security best practices, breach response, regulatory investigations, and privacy class action defence. She represents clients in administrative proceedings under access to information, anti-spam and privacy legislation, as well as in the context of civil litigation. Her dual calls to the Ontario and New York bars allow her to advise on personal information handling and marketing regimes that reflect and comply with both Canadian and American privacy legislation. Molly also supports clients on data security preparedness, records management, and internal investigations relating to confidential information handling.

WALL, Nic

Torys LLP, Toronto
nwall@torys.com

*Featured in Privacy & Data Security
(Nationwide - Canada)*

Practice Areas: Nic's practice focuses on privacy, cybersecurity and data governance. He regularly advises clients on privacy law compliance and matters of data rights and protection, including in the context of new initiatives and emerging technologies, commercial transactions, legal reforms, and data breach preparedness and response. Nic also represents clients in regulatory complaints and investigations, administrative proceedings and civil litigation. Nic has appeared as counsel at the Supreme Court of Canada, all levels of court in Ontario, the Federal Court and in arbitrations.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Private Equity

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Band 1

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is a dominant corporate law firm offering long-standing experience of private equity transactions across its offices throughout Canada. The private equity lawyers act for both buyers and sellers, demonstrating considerable depth of expertise in relation to private equity and venture capital funds. The team advises on both high-end and mid-market deals originating in a variety of industry sectors. The firm regularly represents foreign investors and is cited as a top choice of Canadian counsel on US-Canadian private equity deals.

Strengths

“Stikeman Elliott have the best expertise in complex matters. The core partners are excellent and there is a strong, deep bench of specialist teams too.”

“Stikeman Elliott are very effective in preparing documentation, negotiating terms and conditions, and communicating the risks connected to different decisions.”

“The team are very commercial, do not dwell on highly remote risks and understand business elements as well as anyone.”

“They proved themselves during a large and significant matter where they were prompt, professional and on point.”

Work highlights Stikeman Elliott acted as Canadian counsel to Bain Capital on its USD3.1 billion acquisition of Evident Corporation.

Notable practitioners

Toronto-based **Samantha Horn** is a highly experienced lawyer in buyout transactions, with particular expertise concerning matters in the technology space. **Strengths** *“Samantha Horn has proven to be readily accessible and a driving force behind getting things done.”* Toronto-based **Brian Pukier** is held in high regard for the quality of his private equity counsel. **Strengths** *“Brian Pukier is a trusted resource and my go-to counsel. He has a strategic mind and a calm disposition that helps me and my teams navigate issues and construct good outcomes.”* *“Brian has amazing experience and gives you great confidence. He is technically sound and a great advocate, he knows how to get a deal done, and lawyers enjoy working with him.”* Montréal-based **Peter Castiel** acts for several significant private equity houses on high-value,

cross-border buyout transactions. **Strengths** *“Peter Castiel is a sophisticated practitioner.”* **Ron Ferguson** is a respected Toronto-based lawyer with significant experience in both domestic and cross-border private equity mandates. He assists a number of high-profile clients in this space and is well regarded within the legal community. **Strengths** *“Ron Ferguson knows the market and does good deals.”* **Sophie Lamonde** is a well-regarded lawyer who has significant experience representing major private equity firms. She is based in Montréal and frequently assists clients with add-on acquisitions. **Strengths** *“Sophie Lamonde is an active practitioner in the market.”* **Stewart Sutcliffe** attracts strong praise for his capabilities in the private equity space. He has notable experience representing major European and US-headquartered private equity houses in acquisitions arising in such sectors as energy and aviation. He is a member of the firm’s management committee in its Toronto office. **Evan Marcus** is a Toronto-based lawyer in Stikeman Elliott’s M&A and private equity group. He frequently assists clients with both domestic and cross-border acquisitions and investments across an array of sectors, including cannabis and retail. **Strengths** *“Evan has very strong technical skills coupled with superb judgement and commercial awareness.”* *“He is an incredibly smart, driven and responsive lawyer.”*

Torys LLP

What the team is known for Torys is respected for its experience in major private equity deals and recognised by the market for its commitment to this area. The firm has a strong tradition of representing large Canadian-based pension funds in global transactions, and benefits from the support of its New York office to advise Canadian and US private equity firms on cross-border matters. It offers significant expertise in mid-market buyouts, and draws on additional experience in areas such as fund formation and corporate governance. Its Toronto and Calgary-based lawyers also offer strength in secondary acquisitions and divestitures, with expertise cutting across a variety of sectors including infrastructure, energy and consumer products.

Strengths

“Torys is a top-tier firm that is able to deal with nearly any issue we have encountered.” *“The team offered great support and thought ahead*

on potential issues to stay ahead of potential challenges.”

“The depth and breadth of the Torys team was very strong. They had the appropriate experts for relevant streams of work, and were able to go deep from a knowledge perspective.”

“One of the main reasons we work with Torys is because of their amazing bench strength. All of the practitioners we have worked with have been very strong.”

Work highlights Torys advised KKR on combining its Western Canadian natural gas processing assets with those held by Pembina Pipeline into a single joint venture entity valued at CAD12 billion.

Notable practitioners

Toronto-based **Matthew Cockburn** (see p.282) is the firm’s managing partner. He maintains a distinguished reputation in private equity, having overseen a number of noteworthy deals.

Strengths “Matthew Cockburn is an excellent lawyer, genuine person and sophisticated practitioner.”

Toronto-based **Guy Berman** (see p.282) has extensive experience advising on buyouts, public M&A and a variety of corporate structuring mandates.

Strengths “Guy Berman is an excellent lawyer and a true businessperson. He is very commercial and strategic as well as providing great client service.”

“Guy Berman was outstanding and very helpful.”

“He is very capable, practical and knows the private equity space.”

Toronto-based **Laurie Duke** (see p.282) is a respected lawyer in Canada’s private equity buyouts space, with a long list of notable deals to her name.

Strengths “Laurie Duke is pragmatic and walks that fine line of protecting you as a client while not being dogmatic.”

“She is dedicated, she surrounds herself with the right people and, like all the lawyers at Torys, she cares. It is not just about getting the fastest answer and she takes great pride in finding solutions that are truly optimal.”

“Laurie is a fantastic private equity lawyer. She is highly skilled and extremely client-friendly.”

Danielle Kline (see p.282) is a recent partner in Torys’ Toronto private equity team. She regularly advises clients on management and inbound buyouts.

Strengths “Danielle is smart and hard-working. She brings a good commercial perspective and does an outstanding job at keeping numerous people on track.”

Band 2

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon operates an active deal practice in private equity, with a significant national scope. The group demonstrates equal strength acting for buyers and sellers on domestic and cross-border buyout, investment and exit transactions. It also stands out for its representation of US funds in connection with their Canadian investments, supported by the firm’s office in New York. With experienced Toronto, Vancouver and Montréal-based lawyers, the team has experience handling private equity buyouts in sectors such as telecoms, manufacturing and energy.

Strengths

“Blake, Cassels & Graydon has strong senior lawyers with a very deep bench. There’s a variety of

styles as well as dedicated and seemingly very content juniors.”

“Blakes can navigate our most complex and nuanced challenges. They excel at breaking down complex subject matter into manageable components and clearly articulate the critical issues for consideration.”

“We consider Blakes to be our ‘easy button’. They do a masterful job of everything we ask them to do, and we get top-notch execution but don’t always need to pay partner rates because the associates are such high-quality professionals in their own right.”

Work highlights Blake, Cassels & Graydon advised Audax Private Equity on the CAD845 million sale of LifeMark Health Group to Loblaw Companies.

Notable practitioners

Vancouver-based **John-Paul Bogden** has a wealth of experience in the private equity space assisting various clients from tech players to pension scheme providers.

Strengths “John-Paul Bogden is one of the most commercially astute advisers I have worked with. He is an excellent adviser when it comes to what really matters and how to avoid legal wrangling getting in the way of a transaction, and remarkable at developing relationships with the various players on a deal.”

Montréal-based **Patrick Menda** is experienced in the representation of private equity firms in M&A mandates.

Strengths “Patrick Menda is a seasoned commercial lawyer. He has lots of experience in the private equity M&A space and a good understanding of market norms.”

Kurt Sarno is a Toronto-based lawyer with a growing practice in the sphere of private equity. He primarily assists clients with management and inbound buyouts.

Strengths “Kurt Sarno is detailed yet practical, with an ability to clearly articulate and break down complex issues in a way that makes them easy to understand.”

“Kurt is top-notch in terms of knowledge, curiosity, experience and interpersonal skills.”

Band 3

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg is a well-regarded M&A law firm with a strong reputation for fund formation and transactional work in private equity. The group attracts significant clients including major private equity houses and their funds, institutional investors and sponsors. It advises on both acquisition and financing work, and maintains a longstanding presence in both Toronto and Montréal. The buyouts team often collaborates with colleagues in other departments to advise on a range of mandates; it has a strong track record of advising large clients investing in the Canadian mid-market. Its expertise cuts across sectors including real estate, technology, consumer products and the automotive industry.

Strengths

“Davies are steeped in experience on sophisticated private equity transactions. They have a deep bench on both the corporate and regulatory sides of the house, and their tax department is both strong and commercial.”

“I think of Davies as the law firm that provides business solutions for businesspeople.”

Work highlights Davies Ward advised Ironbridge Equity Partners on a variety of transactions, including the sale of its portfolio company Ther-mogenics Inc. to Audax Private Equity.

Notable practitioners

Toronto-based **Patrick Barry** (see p.229) has notable experience assisting clients with public M&A transactions in addition to private equity buyouts and fund formation.

Strengths “Patrick Barry is a business partner, not just a lawyer or hourly consultant. We work with him for his counsel, not just the legal work he and the able team there provide.”

“Patrick is a practical lawyer who focuses on what is material and ensures that we get the results we want.”

Goodmans LLP

What the team is known for Goodmans is a major player in the private equity space in Toronto. It represents institutional investors and large private equity firms in cross-border deals on both the buy and sell sides, with industry expertise covering IT, energy and real estate. The firm advises on transactions in the private equity secondary market and is recognised for its representation of funds clients in corporate restructuring and recapitalisation mandates. It displays supplementary strengths in areas such as fund formation and public M&A.

Strengths

“I have found Goodmans to provide good advice that is commercially minded, and to be thoughtful about navigating the key issues that we are dealing with as an organisation.”

“Goodmans showcased excellent communication and research, and gave great and practical advice.”

Work highlights Goodmans advised Clairvest on its CAD100 million minority investment to sponsor the merger and recapitalisation of Rogers Insurance and CapriCMW into Acera Insurance.

Notable practitioners

John Connon is a well-regarded partner based in Toronto. His expertise encompasses a range of matters including advising private equity firms and portfolio companies on cross-border sales and acquisitions.

Strengths: “John Connon has a high profile and is one of the thought leaders in the market.”

Neill May boasts considerable expertise in complex transactional matters, acting for investment firms and portfolio companies.

Strengths: “Neill May is a great negotiator, works tirelessly and has also built a great team.”

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault has a strong private equity platform for inbound transactions, fielding significant experience in relation to real assets, including infrastructure, energy and power assets, as well as a growing focus on sectors such as health and tech. The law firm’s clients include pension funds, domestic and foreign private equity investors and investment banks across Canada and the USA. The private equity team further assists with leveraged buyouts and going-private transactions. It supplements its transactional practice with fund formation expertise.

Strengths

“McCarthy Tétrault is extremely responsive and its practitioners have a great attitude in the most demanding of times.”

“The team is very capable in balancing, communicating and negotiating institutional investor protections with strategic objectives.”

Work highlights McCarthy Tétrault advised Brookfield on its GBP4.08 billion acquisition of HomeServe.

Notable practitioners

Toronto-based **Shevaun McGrath** acts for a variety of clients, including institutional investors and target companies, on the full gamut of fund formation, investment management and buyout matters. She co-heads the firm’s private equity group nationally. Montréal-based **Patrick Shea** co-heads the firm’s private equity practice and routinely assists private equity sponsors with M&A transactions.

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is noted for its frequent representation of Canadian pension plans in the private equity space, as well as its varied list of domestic and international deals. It assists clients with a range of buyout and private equity financing mandates, as well as PIPE transactions. The firm has noted strengths in the venture capital space across its offices and frequently advises private equity firms investing in tech.

Strengths

“The Osler team is very capable and has a handful of excellent young partners and senior associates.”

“Osler always respond in a timely manner and are able to work at a fast pace when required.”

Work highlights Osler, Hoskin & Harcourt assisted M3-Brigade Acquisition III Corp. with its USD950 million de-SPAC business combination with Greenfire Resources.

Notable practitioners

Toronto-based **John Groenewegen** is a regular adviser to private equity houses. **Strengths** *“John Groenewegen is an excellent business adviser in addition to being a strong legal adviser. We rely on his judgement and the teams he puts together.”*

Band 4**Bennett Jones LLP**

What the team is known for Bennett Jones is consistently viewed as a leading law firm in Alberta, with deep expertise relating to buyouts in the energy and natural resources sector. The private equity group further benefits from the expertise of its growing offices in New York and Toronto. It is well versed in the representation of Canadian and US asset managers, along with funds and portfolio companies. The firm’s buyouts strength is bolstered by complementary financial services and regulatory expertise.

Strengths

“Bennett Jones are highly responsive at all times during transactions.”

Work highlights Bennett Jones assisted Decarbonization Plus Acquisition Corporation IV with its CAD1.39 billion business combination with Hammerhead Resources.

Notable practitioners

Calgary-based **James McClary** is a well-regarded lawyer with a wealth of experience advising on leveraged buyouts. He is additionally noted for his past experience working at the New York and London offices of a US law firm. **Strengths:** *“James is a creative problem solver who adds significant value to our transactions and is very much a trusted adviser to our firm.”* *“Given his prior experience in New York, he brings a level of cross-border experience that is difficult to find in Calgary, and leverages his relationships with other firms to bring in additional resources where required.”*

Fasken

What the team is known for Fasken is a national law firm that is adept at handling a wide array of private equity mandates. The team’s buyouts expertise is complemented by an assured grasp of corporate restructuring and regulatory matters, including issues arising under the Investment Canada Act. It is particularly noted as a leading force for private equity in Québec, with highly experienced teams in both Montréal and Québec City.

Strengths

“The lawyers understand the realities of private equity and that sometimes compromises need to be made to achieve a deal. They can always provide the appropriate legal background in order for decision-makers to have the tools to negotiate a deal with full understanding of the legal aspects.”

Work highlights Fasken advised IPG on its CAD3.3 billion sale to Clearlake Capital.

Notable practitioners

Montréal-based **Michel Boislard**’s work has a strong emphasis on buyouts in the technology sector. **Strengths:** *“Michel Boislard is an excellent adviser and business partner. He is deal-oriented, always with his client’s interest at heart, and has a very adaptable approach when dealing with counterparties.”* **Caitlin Rose** is a Montréal-based lawyer who co-heads the private equity team at Fasken. She regularly assists clients with investment management and buyout matters.

Strengths *“Caitlin Rose is always very thoughtful and has the ability to look down the road to appreciate what bumps lie ahead and navigate the process accordingly.”*

McMillan LLP

What the team is known for McMillan regularly advises on mid-market transactions, acting on behalf of Canadian and US private equity houses.

The firm also frequently fulfils the role of Canadian counsel in US-Canada big-ticket transactions, acting alongside major US law firms. Its private equity and venture capital industry lawyers have further experience acting for private investors and target companies across a variety of industry sectors.

Strengths

“The lawyers at McMillan were extremely sophisticated yet practical in their guidance. They were able to appropriately evaluate complex issues and problem solve so that pertinent solutions could be presented.”

Work highlights McMillan acted as Canadian counsel to Thoma Bravo regarding the client’s roughly CAD1.8 billion acquisition of Magnet Forensics.

Notable practitioners

Toronto-based Michael Whitcombe co-heads the firm’s national private equity and venture capital group and is a key contact for clients.

Other Ranked Lawyers

Toronto-based **Michael Akkawi** of Mintz is a respected name in Canada’s private equity arena, with more than two decades’ experience advising on market-leading buyout transactions. He is also well experienced in assisting with outbound buyouts and the restructuring of investments.

Leaders' Profiles in Private Equity

BARRY, Patrick

Davies Ward Phillips & Vineberg LLP,
Toronto
416.367.6917
pbarry@dwpv.com

Featured in Private Equity (Nationwide – Canada), Investment Funds (Nationwide – Canada)

See under Investment Funds for profile.

BERMAN, Guy

Torys LLP, Toronto
+1 (416) 865-8167
gberman@torys.com

Featured in Private Equity (Nationwide – Canada)

Practice Areas: Guy's practice focuses on corporate and commercial law, mergers and acquisitions and private equity investments. He regularly helps clients in executing their transactional and investment work, including management and leveraged buyouts, majority and minority equity investments, divestitures, joint ventures, co-investments, shareholders arrangements, and fund and transaction structuring. Guy also advises Canadian pension funds and financial institutions on complex and cross-border matters. Guy is fluent in Hebrew.

COCKBURN, Matthew W

Torys LLP, Toronto
(416) 865-7662
mcockburn@torys.com

Featured in Private Equity (Nationwide – Canada), Corporate/Commercial (Ontario)

Practice Areas: Matthew Cockburn is Torys' managing partner and is responsible for the firm's overall strategic direction and client focus, as well as for all professional and administrative matters.

DUKE, Laurie

Torys LLP, Toronto
(416) 865-7348
lduke@torys.com

Featured in Private Equity (Nationwide – Canada)

Practice Areas: Laurie supports a wide variety of private equity firms, pension plans and strategic investors in domestic and international investments (direct and co-investments), mergers and acquisitions and divestiture transactions. She advises clients regarding both private and public company targets in various industries, including regularly acting for one or more clients in consortium or partnership M&A transactions. Laurie also frequently assists clients engaged in shareholder arrangements and joint ventures, as

well as bankruptcy-related asset sales and corporate reorganizations. She has also advised clients on a broad range of corporate, securities, governance and Canadian pension fund regulatory matters. With a dual call in Ontario and New York and previous experience at a prominent New York law firm and Paris law firm, Laurie has extensive experience in international and cross-border transactions.

KLINE, Danielle

Torys LLP, Toronto
dtraub@torys.com

Featured in Private Equity (Nationwide – Canada)

Practice Areas: Danielle's practice focuses on corporate law, with an emphasis on private equity. She has acted for targets, acquirors and financial advisors. Her experience spans domestic and cross-border acquisitions and divestitures, joint ventures, and majority and minority investments. Danielle also advises private equity sponsor clients (including existing private equity funds and newly forming funds) on their structure, governance, and carry and other economic arrangements.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Product Liability

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Litigation Product Liability

Litigation: Product Liability
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Osler, Hoskin & Harcourt LLP
Band 3
Borden Ladner Gervais LLP
Fasken
McMillan LLP
Norton Rose Fulbright
Torys LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon operates a standout product liability practice providing seamless support to clients across Canada, as well as cross-border capabilities. The practice has an excellent track record in the pharmaceutical, medical devices, consumer technology, food and automotive fields. The team possesses a breadth of experience in product claims, from early product assessment and risk management to multi-jurisdictional class action defence. The firm is retained by clients for its deep knowledge of regulatory matters, including those relating to recall, marketing, consumer protection and quality control.

Strengths

"Blakes are fantastic to work with. They are resolution-focused and they think about creative solutions for complex problems."

"I have the highest respect for the team over there. The depth of lawyers across all their offices is top."

Work highlights Blake, Cassels & Graydon provided counsel to Cronos in the first product labelling class action in Canada regarding cannabis.

Notable practitioners

Toronto-based **Gordon McKee** has a wealth of product liability and class action expertise, with particularly notable activity on cases in the medical device and pharmaceutical industries. **Strengths:** "He is a great lawyer with sound judgement. Gordon is a leading practitioner in this area in Canada." "He is incredibly knowledgeable and a

Litigation: Product Liability
Leading Individuals
Band 1
Love Robert <i>Borden Ladner Gervais LLP</i>
McKee Gordon <i>Blake, Cassels & Graydon LLP</i>
Pliszka Peter <i>Fasken</i>
Woodin Cheryl <i>Bennett Jones LLP</i>
Zakaib Glenn M <i>Borden Ladner Gervais LLP</i>
Band 2
Gagné Michel <i>McCarthy Tétrault LLP</i>
Glendinning Deborah A <i>Osler, Hoskin & Harcourt LLP</i>
Lawrie Jill M. <i>Blake, Cassels & Graydon LLP</i>
Maidment J Scott <i>McMillan LLP*</i>
Rodrigue Sylvie <i>Torys LLP*</i>
Zayid Caroline <i>McCarthy Tétrault LLP</i>
Band 3
Bjorkquist Sonia <i>Osler, Hoskin & Harcourt LLP</i>
Eizenga Michael <i>Bennett Jones LLP</i>
Feder Michael A. <i>McCarthy Tétrault LLP</i>
Linley Robin <i>Blake, Cassels & Graydon LLP</i>
Lockwood Craig <i>Osler, Hoskin & Harcourt LLP</i>
Lorimer Lindsay <i>McMillan LLP*</i>
McNamara William <i>Torys LLP*</i>
Parliament Lisa <i>McMillan LLP*</i>
Reinertson Robin <i>Blake, Cassels & Graydon LLP</i>
Sutton Randy <i>Norton Rose Fulbright*</i>
Band 4
Armstrong-Gates Jacqueline <i>Gowling WLG (ORL) ◇</i>
Bell Robert <i>Lerners LLP (ORL) ◇</i>
Dufort Teresa <i>McMillan LLP*</i>
Fric Laura <i>Osler, Hoskin & Harcourt LLP</i>
Hosseini Samaneh <i>Stikeman Elliott LLP (ORL) ◇</i>
Neave David <i>DLA Piper (Canada) LLP (ORL) ◇</i>
Paterson Ashley L. <i>Bennett Jones LLP</i>
Royal Danielle <i>Stikeman Elliott LLP (ORL) ◇</i>
Templer Deborah <i>McCarthy Tétrault LLP</i>
Worden Grant <i>Torys LLP*</i>
Up-and-coming individuals
Cooper Rachel <i>McMillan LLP*</i>
Ishai Ilan <i>Bennett Jones LLP</i>
Shaw Byron <i>McCarthy Tétrault LLP</i>
Associates to watch
Schiff Ethan <i>Bennett Jones LLP</i>

great partner to work with. " **Jill Lawrie** is a highly regarded product liability and consumer protection litigator with a notable track record of representing pharmaceutical multinationals, as well as medical device and automotive manufacturers. From her Toronto base, she offers complementary knowledge of the regulatory space. **Strengths:** "She's a really bright lawyer with expertise in the

pharmaceutical and medical device spaces." "She is really good on the details." **Robin Linley** handles product liability litigation in the medical devices space, including class actions, from the firm's Toronto office. He has additional expertise in acting for pharmaceutical, agricultural and consumer product manufacturers. **Strengths:** "Robin is fantastic to work with. He's very knowledgeable, pragmatic and comes up with creative solutions to problems." "He is a very effective lawyer." Vancouver-based litigator **Robin Reinertson** is remarked upon for her wide-ranging product liability experience. She is most notably active within the pharmaceutical industry. **Strengths:** "She's smart and great to work with."

Band 2

Bennett Jones LLP

What the team is known for Bennett Jones has a solid product liability and regulation practice with a notable offering in the automotive, pharmaceutical and life sciences industries. It is regularly engaged in class action defence for prominent market players, drawing from a specialised knowledge base in providing support across each stage of potential product claims. Its lawyers are relied upon by clients for contractual and regulatory analysis and risk management right up to trial. Bennett Jones offers additional expertise in international trade and competition law.

Strengths

"Any time we have a product liability case in Canada, Bennett Jones is our go-to."

"It's a well-rounded team."

Work highlights Bennett Jones acted for W.L. Gore & Associates in an individual action in Ontario relating to the Gore-Tex Soft Tissue Patch, which alleged numerous defects that created an unreasonably high risk of injury.

Notable practitioners

Cheryl Woodin has a client roster featuring a number of notable automotive and pharmaceutical companies. She is based out of Toronto, from where she is regularly instructed on product liability class action suits. **Strengths:** "Cheryl is spectacular." "She is extremely knowledgeable and very responsive. She has excellent contacts with plaintiff counsel and a good breadth of experience in this field." **Michael Eizenga** is a distinguished practitioner who splits his time between Van-

couver and Toronto, with a particularly prominent position in Canada's class action field. He is regularly instructed for his counsel on high-profile and high-value medical product liability cases. **Strengths:** "He is a very well-rounded lawyer with a lot of experience in the space." **Ashley Paterson** is based out of the firm's Toronto office, where she is increasingly recognised for her product liability practice. **Strengths:** "She is an excellent product liability defence attorney and is very skilled in her domain. She gets the big picture and understands what needs to be done and how to do it." "Ashley is an excellent strategic thinker who provides proactive and cost-effective advice." "She is a leader, and her communication skills are one of her strongest points." **Ilan Ishai** is an up-and-coming partner at Bennett Jones. He has notable experience defending vehicle manufacturers in significant class actions, often arising from defects. **Strengths:** "Ilan Ishai is incredibly responsive, pragmatic, aggressive and smart." "He exceeds client expectations and delivers results without exception." **Ethan Schiff** has a burgeoning product liability practice. He has experience handling defect claims arising from motor vehicles and medical devices. **Strengths:** "He provides proactive advice on how to manoeuvre a case to a favourable resolution."

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is a national law firm with a significant product liability practice and a strong track record for experienced trial work. It draws upon its wider experience in healthcare and class action litigation and is particularly well known for its work concerning medical devices, pharmaceutical and tobacco products, as well as advising on matters involving auto parts and agricultural products. The lawyers also provide strategic advice on litigation avoidance.

Strengths

"The team were very helpful, professional and did a great job."

"The McCarthy team were very well versed in the area of law and could promptly address the steps involved in the complex class action litigation."

Work highlights McCarthy Tétrault defended Abbott Laboratories in multiple product liability class actions relating to opioid medications, including provincial and territorial healthcare cost recovery class actions.

Notable practitioners

Sought-after litigator **Michel Gagné** is based out of the firm's Montréal office. He is regularly instructed by pharmaceutical and consumer product companies for his counsel on product and manufacturers' liability class actions. **Strengths:** "He is one of the foremost practitioners on the defendant side." **Caroline Zayid** leads the firm's litigation department nationally from her Toronto base. She operates a broad contentious practice that sees her act on complex and high-value product liability cases in the pharmaceutical and medical device industries. **Strengths:** "She is incredibly thoughtful and her work is very high quality." **Michael Feder KC** is particularly noted for his product liability practice based out of Vancouver. He is often leading national cases for man-

ufacturers as well as pharmaceutical and tobacco companies. **Strengths:** "He's incredibly smart and strategic. He's a great writer and oral advocate. He knows how to handle clients in terms of being clear and practical." "Michael is a very bright, persuasive and strategic advocate." "He can very clearly and concisely explain complicated issues." "He is a brilliant legal mind and brings keen legal acumen and a real ability to communicate with judges and other counsel." **Deborah Templer** is a partner in the firm's litigation group. She regularly defends manufacturers in substantial class actions that span across a range of industries, including tobacco and pharmaceuticals. **Strengths:** "She is very pragmatic, results-oriented and always finds a path forward." "She is a great advocate who gets great results. She is timely and focused, providing updates with recommendations." "Deborah is a very gifted oral advocate. She's extremely poised but also incredibly smart when it comes to the Canadian procedures." **Byron Shaw** is an up-and-coming partner based in the firm's Toronto office. He demonstrates particular expertise in the pharmaceutical sector, regularly defending clients in class actions and individual claims. **Strengths:** "He is great on his feet and is incredibly thoughtful."

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt represents a number of industry players in the tobacco and life sciences industries in product liability litigation as well as advising on product design issues. The Toronto and Calgary-based team guides clients through the full life-cycle of products, from development, marketing and sale of new products to product recall and contentious disputes. The firm's other areas of focus include medical device cases, as well as automotive, electrical and consumer products, and food and beverages.

Strengths

"The responsiveness from the team is amazing."

"Osler has a good understanding of our industry, the regulatory and legal framework, and business needs."

"They're excellent litigators in written and oral advocacy."

Work highlights The team at Osler, Hoskin & Harcourt represented Canadian Tire Corporation in a proposed class action involving product liability claims relating to products for the home improvement industry.

Notable practitioners

Toronto-based **Deborah Glendinning** has a wealth of experience in resolving complex product liability class actions, notably in the tobacco industry. **Strengths:** "She is a very capable litigator and a trusted adviser." "Deborah is a great asset to Osler. She's a highly skilled and knowledgeable lawyer." **Sonia Bjorkquist** has a wide disputes practice based in Toronto, particularly with regard to product liability litigation. Her clients include manufacturers and medical device companies. **Strengths:** "She's a thoughtful leader." Toronto-based **Craig Lockwood** is notably involved in cases in the tobacco and pharmaceutical industries. **Strengths:** "Craig is very professional, always available and a pleasure to work with." "He's attuned to the law and has an excellent approach which is

very effective in and out of the courtroom." "Craig is amazing. He is extremely smart, responsive and can really read a room." **Laura Fric** is recognised for her experience in national class actions. She is particularly proficient defending pharmaceutical clients against claims of negligence and serious injury. **Strengths:** "She is unbelievably diligent and hard-working. She's also a strong writer and good oral advocate." "Laura does an excellent job in the courtroom and gives good, practical advice to her clients."

Band 3

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais regularly provides advice on product liability matters to manufacturers, distributors and insurers in the automotive sector. The firm also supports clients with early-stage counsel on recalls and claims prevention. Its lawyers offer expertise in matters relating to aviation, heavy equipment and machinery, electronics and consumer products. The team offers a national scope from its offices across Canada, as well as a dedicated litigation and dispute resolution team that regularly oversees both individual and class actions.

Strengths

"We always receive clear, precise guidance and valuable support."

"It's a really strong and deep product liability group that straddles experience with class action work and acting for manufacturers in individual claims."

Work highlights Borden Ladner Gervais defended Logard Pipe in a product liability claim against the plaintiff over allegations that the pipes installed failed as a result of rainwater accumulation.

Notable practitioners

Robert Love leads the firm's national product liability practice from Toronto. He is particularly active in the automotive sector. **Strengths:** "He is a superb – a very understated, bright and strategic lawyer." **Glenn Zakaib** is a prominent Toronto litigator who is widely recognised as one of the market's top product liability and class action lawyers. He garners recognition for his work concerning medical devices. **Strengths:** "Glenn is a practical and capable litigator with a wealth of experience in the space." "He is the dean of the class action Bar and is highly regarded for his institutional knowledge."

Fasken

What the team is known for Fasken is a solid law firm with lawyers across Canada who are well placed to cover a range of product liability claims, spanning consumer products, electronics, recreational products, cars and aircraft equipment. The firm is also known for its medical device work. The team offers experience of individual and class action litigation across the country as well as advising on product recalls, regulatory compliance and risk management issues at the pre-litigation stage.

Strengths

"The team are quick to respond to any questions and provide a strategy while adapting to a changing

landscape.”

“The team are very practical and take into account both legal and business concerns. They are well structured, organised and provide regular follow-ups.”

“Fasken’s lawyers give very sound and measured guidance.”

Work highlights Fasken represented FCA in numerous putative class action proceedings relating to the diesel fuel emissions system in two models of FCA vehicles, filed in Ontario, Québec, BC, Saskatchewan and Alberta.

Notable practitioners

Peter Pliszka, who is based in Toronto, has a strong track record for his handling of product liability matters in the pharmaceutical sector, including opioid-related cases. He offers further expertise in the automotive industry. **Strengths:** “Peter is truly exceptional. He is focused on practical results, minimising risks and achieving business objectives.” “Peter lives and breathes this work and approaches it with unbelievable interest and enthusiasm.”

McMillan LLP

What the team is known for This firm has a notable product liability group that is recognised for its litigation skill set as well as its experience of regulatory and risk management issues. McMillan is active in the automotive and pharmaceutical sectors, with additional expertise in relation to consumer products, food and drink, and technology. The team counsels trade associations and large corporations on regulatory matters and advises on interactions with government agencies and authorities. It is recognised for its ability to achieve early disposition in the pre-certification stage of class actions, as well as coordinating the successful defence of national litigation actions.

Strengths

“The firm’s service and responsiveness is top notch.”

Work highlights McMillan provided defence counsel to Mitsubishi in proposed class actions in Québec, British Columbia and Ontario involving allegations relating to airbag control units.

Notable practitioners

Co-head of the class action group **Scott Maidment** (see p.287) is held in high regard for the strength of his product liability practice in Toronto. He possesses substantial class action experience, with notable activity in the pharmaceutical, electronics and automotive industries, as well as on novel and complex cases. **Lindsay Lorimer** (see p.287) is recognised for her wide-ranging product liability experience. From her Toronto base, she handles automotive-related cases, as well as numerous other types of consumer products. **Strengths:** “She does a wonderful job managing the team and is very responsive.” **Lisa Parliament** (see p.287) continues to enhance her already notable rep-

utation as a litigator, with her product liability experience extending to the automotive industry, among others. She advises on contentious matters from the firm’s Toronto office. **Strengths:** “Lisa is fantastic.” Chief executive officer and managing partner **Teresa Dufort** (see p.287) has a notable litigation practice based out of the firm’s Toronto office. She is well regarded among peers for her product liability work, particularly with regard to the automotive industry. **Strengths:** “She is ultra-knowledgeable on the industry.” **Rachel Cooper** (see p.287) is an up-and-coming lawyer at McMillan and regularly assists clients with complex product liability defence matters. She is noted for representing leading corporates and manufacturers in disputes across an array of sectors. **Strengths:** “She is analytical, strategic and timely on updates.”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is a well-regarded firm with substantial experience defending clients in the life sciences sector. This includes defence of product liability claims for pharmaceutical companies, medical device manufacturers and consumer healthcare product manufacturers. The firm has notable strength in regulatory advice and reporting and claims arising from defective products.

Work highlights Norton Rose Fulbright represented Pfizer in class action litigation brought by 1,100 individuals regarding estrogen replacement medications that allegedly caused personal injury in the form of breast cancer.

Notable practitioners

Randy Sutton (see p.287) is an experienced litigator who splits his time between the firm’s Toronto and Vancouver offices. He handles product liability disputes in the pharmaceutical and medical sectors. **Strengths:** “He is a lawyer’s lawyer and has sound judgement.”

Torys LLP

What the team is known for Torys has a well-known product liability group that is acknowledged for its work advising and defending clients in the life sciences, automotive, pharmaceutical and consumer product industries. The team, which is supported by the firm’s well-respected class actions practice, litigates product liability matters across the country, with strong footprints in Toronto and Montréal.

Strengths

“The team is capable of managing mass litigation across multiple jurisdictions.”

Work highlights Torys LLP represented Mallinckrodt in a proposed product liability class action in British Columbia alleging the misrepresentation of the efficacy and risks associated with a medication used to treat opioid addiction.

Notable practitioners

Sylvie Rodrigue (see p.287) possesses a broad commercial practice which features notable product liability class action experience. She divides her time between Toronto and Montréal, where she represents clients in the pharmaceutical and automotive sectors, among others. **William McNamara** (see p.287) is a seasoned lawyer based between the firm’s Toronto and Montréal offices. He has substantial expertise in product liability litigation. **Strengths:** “Bill is a great leader, and his insights and experience have really helped shape our approach.” **Grant Worden** (see p.288) is based in Toronto, where he is gaining recognition for his handling of product liability claims, particularly in the life sciences sector. He has appeared before the courts across provinces, as well as the Court of Appeal. **Strengths:** “Grant knows the matter details, the courts, the judges and the systems. He provides very thoughtful and strategic direction.” “He is a very bright and careful strategist.”

Other Ranked Lawyers

Jacqueline Armstrong-Gates of Gowling WLG handles product liability matters for insurers and manufacturers. She provides advice with respect to defending product liability claims.

Robert Bell of Lerner LLP is a seasoned commercial litigator based out of Toronto. He has a longstanding reputation for his product liability class action defence work.

Strengths:

“He knows product liability very well.”

Samaneh Hosseini is a partner in Stikeman Elliott’s Toronto office, where she handles product liability claims. She is most notably active in the life sciences and automotive industries.

Vancouver-based **David Neave** of DLA Piper is a well-known and well-respected litigator, particularly in the class action space. He regularly handles product liability disputes, featuring on mandates in the pharmaceutical, automotive and manufacturing industries.

Strengths:

“He is practical and proactive.”

Danielle Royal of Stikeman Elliott LLP offers expertise in defending product liability litigation that involves defective medical devices, and in life science-related matters.

Strengths:

“Danielle is extremely knowledgeable about Canadian class action litigation. She has proven to be an insightful and highly effective partner. She’s also very service-oriented and well attuned to client needs.”

Leaders' Profiles in Product Liability

COOPER, Rachel

McMillan LLP, Toronto
Rachel.Cooper@mcmillan.ca

Featured in Litigation (Nationwide – Canada)

Practice Areas: Rachel is described by clients as a bold advocate, who is practical, efficient, and a creative problem-solver. Her practice focuses on product liability defence and products-related regulatory issues in the automotive, industrial manufacturing and consumer products sectors. She has extensive experience defending manufacturers in product liability actions, involving products ranging from automobiles, construction, agriculture, and industrial machinery, and recreational vehicles, to fire and security products, consumer products, building materials, and juvenile products. Rachel acts as national coordinating counsel for several manufacturing clients, managing their product liability litigation matters across Canada. She provides advice to clients in relation to the Canada Consumer Product Safety Act and routinely handles product recalls, working on global recall teams. She further provides proactive risk management advice and strategies, including warnings and manual reviews. Rachel is the Chair of the Building Products Specialized Litigation Group for the Defence Research Institute (DRI) and is a member of the Federation of Defence and Corporate Counsel (FDCC), the Canadian Bar Association (CBA) and Canadian Defence Lawyers (CDL).

DUFORT, Teresa

McMillan LLP, Toronto
416.865.7145

teresa.dufort@mcmillan.ca

Featured in Litigation (Nationwide – Canada)

Practice Areas: Teresa Dufort is a partner in McMillan's Advocacy & Litigation Group, and a senior practitioner in the firm's Product Liability Defence and Regulatory and Class Action Groups. Teresa's practice is heavily focused on product liability defence and products related regulatory issues. She acts as the prime Canadian counsel to numerous Canadian, American, European and Asian manufacturers and distributors of consumer, commercial and industrial products. She has extensive experience defending class actions and both individual and commercial product liability lawsuits involving a broad range of products including motor vehicles, fire and security products, medical devices, consumer products, recreational products, construction and industrial machinery and building materials. She is Canada's leading authority on the requirements of the Motor Vehicle Safety Act and the Canadian Environmental Protection Act (vehicle emissions) and a leading authority on the Canada Consumer Product Safety Act and other safety-related regulatory regimes affecting consumer and commercial products. Teresa was McMillan LLP's

CEO and Managing Partner from 2016 to 2021.

LORIMER, Lindsay

McMillan LLP, Toronto
416.865.7197

lindsay.lorimer@mcmillan.ca

Featured in Litigation (Nationwide – Canada)

Practice Areas: Lindsay's practise is focussed on product liability defence and product related regulatory issues. She was the Winner of Lexology's 2022 Client Choice Award for Product Liability Defence in Canada. Lindsay has extensive experience defending class actions and both individual and commercial product liability lawsuits involving a broad range of products including fire and security products, consumer products, food products, pharmaceuticals and medical devices, recreational products, construction and industrial machinery, motor vehicles, building materials and juvenile products. Lindsay assists several global companies with national coordination and management of their litigation matters. Leading manufacturers and distributors routinely retain Lindsay to provide proactive risk management advice and litigation avoidance strategies. She advises on product launches and market entry due diligence, regulatory challenges and enforcement, regulatory compliance and product recalls. Lindsay is a member of Canadian Association of Professionals in Regulatory Affairs (CAPRA), the International Association of Defense Counsel (IADC), the International Consumer Product Health and Safety Organization (ICPHSO), and the Defense Research Institute (DRI). Lindsay was the Chair of the DRI Product Liability Conference in 2021.

MAIDMENT, J Scott

McMillan LLP, Toronto
416 865 7911

scott.maidment@mcmillan.ca

Featured in Dispute Resolution (Nationwide – Canada), Litigation (Nationwide – Canada)

Practice Areas: Scott Maidment is one of Canada's leading litigation counsel, and he has appeared before trial and appellate courts and tribunals across the country. Scott is recognized in Canada and abroad as one of the world's top product liability lawyers, and is known especially for his work in class actions and complex cases, particularly for companies in the life sciences industry. His trial and appellate practice has also covered a wide range of other legal disputes in a number of economic sectors. He has conducted trials, arbitrations, applications and appeals involving issues of contract, competition law, negligence, insurance law, defamation, employment law, real estate, constitutional law, human rights, and transportation law. Scott has served as an Adjunct Professor of Trial Advocacy at Osgoode Hall Law School and has taught trial advocacy for The Advocates' Society,

the Attorney General of Canada and the United Nations. Scott has also served as President and Chair of the Board of Directors of The Advocates' Society, which is widely regarded as Canada's pre-eminent organization of courtroom and tribunal advocates.

MCNAMARA, William

Torys LLP, Toronto

416.865.7988

wmcmamara@torys.com

Featured in Dispute Resolution (Nationwide – Canada), Litigation (Nationwide – Canada)

Practice Areas: Bill represents clients across a broad range of commercial litigation matters, with an emphasis on the defence of product liability class actions, anti-trust law (price fixing, bid-rigging, misleading advertising, illegal trade practices and deceptive marketing practices), infrastructure and construction claims, banking law, insolvency, restructuring and corporate disputes. He has appeared before the courts in Ontario, Québec, British Columbia and Alberta, the Federal Court of Canada and the Federal Court of Appeal, as well as before the Competition Tribunal and numerous private arbitral panels. He is fluently bilingual in English and French and conducts trials or appellate advocacy in either language.

PARLIAMENT, Lisa

McMillan LLP, Toronto

416.865.7801

lisa.parliament@mcmillan.ca

Featured in Litigation (Nationwide – Canada)

Practice Areas: Lisa is an experienced litigator recognized for her skilled and effective handling of high-stakes litigation. She is recognized nationally and internationally for her expertise in product liability and class action matters. She has been appointed national counsel for a number of leading companies, assisting them to manage their litigation and legal matters across Canada. She is regularly retained to represent leading companies as lead counsel in class actions, complex product liability litigation, and regulatory matters. Lisa has extensive expertise in defence of high-stakes, multijurisdictional class actions and has helped a number of clients to obtain early dismissal or discontinuance of putative class action proceedings in Canada. Lisa also provides proactive advice and representation on regulatory requirements and management and mitigation of litigation and class action risk. She has substantial expertise advising on multijurisdictional product compliance and in supporting manufacturers, importers, distributors, and retailers with investigations, multijurisdictional reporting, recalls and corrective actions, and related class actions.

RODRIGUE, Sylvie

Torys LLP, Montréal
+1 416 865 8105

srodrigue@torys.com

Featured in Dispute Resolution (Nationwide – Canada), Litigation (Nationwide – Canada)

Practice Areas: With a broad litigation practice and extensive experience defending cases in all provinces across Canada, including class actions both pre-certification and at trial, Sylvie has a formidable track record supporting clients in their highest-profile disputes. Sylvie has been involved in a wide range of litigation matters, including multi-jurisdictional class actions, relating to product liability, drugs and medical devices, banking, privacy, constitutional law, competition law, consumer complaints, civil liability, employment matters, securities, large tort and negligence. She regularly represents clients in the banking, retail, technology, manufacturing, communication, real estate, railway, aviation and pharmaceutical industries in a variety of commercial disputes. Sylvie has appeared before all levels of court, including the Supreme Court of Canada. In 2021, she successfully represented the Canadian Olympic Committee and Olympian Mandy Bujold against the International Olympic Committee before the Court of Arbitration for Sports in Switzerland on a pro bono basis. The legal challenge, which led to Ms. Bujold's participation at the 2021 Tokyo Olympics, raised human rights and discrimination issues on the basis of pregnancy and resulted in a landmark decision for the benefit of female athletes worldwide. Sylvie was awarded the designation of *Advocatus Emeritus* by the Québec Bar, a distinction awarded to a limited number of lawyers to honour an outstanding legal career, remarkable contribution to the profession and dedicated efforts to social or community services. She was also recognized by the WXN in 2016 and 2019 as one of Canada's Top 100 Women and was named 2021 Litigator of the Year by Canadian Law Awards. She is consistently recognized by Benchmark as one of Canada's top female litigators and by Chambers and other ranking publications for her work in product liability and class action matters. Sylvie leads our Montréal office, as well as Torys' national Class Action practice.

SUTTON, Randy

Norton Rose Fulbright, Toronto

416.216.4046

randy.sutton@nortonrosefulbright.com

Featured in Litigation (Nationwide – Canada)

Practice Areas: Randy Sutton practises dispute resolution and regulatory law. Mr. Sutton has represented clients in the provincial and federal courts across Canada, in arbitrations (both domestic and international) and in a variety of administrative proceedings. He is a member of the British Columbia, Saskatchewan and Ontario

bars. His litigation practice includes the representation of clients in commercial, class action, competition, environmental, product liability, product recall, insurance, defamation and franchise matters. He has particular experience in class action litigation matters and has acted in class actions throughout Canada. Mr. Sutton also provides ongoing regulatory advice in a variety of areas and has dealt with a number of federal and provincial regulatory authorities and represented clients in regulatory investigations. He has also conducted a number of internal investigations for clients concerning regulated conduct, and provides risk management advice. Mr. Sutton is the co-chair of our national class actions team, global co-head of our life sciences and healthcare industry group, and the partner responsible for professional liability matters in Ontario.

WORDEN, Grant

Torys LLP, Toronto
416.865.7698
gworden@torys.com

Featured in Litigation (Nationwide - Canada)

Practice Areas: Grant's civil litigation practice is broad, with an emphasis on class actions, product liability, procurement disputes, administrative law and intellectual property disputes. He brings market awareness and pragmatic insight to players in the life sciences industry through his significant experience representing life sciences clients in complex product liability and commercial proceedings. Grant acts as both trial and appellate counsel and has appeared as counsel before the courts in Ontario, Québec, Saskatchewan, Alberta and British Columbia as well as the Federal Court of Canada and the Federal Court of Appeal. He also represents renewable energy developers in REA appeal hearings relating to large-scale wind projects before the Ontario Environmental Review Tribunal.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Projects & Construction

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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- Construction p.290
- Projects PPP & Infrastructure p.295
- Public Procurement p.299
- Leading Individuals p.302

Construction

Construction
Leading Firms
Band 1
Borden Ladner Gervais LLP
Osler, Hoskin & Harcourt LLP
Singleton Urquhart Reynolds Vogel LLP
Band 2
Bennett Jones LLP
Dentons Canada LLP
Glaholt Bowles LLP
Goodmans LLP
Rose LLP
Band 3
Blake, Cassels & Graydon LLP
Cassels Brock & Blackwell LLP
Gowling WLG (Canada) LLP
McCarthy Tétrault LLP
McMillan LLP
Miller Thomson LLP
Norton Rose Fulbright
<i>* Indicates individual with profile.</i>
<i>◇ (ORL) = Other Ranked Lawyer.</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais houses a market-leading construction practice with impressive bench strength. The firm maintains a fine track record in litigation arising in the industry, where it often acts for both contractors and subcontractors. The team is regularly called upon for its strengths in matters pertaining to project development. It acts for a range of distinguished regional, national and multinational clients operating in both the public and private sectors across Canada. The group offers notable experience advising clients involved in the transportation, energy and natural resources and healthcare sectors.

Strengths

“BLG is easily one of the best teams at responding promptly but thoroughly. They go above and beyond to ensure we are taken care of as a client.”

“BLG stands out because of its depth.”

“BLG is exceptional at always coming up with unique solutions to problems.”

Work highlights A Borden Ladner Gervais team led by Jeffrey Vallis acted on behalf of Zurich to protect its interest regarding the supply of bonds and its potential liability for associated environ-

Construction
Senior Statespeople
Senior Statespeople: distinguished older partners
Banfai Geza <i>McMillan LLP*</i>
Glaholt Duncan <i>Glaholt Bowles LLP</i>
Kenny William <i>Kenny Law (ORL) ◇</i>
McLauchlin Andy <i>Goldman Sloan Nash & Haber (ORL) ◇</i>
Leading Individuals
Band 1
Alter Matthew <i>Cassels Brock & Blackwell LLP</i>
Martin Karen <i>Dentons Canada LLP</i>
Reynolds R Bruce <i>Singleton Urquhart Reynolds Vogel</i>
Sebastiano Rocco <i>Osler, Hoskin & Harcourt LLP</i>
Shaban Richard <i>Borden Ladner Gervais LLP</i>
Singleton John <i>Singleton Urquhart Reynolds Vogel LLP</i>
Vogel Sharon <i>Singleton Urquhart Reynolds Vogel LLP</i>
Wise Howard <i>Goodmans LLP</i>
Band 2
Ackerley Glenn <i>WeirFoulds LLP (ORL) ◇*</i>
Bowles Brendan <i>Glaholt Bowles LLP*</i>
Grégoire Simon <i>Borden Ladner Gervais LLP</i>
Hammel Scott <i>Miller Thomson LLP</i>
Logan John <i>Jenkins Marzban Logan LLP (ORL) ◇</i>
Lucky Donald <i>Reynolds Mirth Richards & Farmer (ORL) ◇</i>
Morrison Patricia <i>Borden Ladner Gervais LLP</i>
Vallis Jeffrey <i>Borden Ladner Gervais LLP</i>
Wong Richard G.C. <i>Osler, Hoskin & Harcourt LLP</i>
Band 3
Annibale Jason J. <i>McMillan LLP*</i>
Cosentino Joseph <i>Goodmans LLP</i>
Gagnon Nicolas <i>Lavery, de Billy (ORL) ◇</i>
Ivanoff Paul <i>Osler, Hoskin & Harcourt LLP</i>
Krupat Howard <i>DLA Piper (Canada) LLP (ORL) ◇</i>
Roth Jason <i>Bennett Jones LLP</i>
Scheibel Phillip <i>Rose LLP</i>
Band 4
Armstrong Christopher <i>McLean & Armstrong (ORL) ◇</i>
Astolfo Sandra <i>WeirFoulds LLP (ORL) ◇*</i>
Betts Ted <i>Gowling WLG (Canada) LLP</i>
Gillott Roger <i>Osler, Hoskin & Harcourt LLP</i>
Hickman Stephanie <i>Cox & Palmer (ORL) ◇</i>
Lee Andrea <i>Glaholt Bowles LLP*</i>
Ryan Mick <i>Stewart McKelvey (ORL) ◇</i>
Band 5
Déry Claudia <i>Norton Rose Fulbright*</i>
Grenier Glenn <i>McMillan LLP</i>
Hankinson Stuart <i>Singleton Urquhart Reynolds Vogel</i>
Hayes Matthew T. <i>McInnes Cooper (ORL) ◇</i>
Haythorne John <i>Dentons Canada LLP</i>
Heard Joel <i>Osler, Hoskin & Harcourt LLP</i>
Kapusianyk Brian <i>Gowling WLG (Canada) LLP</i>
Little James <i>Singleton Urquhart Reynolds Vogel LLP</i>
Olexiuk Paula <i>Osler, Hoskin & Harcourt LLP</i>
Picco Dennis <i>Dentons Canada LLP</i>
Reid Brian <i>Bennett Jones LLP</i>
Sammon Matthew <i>Lenczner Slagter (ORL) ◇*</i>
Skene Michael <i>Borden Ladner Gervais LLP</i>
St. Cyr Mark <i>Cassels Brock & Blackwell LLP</i>
Tremblay Louis-Michel <i>Miller Thomson LLP</i>
Tupper David V. <i>Blake, Cassels & Graydon LLP</i>
Vetsch Peter <i>Rose LLP</i>
Up-and-coming individuals
Brown Graham <i>Cassels Brock & Blackwell LLP</i>
Forristal Annik <i>McMillan LLP*</i>
Gardner Jesse <i>Singleton Urquhart Reynolds Vogel LLP</i>
MacArthur-Stevens Brendan <i>Blake, Cassels & Graydon</i>
Mansour Jana W. <i>Dentons Canada LLP</i>
Petrucci Christopher <i>Bennett Jones LLP</i>
Stenger Geoffrey P. <i>Bennett Jones LLP</i>
Associates to watch
Campbell Connor <i>McMillan LLP*</i>
Cosgrave Emma <i>DLA Piper (Canada) LLP (ORL) ◇</i>
Garraway Stephanie <i>Cassels Brock & Blackwell LLP</i>
Gilroy Robert <i>Dentons Canada LLP</i>
Haile Webnesh <i>Singleton Urquhart Reynolds Vogel LLP</i>
McCarthy Ethan <i>Osler, Hoskin & Harcourt LLP</i>
Neill Tristan <i>Gowling WLG (Canada) LLP</i>
Reynolds Nicholas <i>Singleton Urquhart Reynolds Vogel</i>

mental remediation of lands located in the Northwest Territories.

Notable practitioners

Leading construction lawyer **Richard Shaban** is widely acclaimed for his work on behalf of surety providers as part of his diverse practice that covers large-scale energy and infrastructure developments. He operates out of the firm's Toronto office. **Strengths:** *“He is extremely professional, knowledgeable, calm and unflappable.”*

Montréal-based **Simon Grégoire** is experienced in the handling of litigation and disputes, particularly those arising in the construction of infrastructure and energy projects in Québec.

Strengths: *“Simon is a very, very good construction lawyer.” “He is knowledgeable about leading issues in construction.”* Construction group leader **Patricia Morrison KC** ably handles front-end and contentious matters in the sector. She provides counsel to owners, contractors and sure-

ties from the firm's Calgary office. **Strengths:** "Trish is very detail-oriented and she can think on her feet." "She is an excellent lawyer who's great to work with. She is very responsive and provides high-quality advice and strategic direction on complex disputes." Calgary-based **Jeffrey Vallis KC** specialises in the handling of large-scale construction disputes. He is frequently sought after by engineering and architecture companies to advise on contentious mandates. **Strengths:** "Jeffrey is an excellent litigator." **Michael Skene** is a Vancouver-based partner who has a broad client base which includes contractors and developers. He focuses his practice on handling complex disputes, including those arising from delays in construction projects.

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is a highly regarded law firm that is recommended for its extensive capabilities in front-end construction issues across Canada, particularly in the energy, transportation and social infrastructure arenas. Its construction and engineering practice offers further expertise in the construction of agriculture and manufacturing facilities. The team regularly acts for authorities, owners, contractors and subcontractors involved in the construction of key projects. It is also sought after for advice on construction disputes, including arbitration proceedings. Clients benefit from the group's expertise and hands-on experience of lawyers also qualified as professional engineers.

Strengths

"The team is very knowledgeable and thoughtful."

"Osler has a very capable team – they are extremely responsive and thorough."

"It's an outstanding firm, the team is at the top of their game."

Work highlights An Osler team led by Rocco Sebastiano advised Runnymede Healthcare Centre on all legal and commercial aspects of the development of a long-term care home in Toronto, including contract management issues and delay claims.

Notable practitioners

Rocco Sebastiano is well regarded for his expertise in construction and is further renowned for his astute handling of technical matters relating to the construction of power projects. Based in the firm's Toronto office, he is particularly reputed for his handling of contractual processes. **Strengths:** "Rocco is one of the pre-eminent construction lawyers in Canada. He does absolutely fantastic work and he is an invaluable resource." **Richard Wong** is a regular feature on construction projects in Toronto, and is frequently mandated on front-end matters such as contract drafting and negotiations, risk allocation and project structuring. He has significant expertise in relation to power and renewable energy developments. **Strengths:** "Richard has excellent commercial awareness."

Paul Ivanoff possesses experience assisting with contentious matters in the construction sector, servicing clients out of the firm's Toronto office. Toronto-based litigator **Roger Gillott** exercises his abilities in disputes before all levels of court in the construction space, representing a range of municipal and private clients. Toronto-based

partner **Joel Heard** has extensive experience in the construction space. He is routinely called upon to provide counsel on issues relating to large-scale development projects, including negotiations regarding design-build contracts and team arrangements. **Strengths:** "Joel provides excellent and timely advice." "He is whip-smart and I can always count on him for thorough and thoughtful advice." **Paula Olexiuk** is the cochair of the construction and infrastructure practice group. She has considerable strength in matters arising from energy and renewable energy projects, such as contract negotiations. **Strengths:** "Paula is an excellent resource on projects." Toronto-based **Ethan McCarthy** is noted for his ability to advise clients on a range of matters stemming from commercial and industrial development projects. He has notable experience handling contract negotiations and delay claims arising from complex projects. **Strengths:** "Ethan's work is exceptional – he has excellent technical skills." "Our team has a great deal of respect for him."

Singleton Urquhart Reynolds Vogel LLP

What the team is known for Singleton Urquhart Reynolds Vogel is a premier construction boutique offering excellent bench strength with expertise pertaining to project development, claims and disputes, and construction arbitration. The group represents an enviable roster of municipalities, public authorities and international clients across public and private developments. The practice is frequently called upon as counsel across a range of sectors including energy, transport and public infrastructure. The firm is further distinguished for its work on the development of federal legislation. It has offices in Vancouver and Toronto.

Strengths

"The team is collaborative and solution-oriented."

"Singleton Urquhart has strong bench strength."

"They are also highly responsive and tackle complex issues very quickly."

"Singleton provides the highest level of strategic support and expertise when engaged to assist with complex, multiparty construction matters."

Work highlights A Singleton Urquhart team, led by Sharon Vogel, Peter Wardle, and Jesse Gardner, provided counsel to the City of Ottawa on the provincial public inquiry into the circumstances that led to Stage 1 breakdowns and derailments of the Ottawa Light Rail Transit system.

Notable practitioners

Toronto-based firm co-managing partner **Bruce Reynolds** is renowned for his significant role in the development of federal legislation in the construction space. He frequently assists a number of public authorities and private entities across the energy, natural resources and infrastructure spaces. **Strengths:** "Bruce is an academic, thorough and fair advocate." "He is the leading construction attorney in the Ontario market." Firm chair **John Singleton KC** is a pre-eminent Canadian construction lawyer who is highly reputed for his involvement in claims and disputes related to significant developments across Western Canada, earning further recognition for his skill in arbitration and mediation. He is based in Vancouver. Pre-eminent Toronto-based construction lawyer **Sharon Vogel**

is highlighted for her prominent role in legislative developments and has further practice expertise in handling disputes for a variety of municipal and private clients. **Strengths:** "Sharon has a breadth of knowledge in the construction sector." "She is an exceptional lawyer." Vancouver-based **Stuart Hankinson KC** handles a range of construction disputes for a wide variety of sector participants. He is equally capable as a litigator as he is in arbitration. **James Little** is a Toronto-based lawyer with a reputable contentious construction practice. He advises a host of clients on both domestic and international delay and disruption claims. **Strengths:** "James is very responsive and provides thoughtful, strategic advice." "He's a very talented construction attorney." "James is a great attorney – he is smart and understands the industry." **Jesse Gardner** is a Toronto-based partner noted for his ability to handle both contentious and non-contentious matters in the construction space. He has considerable strength advising clients on delay and disruption claims. **Strengths:** "Jesse excels at providing timely and strategic legal advice at all times." "He is a very experienced litigator." **Webnesh Haile** capably assists on construction disputes for major infrastructure projects across Ontario. Her clients include public bodies and project companies. **Strengths:** "Web is a great construction attorney. She has fantastic responsiveness and an excellent understanding of the construction legal framework." **Nicholas Reynolds** advises on a wide spectrum of construction disputes, notably those arising from border crossing and wind farm projects. His practice is based in Toronto. **Strengths:** "His greatest strength is attention to detail – he's very thorough and detail-oriented."

Band 2

Bennett Jones LLP

What the team is known for Bennett Jones is a Calgary-headquartered law firm with a strong Western Canadian construction practice, specialising in the provision of front-end construction counsel. The firm's capital projects department handles construction agreements and contract development, drawing upon the firm's recognised strength assisting clients in the power, oil and gas sectors. The team also advises on litigation and arbitration.

Strengths

"The team is efficient and champions pragmatic solutions."

"The lawyers are well organised and handle complex matters with ease."

Work highlights A Bennett Jones team, led by Jason Roth, advised Sherritt International Corporation on EPC matters related to the expansion of a nickel refinery in Alberta.

Notable practitioners

Calgary-based **Jason Roth** leads the firm's construction law group and is frequently sought out by clients in the power and gas sectors to assist with the negotiation and development of EPC and other contracts relating to project construction. **Strengths:** "Jason is a fabulous lawyer." "An excellent construction lawyer very capable of finding practical solutions to complex construction project

issues.” Calgary-based **Brian Reid** demonstrates considerable strength representing clients in complex litigation and arbitration proceedings. He is noted for his ability to handle delay and disruption disputes, as well as negotiate construction contracts. **Strengths:** “*Brian is knowledgeable and practical.*” **Christopher Petrucci** boasts a burgeoning practice in the construction space. He is highly regarded as a litigator and is notably adept at providing counsel on audit disputes and cost overrun claims. **Geoffrey Stenger** is a Calgary-based partner who is adept at assisting clients with their construction needs in relation to major energy, healthcare and residential development projects. **Strengths:** “*He’s a really strong lawyer who’s incredibly intelligent.*”

Dentons Canada LLP

What the team is known for Dentons has a notable team in Canada that is developing a solid presence in the construction sphere. The firm is well recognised for its involvement in significant infrastructure developments, and is often engaged on front-end construction mandates, with additional expertise in contentious matters. Clients benefit from construction lawyers based in Vancouver, Calgary and Montréal.

Strengths

“*The team is excellent, they are very confident and very good in terms of handling technical issues.*”

“*Dentons’ group offer practical solutions that are business-focused.*”

“*The team know the market very well and they are thoughtful and pragmatic.*”

Work highlights Led by Jana Mansour, Karen Martin KC and Joseph Lougheed, a Dentons team advised the JGC Fluor BC LNG Joint Venture in its role as engineering, procurement and construction contractor for the construction of an LNG export terminal in Kitimat.

Notable practitioners

Vancouver-based **Karen Martin KC** has impressive expertise in construction matters concerning infrastructure projects. Managing a broad portfolio of matters including dispute resolution, contract development and risk mitigation, she offers skilled counsel in arbitration and litigation. **Strengths:** “*She certainly knows her stuff and she’s got great trial experience.*” “*Karen is very highly regarded in the industry, very pragmatic and has a lot of experience.*” Front-end construction lawyer **John Haythorne** holds a wealth of experience on behalf of municipal bodies and clients in the mining space. He is based in Vancouver. **Strengths:** “*John is experienced and well regarded.*”

Dennis Picco KC is an Edmonton-based partner, whose practice focuses on litigation and dispute resolution. He has notable experience of representing clients in cases arising from disruption and delay claims, as well as cost overrun disputes. **Strengths:** “*Dennis is really solid and has tremendous experience in this space.*” Vancouver-based **Jana Mansour** co-leads the national construction group. He has a distinguished practice, with considerable experience of advising clients on non-contentious issues arising from construction and infrastructure projects, such as procurement and contract negotiations. **Strengths:** “*Jana’s extremely bright and a hard worker.*” “*He provides*

a high quality of service.” **Robert Gilroy** is an associate based out of Dentons’ Edmonton office. He is particularly adept at assisting with claims concerning design errors and delays arising out of significant infrastructure projects. **Strengths:** “*Robert is a very talented lawyer – he is extremely thorough and knowledgeable in his comments and responses.*” “*Robert was excellent to deal with and answered all our questions quickly and efficiently.*”

Glaholt Bowles LLP

What the team is known for Glaholt Bowles is a widely acclaimed Toronto-based boutique that is highlighted for its construction dispute resolution practice. Reputed for its litigation expertise, the firm offers further capabilities in domestic and cross-border arbitration and mediation. The team enjoys a particularly strong reputation for its work in relation to disputes concerning infrastructure development and is routinely sought after by clients in the transportation sector. It possesses additional expertise in construction matters associated with energy developments. The firm also offers representation in related insurance disputes and public and private procurement issues. **Strengths**

“*The Glaholt team are very good and do excellent work.*”

Work highlights A Glaholt Bowles team, led by Michael Valo, acted for Alstom Transport during a public inquiry to investigate the commercial and technical circumstances that led to the Stage 1 breakdowns and derailments of the Ottawa Light Rail Transit system.

Notable practitioners

Based in Toronto, **Duncan Glaholt** earns widespread recognition as one of the leading lawyers in Canada for construction dispute resolution. He possesses longstanding experience in contentious mandates in the energy, natural resources and infrastructure spaces. **Strengths:** “*He’s is one of the most in-demand construction mediators in the country.*” “*Duncan is excellent and very well renowned in the space.*” **Brendan Bowles** (see p.302) assists clients across a range of disputes and contractual matters in the construction sector. Based in Toronto, he is sought out by public and private clients involved in infrastructure and energy developments. **Strengths:** “*He’s an excellent attorney.*” “*Brendan is a solid, reputable and experienced construction lawyer.*” **Andrea Lee** (see p.303) is a well-respected lawyer with growing experience acting as construction counsel for Canada-wide projects. She is based in Toronto. **Strengths:** “*Andrea is a really strong lawyer.*” “*She brings a depth of knowledge to her construction practice, which is helpful when you’re getting into the technical detail.*”

Goodmans LLP

What the team is known for Goodmans is a Toronto law firm with a reputable construction team that is well versed in the handling of both contentious and non-contentious matters. It is frequently sought out by operators and contractors from the infrastructure and engineering sectors. The firm is noted for its strong advocacy in litigation and arbitration. **Strengths**

“*They have a very qualified and talented team of attorneys who can scale their efforts up or down to meet the needs of large complex and sophisticated matters.*”

“*The Goodmans team is extremely knowledgeable, they are key in researching and developing required strategies.*”

“*Goodmans has a very strong and deep team that is very responsive and has broad commercial awareness.*”

Work highlights A Goodmans team led by Howard Wise represented Walsh Construction Company Canada in its claim against the Toronto Transit Commission, relating to the construction of the Steeles West Pioneer Village subway station.

Notable practitioners

Howard Wise leads the firm’s construction and infrastructure group out of Toronto and is highly accomplished in complex litigation and arbitration matters. **Strengths:** “*Howard is a top-notch construction litigator who always has a firm handle on the most important issues.*” “*He is thorough and dedicated to achieving positive results.*” “*He’s extremely experienced and knowledgeable in construction law, with the ability to handle large and complex cases.*” Toronto-based **Joseph Cosentino** assists clients with the disputes process as well as advising on front-end construction matters including contract negotiation in the residential space. **Strengths:** “*Joseph is fantastic to work with.*” “*He’s an exceptional resource who’s professional and collaborative.*”

Rose LLP

What the team is known for Rose LLP is a specialised law firm located in Alberta with extensive construction law expertise. Its lawyers draw on notable litigation capabilities when acting on high-stakes disputes, including those arising from infrastructure projects regarding matters such as delays and overrunning costs. The practice also offers expertise in arbitration and mediation, and frequently handles front-end matters for major global energy entities, with a focus on oil sands in the province.

Strengths

“*Rose has a very talented group of lawyers.*”

“*The team is very knowledgeable.*”

“*Rose is exceptional at helping us navigate challenging issues.*”

Work highlights A Rose LLP team, led by Phillip Scheibel, acted for AltaLink in defence of a claim made by Rokstad-Wilson for schedule delay, related costs and project-related damages in the construction of the Western Alberta Transmission Line.

Notable practitioners

Phillip Scheibel specialises in the representation of construction interests in oil, gas, and commercial projects. Based in Calgary, he offers capabilities in front-end construction matters, as well as acting on disputes across Western and Central Canada. **Strengths:** “*He has a great reputation in the space.*” **Peter Vetsch** is an Alberta-based partner, who demonstrates considerable strength handling non-contentious issues in the construction space. He is notably adept at advising clients on contract drafting and negotiations, as well as procurement matters. **Strengths:** “*Peter is*

an excellent lawyer – he is practical and very service-orientated.” “He provides exceptional responsiveness.”

Band 3

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon's team works out of the firm's Montréal, Calgary and Vancouver offices. The group is noted for its strength in advising a broad range of clients, including developers, contractors and municipalities. The practitioners have considerable experience of handling contentious issues, such as defects and delays claims. The team also demonstrates its ability to provide counsel on non-contentious matters, such as procurement.

Strengths

“The quality of their legal work is consistently brilliant, they are methodical and highly organised.”

“Blakes is an excellent team to work with and it contains knowledgeable and experienced partners.”

“Its bench of partners and associates is extremely deep and all of the members are extremely responsive and professional.”

Work highlights Led by David Tupper and Marianne Smith, Blakes is acting for the City of Calgary with the development of a light rail transit line in Calgary.

Notable practitioners

Alberta-based **David Tupper** is a distinguished litigator with a considerable presence in the construction space. He is also adept at handling complex arbitration proceedings. He has further strength in advising clients on non-contentious issues, such as procurement strategies and contract negotiations. **Strengths:** *“David is an excellent lawyer.” “He has breadth of experience and he understands the law and how to apply it extremely well.”* **Brendan MacArthur-Stevens** is based in the Calgary office and he is noted for his strength in representing clients in complex litigation, as well as advising them on alternative dispute resolution. He is held in high regard for his ability to handle matters arising from design and deficiency claims. **Strengths:** *“Brendan is very pragmatic and timely.”*

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell LLP operates an experienced Toronto-based construction practice. The team is regularly involved in major construction projects in Canada, with noted strength in the province of Ontario. It frequently represents construction contractors, municipalities and education providers in both contentious and non-contentious matters.

Strengths

“Cassels Brock has a deep bench.”

“The team contains great litigators and a strong bench.”

“Its practitioners are articulate and well-versed with handling complex issues. They also provide great attention to detail.”

Notable practitioners

Toronto-based **Matthew Alter** possesses a strong disputes practice, in addition to his in-depth exper-

tise of front-end construction matters. **Strengths:** *“A top-tier construction lawyer.” “Matthew is one of the top construction law experts in the industry and is always responsive to clients’ needs.”* **Mark St. Cyr** is a Toronto-based lawyer with a non-contentious construction practice. He has noteworthy experience providing legal guidance to municipalities and educational providers on a host of construction projects. **Strengths:** *“Mark is really practical and has a very good grasp of the market.” “Mark carries an immense knowledge base to supporting the reasoning of his ideas and brilliant solutions.”* **Graham Brown** is a Toronto-based partner who is highlighted for his strength in handling contentious issues, including matters related to delays and deficiencies in constructions and breach of contract claims. **Strengths:** *“Graham is thorough and can grasp complex construction concepts.” “He provides excellent service.”* **Stephanie Garraway** is an associate based out of Cassels Brock & Blackwell's Toronto office. She principally assists clients with procurement and contract drafting in relation to transportation and social infrastructure projects. **Strengths:** *“Stephanie demonstrates great speed in closing complex situations with easy solutions.” “She has smart ideas and the relevant expertise in infrastructure projects, which together with her commercial know-how, is a strong add-on.”*

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG is highlighted for its strong construction and infrastructure practice. The team is routinely depended upon to provide counsel on complex front-end issues, including the structuring of projects, contract negotiations and the procurement process. Its practitioners also demonstrate their ability to represent clients in contentious matters and resolve disputes arising from complex projects. The team operates out of the firm's Toronto and Calgary offices.

Strengths

“Its members are very efficient, attentive and respectful.”

“Gowling’s team has a significant amount of experience and knowledge.”

“The group handles very high-value disputes and litigation and they offer extremely strategic advice.”

Work highlights A Gowling team, lead by Ted Betts, acted for the City of Greater Sudbury in the procurement, design and construction of the Sudbury Events Centre.

Notable practitioners

Infrastructure and construction practice lead **Ted Betts** practises out of the firm's Toronto office and has significant experience in the construction of real estate developments. **Strengths:** *“Ted is very experienced and knowledgeable and he has deep industry contacts.”* Calgary-based **Brian Kapusianyk KC** is a strong litigator in the construction space. His clients stem from the insurance, energy and construction sectors. **Strengths:** *“Brian has extensive knowledge and experience in defending clients. He also has a pragmatic and efficient approach.” “He’s very good at getting to the heart of the matter and he’s very time-effective.”*

Tristan Neill is an associate based in Gowling WLG's Kitchener office. He focuses his practice

on handling construction and infrastructure litigation. He has further experience of advising clients on contract negotiations. **Strengths:** *“He’s knowledgeable and he fosters great client relationships.” “Tristan is very responsive, detail-oriented and thorough with his work.”*

McCarthy Tétrault LLP

What the team is known for McCarthy has a strong construction team that offers full services throughout the life cycle of a project, from front end-related issues to completion. The team also shows its ability to handle complex litigation, including matters arising from contract disputes and delay claims. Its members are also adept at providing guidance on procurement issues. Its practitioners are based across the country, notably in Montréal, Vancouver, Calgary and Toronto.

Strengths

“The firm is a strong source of knowledge.”

“Our McCarthy counsel has a strong grasp of the legal issues and strategic avenues – they provide sound legal advice to assist in resolving disputes.”

“The entire team are always very prepared, professional and a pleasure to deal with.”

Work highlights A McCarthy team, led by Bryan West, provided day-to-day full life-cycle legal services to bclMC Realty Corporation, QuadReal and BentallGreenOak, in the development of the Post Vancouver. This included assisting with contract drafting and early dispute management and resolution.

Notable practitioners

Scott Chalmers is a key contact.

McMillan LLP

What the team is known for McMillan's team has considerable presence in Toronto. Its members boast notable experience of advising on a wide spectrum of issues related to high-profile construction and infrastructure projects. The practitioners are adept at providing counsel on both contentious and non-contentious issues, such as disputes arising from delay claims and contract negotiations.

Strengths

“McMillan has a talented team of professionals.”

“The team works with excellence, knowledge and detail.”

“McMillan showed the confident ability to quickly assess the situation and provide strategy and legal advice throughout each step of the process.”

Work highlights A McMillan team, led by Glenn Grenier, represented EllisDon Corporation in a CAD17 million claim against Ottawa Community Housing Corporation, arising from delays in a development project consisting of a 108-unit apartment building and 16 stacked townhomes.

Notable practitioners

Toronto-based **Geza Banfai** (see p.302) advises on a broad array of matters, including contract agreements and disputes, earning further recognition for his academic contributions to the sector. **Strengths:** *“Geza brings an incredible industry perspective, both through his tenure and having represented all sides of the equation – this gives him an uncanny ability to get to the heart of the issue.” “Geza’s dedication to and knowledge of*

this industry is phenomenal." **Jason Annibale** (see p.302) regularly assists with dispute resolution in the construction space, representing the interests of developers, operators and financiers of construction projects in his position as co-leader of the firm's construction and infrastructure group in Toronto. **Strengths:** "Jason is an excellent client advocate." "He continuously has the clients' best interests at heart." "Jason is very knowledgeable in perceiving the path forward and providing sound counsel." Toronto-based **Glenn Grenier** is a distinguished litigator whose clients include contractors, developers and engineers, among others. He has deep experience of handling issues arising from delay and lien claims. **Strengths:** "Glenn consistently demonstrates a very strong knowledge of construction contract law." **Annik Forristal** (see p.303) is a former engineer who utilises her previous experience to provide her construction clients with reliable counsel. She is particularly adept at assisting with the negotiation and drafting of construction contracts for master-planned communities and redevelopment projects. **Strengths:** "Annik brings a unique blend of engineering expertise and technical knowledge which she couples seamlessly with her legal knowledge to get incredible outcomes." "She is sharp, articulate and responsive." **Connor Campbell** (see p.302) is an associate based out of McMillan's Toronto office. He regularly assists clients with claims relating to time, costs and defects, including both arbitration and adjudication hearings. **Strengths:** "Connor has been an wonderful resource throughout the process. He is thoughtful, articulate and detail oriented." "Connor is prompt, courteous and efficient to interact with."

Miller Thomson LLP

What the team is known for Miller Thomson offers expertise in front-end mandates and contentious matters within the construction arena, with notable strength in Alberta and Québec. The firm acts for a wide range of clients including developers, contractors, subcontractors and engineers from both the public and private sectors. The team is particularly active on behalf of clients in the infrastructure sector, in addition to those in energy and natural resources.

Notable practitioners

Scott Hammel is well regarded for his handling of construction disputes out of his base in Edmonton. He is also engaged in arbitration proceedings, where he has significant experience. **Strengths:** "He's an excellent lawyer." Montréal-based **Louis-Michel Tremblay** regularly assists companies from the natural resources, energy and industrial sectors with construction arbitration and mediation. **Strengths:** "He has a lot of experience in construction." "Louis-Michel is a strong lawyer."

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright offers significant experience handling construction matters in Québec, in addition to its notable offering in British Columbia. The firm regularly acts for key players in the construction industry on both disputes and contractual issues. The team is also highlighted for its advice on integrity requirements in public procurement. The

group typically represents developers, contractors, subcontractors and suppliers involved in the development of social infrastructure, transport and energy projects.

Strengths

"Norton Rose has the ability to navigate complex files involving sensitive issues."

Work highlights A Norton Rose Fulbright team advised Copenhagen Infrastructure Partners on the acquisition, subsequent development, project financing and disposition of the 465 MW Travers solar power project.

Notable practitioners

Montréal-based **Claudia Déry** (see p.302) is the co-head of the construction and engineering team. She regularly represents clients in complex construction litigation, and she is also an effective arbitrator. **Strengths:** "Claudia is very proactive and she's able to bring really valuable advice to the table."

Other Ranked Lawyers

Glenn (see p.302) **Ackerley** (see p.302) of WeirFoulds LLP represents owners, developers and contractors in a range of construction matters. Based in Toronto, he is particularly renowned for his management of disputes born out of construction projects, including contract disputes, delay and lien claims.

Strengths:

"Glenn is well respected, very significant and very active in this space."

"He's a solid lawyer."

Vancouver-based **Christopher Armstrong** is a distinguished partner at McLean & Armstrong. He assists clients in both contentious and non-contentious matters ranging from procurement, to contract development and then dispute resolution when issues arise.

Strengths:

"Christopher is a really smart attorney."

"He's an excellent lawyer."

Sandra Astolfo (see p.302) of WeirFoulds LLP has considerable experience in the construction and infrastructure space. She is adept at handling a broad array of issues, including construction agreements. She also advises clients on procedures in the event of an insolvency of a project participant.

Strengths:

"Sandra is really strong and very experienced."

Emma Cosgrave of DLA Piper (Canada) LLP is a construction associate who is based in the firm's Toronto office. She has developed a notable practice assisting clients with disputes involving design, delay, payment and force majeure claims.

Strengths:

"Emma's service levels are excellent."

Nicolas Gagnon of Lavery, de Billy is based in Montréal and is a respected construction lawyer, capable of guiding clients through both construction projects and arbitration proceedings.

Strengths:

"Nicolas is very active and knowledgeable."

"He's very well respected and thought highly of in this area."

Matthew Hayes of McInnes Cooper is regularly

depended upon to represent clients in complex disputes. He boasts notable experience of successfully acting as both a litigator and arbitrator. His practice is based in the Saint John office.

Strengths:

"Matthew's a very knowledgeable lawyer."

"He's an experienced practitioner."

Based in St John's, Newfoundland, **Stephanie Hickman** of Cox & Palmer has noted expertise in construction contractual matters.

Strengths:

"Stephanie is a really excellent practitioner."

"She does great procurement work on the front-end."

William Kenny KC of Kenny Law remains a leading figure in the construction field, with long-standing experience handling complex disputes in the space. He is based in Edmonton, and his clients include engineering companies, contractors and owners.

Leading DLA Piper (Canada) LLP's construction group out of Toronto, **Howard Krupat** is well regarded in the construction space for his role in disputes arising in the course of infrastructure developments.

Strengths:

"Howard's dedication to his clients and his unwavering commitment to delivering exceptional results make him an outstanding legal partner."

Managing partner **John Logan KC** of Jenkins Marzban Logan LLP specialises in the handling of contentious matters in the construction space. Based in Vancouver, he is particularly well known for his representation of contractors engaged in disputes.

Strengths:

"John is very knowledgeable."

Construction team leader **Donald Lucky** of Reynolds Mirth Richards & Farmer advises owners and contractors throughout the Calgary market on the construction of numerous projects, particularly in the energy and infrastructure sector.

Andy McLaughlin of Goldman Sloan Nash & Haber LLP has considerable expertise in alternative dispute resolution, earning recognition for his experience handling mediation and arbitration. He is based in Toronto.

Mick Ryan KC of Stewart McKelvey capably advises on contentious matters in the construction sector. Based in Halifax and operating throughout Nova Scotia, he is well respected for his navigating of interests through complex disputes.

Strengths:

"Mick does great construction work."

Matthew Sammon (see p.185) of Lenczner Slaght is highlighted for his ability to represent clients in a broad array of disputes arising from complex construction and infrastructure projects. He handles construction lien work, as well as allegations of design and construction deficiencies.

Strengths:

"Matt is an exceptional advocate."

"He's detailed and to the point."

Projects PPP & Infrastructure

Projects: PPP & Infrastructure
Leading Firms
Band 1
Blake, Cassels & Graydon LLP
Davies Ward Phillips & Vineberg LLP
McCarthy Tétrault LLP
Osler, Hoskin & Harcourt LLP
Band 2
DLA Piper (Canada) LLP
Torys LLP
Band 3
Fasken
McMillan LLP
Norton Rose Fulbright
Band 4
Borden Ladner Gervais LLP
Farris LLP
Gowling WLG (Canada) LLP
Stikeman Elliott LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon has an outstanding team of lawyers who are heavily involved in significant infrastructure projects across Canada. The practice continues to be active on secondary market transactions involving PPPs, assisting with auctions and private negotiations. The group remains a leader in developing PPP structured agreements and related contracts by mobilising its depth of knowledge in asset classes ranging from energy, building construction and water to transportation and transit.

Strengths

"They are always on the leading edge. They are highly skilled and very attentive lawyers."

"They have such experience with this type of work that they have kind of seen it all. They can talk to us about the potential risk and benefits from a practical standpoint."

"They are always aware of the commercial issues, and are solution-oriented."

Work highlights Marianne Smith led the Blakes team that acted for the City of Calgary on the development of the Green Line LRT project.

Notable practitioners

Catherine Doyle is renowned in the Canadian PPP and infrastructure space for her representation across project finance and development over a suite of sectors. Based in Toronto, she handles major projects on behalf of proponents, investors and consortiums. **Strengths:** "Catherine Doyle is super knowledgeable and experienced." "Catherine is very practical, knowledgeable and commercially minded." **Marianne Smith** assists a range of provincial and municipal authorities with the procurement aspects of public infrastructure projects. Operating out of the firm's Toronto office, she is experienced across a range of sectors including civil infrastructure, transportation and healthcare. **Strengths:** "She's a very good,

Projects: PPP & Infrastructure
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
Bauer Robert T. <i>Davies Ward Phillips & Vineberg LLP*</i>
Eminent Practitioners
Murphy Timothy John <i>McMillan LLP*</i>
Leading Individuals
Star individuals
Bennett Chris <i>Osler, Hoskin & Harcourt LLP</i>
Band 1
Bain Mark WS <i>Torys LLP*</i>
Doyle Catherine <i>Blake, Cassels & Graydon LLP</i>
Southam Gregory G <i>Davies Ward Phillips & Vineberg*</i>
Band 2
Bendell Ian <i>DLA Piper (Canada) LLP</i>
Brown Linda G <i>McCarthy Tétrault LLP</i>
Buchner William <i>Davies Ward Phillips & Vineberg LLP*</i>
Burton Andrew J G <i>DLA Piper (Canada) LLP</i>
Emakpor Tobor <i>Osler, Hoskin & Harcourt LLP</i>
McKenzie Maria <i>Farris LLP</i>
Smith Marianne <i>Blake, Cassels & Graydon LLP</i>
Troke Morgan <i>McCarthy Tétrault LLP</i>
Band 3
Cunliffe Samantha <i>McCarthy Tétrault LLP</i>
Johnson Mark <i>Blake, Cassels & Graydon LLP</i>
LeMoine James <i>Norton Rose Fulbright*</i>
Little David <i>Bennett Jones LLP (ORL) ◇</i>
Massicotte Alain <i>Blake, Cassels & Graydon LLP</i>
Mayer Elizabeth <i>DLA Piper (Canada) LLP</i>
Saga Candy <i>McMillan LLP*</i>
Sanders Douglas R <i>Borden Ladner Gervais LLP</i>
Band 4
Aldcorn Jody <i>McCarthy Tétrault LLP</i>
Bird Sarah <i>Borden Ladner Gervais LLP</i>
Chalmers Ryan <i>Aird & Berlis LLP (ORL) ◇</i>
Donald Danna <i>Osler, Hoskin & Harcourt LLP</i>
Dunsky Ilan <i>Dentons Canada LLP (ORL) ◇</i>
Han Julie <i>McMillan LLP*</i>
Lewinberg Adam <i>Fasken*</i>
Mackay Tara <i>Torys LLP*</i>
Mirza Ahsan <i>McMillan LLP*</i>
Mulligan Matt <i>Norton Rose Fulbright*</i>
Nissan Sandra <i>Norton Rose Fulbright*</i>
Platteel Mark <i>Gowling WLG (Canada) LLP</i>
Van Deurzen Josh <i>Torys LLP*</i>
Younger Douglas <i>Aird & Berlis LLP (ORL) ◇</i>
Up-and-coming individuals
Bardou Charles <i>Dentons Canada LLP (ORL) ◇</i>
Cayouette Nicolas <i>Gowling WLG (Canada) LLP</i>
Hammond Jenya <i>Norton Rose Fulbright*</i>
Rochkin Marta <i>Osler, Hoskin & Harcourt LLP</i>
Wong Lindsay <i>Gowling WLG (Canada) LLP</i>
Associates to watch
Kirsh Marissa <i>Osler, Hoskin & Harcourt LLP</i>
Rana Natasha <i>Gowling WLG (Canada) LLP</i>

solid lawyer who works her way through all details." Montréal partner **Sébastien Vilder** frequently acts as lenders' counsel in relation to power projects, exemplifying particular expertise covering wind farm developments. **Strengths:** "Sébastien is responsive and practical." "Sébastien is a go-to project finance lawyer in Quebec." Toronto-based **Mark Johnson** is sought out for his handling of major developments in social and commercial

Project Finance
Leading Individuals
Band 1
Bennett Chris <i>Osler, Hoskin & Harcourt LLP</i>
Brown Linda G <i>McCarthy Tétrault LLP</i>
Pennycook Carol D <i>Davies Ward Phillips & Vineberg*</i>
Williams Nicholas C <i>Davies Ward Phillips & Vineberg*</i>
Band 2
Allen Michael S. <i>Farris LLP</i>
Bendell Ian <i>DLA Piper (Canada) LLP</i>
Buchner William <i>Davies Ward Phillips & Vineberg LLP*</i>
Doyle Catherine <i>Blake, Cassels & Graydon LLP</i>
Fransen Aaron <i>Stikeman Elliott LLP</i>
Furlan Stephen <i>McCarthy Tétrault LLP</i>
Kelsall Brian C <i>Fasken</i>
Kraag Scott A <i>Torys LLP*</i>
Templeton Jamie <i>Stikeman Elliott LLP</i>
Vilder Sébastien <i>Blake, Cassels & Graydon LLP</i>
Band 3
Donald Danna <i>Osler, Hoskin & Harcourt LLP</i>
Han Julie <i>McMillan LLP*</i>
Mirza Ahsan <i>McMillan LLP*</i>
Palin Joseph <i>McCarthy Tétrault LLP</i>
Parsons Lynn <i>McCarthy Tétrault LLP</i>
Plotkin Ella <i>Fasken</i>
Spadaro Anthony <i>Davies Ward Phillips & Vineberg LLP*</i>
Zemanek Milosz <i>Torys LLP*</i>
Up-and-coming individuals
Behm Liezl <i>McCarthy Tétrault LLP</i>
Jacquin Maxime <i>Stikeman Elliott LLP</i>

infrastructure, where he represents the interests of proponent consortiums, investors and Crown corporations. **Strengths:** "Mark is incredibly knowledgeable and has the broad range of practice that some other lawyers are missing." "Mark is simply wonderful and amazing. He's very responsive." **Alain Massicotte** leads the firm's Montréal infrastructure group, frequently acting for public authorities, sponsors and lenders on a range of project developments.

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg maintains a market-leading profile in the projects and infrastructure space in Canada. The firm frequently advises on municipal and provincial developments across the country, in addition to offering expertise in significant PPP projects in the USA. The team acts for lenders, sponsors and developers, and is frequently singled out for its project finance expertise. It has established a significant base of experience overseeing major LRT projects and advising municipal authorities on water projects.

Strengths

"They have a strong bench from partners through to associates. If other partners have to step in, they are always well briefed and experts in the subject matter."

"I appreciate their overall capabilities and understanding of how we look at projects from a commercial perspective. They focus on the key risks in the areas we care about."

"They are great at what they do."

Work highlights A Davies team led by William Buchner acted as counsel to the design-build joint venture formed by Aecon Infrastructure Management and FCC Construction Canada on the design, build, operation and maintenance of the Regional Express Rail Package 3 project, as part of Ontario's GO Expansion programme.

Notable practitioners

Robert Bauer (see p.329) continues to advise on significant infrastructure developments, drawing upon a wealth of experience and expertise handling market-leading projects in the transportation and real estate sectors. Based in Toronto, he is a pertinent part of the infrastructure landscape in Canada and further afield. Toronto-based **Carol Pennycook** (see p.304) acts for both borrowers and lenders on both domestic and multi-jurisdictional financing transactions. **Gregory Southam** (see p.304) is regarded as a pre-eminent lawyer within the projects space throughout North America, regularly advising on the gamut of PPP models across the transportation, public infrastructure and alternative energy sectors. He is based in Toronto. **Strengths:** "Gregory has strong commercial acumen, deep knowledge and the ability to solve problems." "Greg is strong both legally and commercially." Based in Toronto, **Nicholas Williams** (see p.304) is respected for his experienced counsel on project financing mandates. He is noted for representing institutional investors, insurance companies and developers in both Canadian and US projects. **Strengths:** "Nicholas is a long-term expert in the Canadian project finance market." "Nicholas has a very strong willingness to make sure that we as a client are happy." Operating out of the firm's Toronto office, **William Buchner** (see p.302) is particularly noted for his handling of matters in the healthcare, power and infrastructure sectors and is active across a suite of mandates including project development and financing. **Strengths:** "He's an excellent lawyer." **Anthony Spadaro** (see p.304) acts out of the firm's Toronto office and enjoys a growing reputation for his handling of financing mandates across the power and infrastructure spaces. **Strengths:** "Anthony is hard-working and practical. He consistently delivers." "He is a commercial and excellent litigator."

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is widely regarded as a prominent law firm in the Canadian infrastructure space, with an impressive reputation for its work on behalf of lenders. The practice brings strong expertise to bear in relation to project finance, energy infrastructure and M&A transactions, as well as secondary market transactions involving PPPs. The team represents underwriters, investors, suppliers, utilities, and domestic and international banks, as well as project sponsors and developers.

Strengths

"They have been supportive and vital for our own success."

"They have a very good sense of issues and of the market."

"All team members have consistently been very responsive and diligent."

Work highlights A McCarthy Tétrault team led by

Samantha Cunliffe and Morgan Troke advised the ONxpress Transportation Partners consortium on its contract to design, build, operate and maintain the GO Rail Expansion On Corridor Project.

Notable practitioners

Operating out of the firm's Vancouver office, **Linda Brown** continues to be synonymous with the Canadian infrastructure project finance space, frequently representing proponents and lenders in navigating the bidding, procurement and financing processes related to infrastructure projects. **Strengths:** "Her experience, pragmatism and ability to simplify complex legal matters to lenders is immensely beneficial." "Linda is my top-tier, go-to lawyer." "She leads that team really well. She's very capable." Based in Toronto, **Stephen Furlan** leverages a wealth of experience in the representation of lenders and borrowers engaged in project financing operations, offering particular expertise in relation to power and infrastructure projects. **Strengths:** "Amongst the best lawyers I have ever worked with." "I like that he's strategic in the way he thinks and approaches files. He has lots of great experience." Vancouver-based **Morgan Troke** acts for lenders, borrowers and proponents on both project finance and project development mandates. **Strengths:** "Morgan is an excellent lawyer with a strong commercial perspective." Based in Vancouver, **Samantha Cunliffe** advises both lenders and consortiums across the transportation, healthcare and energy spaces. **Strengths:** "Samantha has an expansive knowledge base of precedents and is able to guide lenders through a variety of commercial and risk matters." "She's an excellent lawyer with a strong commercial perspective." **Joseph Palin** is a Calgary-based partner in the financial services group. He regularly advises both lenders and borrowers in matters involving complex financing structures. **Lynn Parsons** is a highly adept project finance lawyer based out of the firm's Toronto office. She advises a number of high-profile lenders on the financing of energy and infrastructure projects across Canada. **Strengths:** "Lynn is always excellent. She's a very commercial and seasoned partner and has seen so much. She gives good advice." "Lynn was excellent. She gave great advice and really connected with the team." "I always appreciate how Lynn is focused on finding solutions, even if it requires navigating complicated issues and personalities." **Jody Aldcorn** draws upon her past experience as director of legal services at the Vancouver Airport Authority in the provision of advice relating to aviation projects. **Strengths:** "It doesn't matter what comes up, Jody is often the person I will call - she gets a lot of the phone calls because she knows aviation so so well." **Liezl Behm** acts on a broad array of financing transactions in the energy and infrastructure space, acting for both borrowers and lenders. **Strengths:** "Liezl understands concerns quickly, and is always thinking forward in terms of issues; that really makes our job easier." "Liezl handles a lot of the transactional work - she's hard-working, detail-oriented and meticulous, and I would love to work with her again."

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is regarded as a premier law firm with

a strong project finance offering and a notable reputation for representing lenders, developers and equity sponsors in infrastructure developments. The team also acts for issuing authorities and design-build joint ventures on a variety of projects, and is increasingly involved in civil and social infrastructure projects. It offers notable expertise across a range of industry sectors including energy, education, healthcare and transportation.

Strengths

"Osler's experience in this sector is second to none. Their attorneys virtually always have some track record in responding to any given situation which may arise, irrespective of complexity."

"Osler is one of our go-to firms when a matter arises that is complex and sophisticated."

"I fundamentally think their team is the best in their class in Canada. They're exceptionally responsive, thorough and detail-oriented."

Work highlights An Osler team, led by Chris Bennett and Tobor Emakpor, acted for EllisDon Infrastructure Justice and EllisDon Capital, as developers, in connection with the commercial and financial close of the CAD1.2 billion Thunder Bay Correctional Complex Project.

Notable practitioners

Premier PPP and infrastructure practitioner **Chris Bennett** offers a wealth of experience out of the firm's Toronto office, representing an enviable client list consisting of lenders, proponents and sponsors active across an array of industry sectors. **Strengths:** "Chris is one of my favourite lawyers. He's commercial, smart, and he knows how to manage the process." "Chris has excellent attention to detail and a good balance between the business and the legal. He's always great to work with." "His strength is being able to cut to the chase very quickly. He deals with noise without bringing noise into a deal." Toronto-based **Tobor Emakpor** represents a roster of public and private bodies active on PPP and AFP projects across North America, the UK and West Africa, offering particular experience across the healthcare, education and transportation sectors. **Strengths:** "Tobor is calm and collected. His demeanour allows for a smooth conversation and his way of dealing with disputes is especially helpful." Based in Toronto, **Danna Donald** is proficient in the handling of both lender and borrower mandates, holding particular expertise in the renewable energy space. **Marta Rochkin** is a partner in Toronto and a member of the firm's banking and financial services group. She is experienced in assisting clients with PPP projects in the healthcare and transportation sectors. **Strengths:** "Marta was reviewing things with a fine-tooth comb. Her attention to detail inspires confidence." **Marissa Kirsh** is a Toronto-based associate who offers experience in a broad array of energy and infrastructure matters, including P3 projects. **Strengths:** "Marissa is an associate who should be a partner - which means I am getting a great deal."

Band 2**DLA Piper (Canada) LLP**

What the team is known for DLA Piper is an international law firm that enjoys a well-established reputation as a go-to player for key projects in Canada. The group is particularly well known for its sponsor-side work, and is highlighted for its experience within the transportation sector, including rapid transit and bridge projects. The team also stands out for its international experience and work for project companies on post-closing issues. It possesses a broad base of experience covering PPP, PFI and infrastructure financing transactions across a range of sectors including thermal and renewable power, oil and gas, water and other commodities.

Strengths

"The experience and depth of their team allowed them to resolve complex issues that arose."

"The whole DLA team are talented and have the capability to handle complex and sophisticated problems."

"DLA has a strong team that can respond to a broad spectrum of issues. They are extremely knowledgeable and experienced."

Work highlights A DLA Piper team led by Ian Bendell acted for the VIA HFR Technical Office, in relation to the High Frequency Rail Project in the Québec City to Toronto rail corridor.

Notable practitioners

Toronto-based **Ian Bendell** is chair of the firm's infrastructure and projects group. He offers a wealth of experience representing authorities, project companies and financiers across a range of international jurisdictions. **Strengths:** *"Ian is a very strong professional who consistently provides high-quality work delivered on a timely basis." "Ian is an absolute superstar. He is highly client-focused and has incredible commercial acumen."* Operating between the firm's Vancouver and Toronto offices, **Andrew Burton** frequently represents clients from the infrastructure, finance and construction spaces across all aspects of PPP development, and is often instructed on matters including project bids and development. **Strengths:** *"Andrew is a great lawyer with tons of experience." "Andrew provides timely and pertinent responses, and is very knowledgeable of the PPP process and contractual arrangements."* **Elizabeth Mayer** advises public authorities, bidders and contractors on matters throughout the PPP process including procurement and risk profiling. She is based in Vancouver. **Strengths:** *"She's very responsive and intelligent, and she's knowledgeable of the market." "Elizabeth is exceptional to work with. She is incredibly knowledgeable and effective at supporting clients through new ventures."*

Torys LLP

What the team is known for Torys offers significant experience of municipal and provincial project development, advising on major mandates from coast to coast, as well as in the USA. From its base in Toronto and with the support of specialised partners based in New York, the team has been involved in a significant number of major projects in Western and Northern Canada. The firm's recent deal sheet includes a number

of notable engagements on behalf of public authorities; it is also noted for its representation of lenders and sponsors, with broad industry expertise encompassing water and waste water, fibre optics, transit and renewable energy, among other areas.

Strengths

"The team members we dealt with were always responsive and smart."

"It's one of the deepest legal teams in Canada, with a full suite of top-tier talent."

"They're able to handle complex and sophisticated matters. We value the continued awareness when engaging them, and between engagements as well."

Work highlights A Torys team led by Mark Bain and Josh Van Deurzen advised Infrastructure Ontario as the public authority for the Accelerated High Speed Internet Program.

Notable practitioners

Based in Toronto, **Mark Bain** (see p.302) has a wealth of experience in the representation of public authority interests, and is frequently sought after for assistance in the development of power, road and rail projects. **Strengths:** *"He's an experienced and strong lawyer." "Mark's experience and approach was critical to the project's successful completion." "Mark approaches all problems in a professional manner, is personable, and provides expert guidance. There is no doubt that we are receiving the crème de la crème of legal guidance when speaking with him."* **Scott Kraag** (see p.303) acts predominantly across the energy, PPP and mining spaces, in the provision of project finance counsel out of the firm's Toronto office. **Strengths:** *"Scott has very strong commercial acumen."* Toronto-based **Milosz Zemanek** (see p.304) focuses on project financing in energy and infrastructure. He serves as the head of Torys' energy storage practice. **Tara Mackay** (see p.303) is noted for her expertise in sophisticated infrastructure projects, including public-private partnerships. She splits her time between the firm's New York and Toronto offices. **Strengths:** *"She's also exceptionally detail-oriented and thorough, and has a good way of explaining things to people with opposing views."* **Josh Van Deurzen** (see p.304) is often instructed by project proponents, lenders and public authorities engaged in PPP transactions, further assisting with mandates across the wider infrastructure space out of the firm's Toronto office. **Strengths:** *"Josh is an excellent lawyer. He adeptly supported us in drafting agreements and effectively defended our interests when leading negotiations." "Josh was very detail-oriented."*

Band 3**Fasken**

What the team is known for Fasken operates a skilled team that is distinguished for its expertise in infrastructure project development, where it frequently acts for lenders, in addition to representing sponsors and consortiums in Canada and the USA. The firm is highlighted for its representation of authorities in municipal and provincial projects. The group's expertise spans the

energy, education, transport and healthcare sectors, among others.

Strengths

"Fasken performed the task with ease. It's a well-oiled machine."

"Fasken has a comprehensive understanding of P3 commercial arrangements and risk positions. They have the ability to craft fair and balanced legal positions."

"Fasken has a strong team that provides a lot of commercially savvy advice and breadth of experience. The work they've done in this realm is phenomenal."

Work highlights A Fasken team led by Brian Kelsall, Ella Plotkin and Tom Barlow continued to advise Infrastructure Ontario and Metrolinx in relation to the Ontario Line Subway P3 project.

Notable practitioners

Based in Toronto, **Brian Kelsall** advises clients across a suite of industry sectors including infrastructure, energy and natural resources, and is respected for his handling of infrastructure development and project finance mandates. **Strengths:** *"Brian is an entrepreneurial problem-solver." "Brian strikes the perfect balance between the legal and business components, which provides the perfect approach for the decision you make in the end."* Leading the firm's infrastructure and projects group out of Toronto, **Ella Plotkin** covers a breadth of project finance matters pertaining to infrastructure and project development. She is sought after for her handling of mandates covering sectors including transportation and energy. **Strengths:** *"Ella is an excellent partner to work with on complex issues."* **Adam Lewinberg** (see p.303) is a partner in the firm's Toronto office. His practice is focused on construction projects and structured finance matters. **Strengths:** *"Adam is an excellent lawyer to work with. He is very responsive and addresses the issues effectively." "Adam is very thorough and responsive, and knows the industry very well."*

McMillan LLP

What the team is known for McMillan offers comprehensive knowledge of project development throughout Canada. The firm has a substantial consortium-side practice, as well as assisting lenders, underwriters, contractors and developers with the financing and refinancing of PPP and infrastructure projects. The team's expertise encompasses healthcare, transport and water treatment matters. The practice is also active on the lender and underwriter sides, assisting both domestic and international banks, bond underwriters and private placement investors.

Strengths

"The McMillan team were knowledgeable and well equipped to handle complex and sophisticated matters as they arose."

"McMillan is adept at understanding the relevant commercial context and client's risk tolerance, and able to find creative solutions to complex issues."

"It's a strong and experienced team. They're always available and ready to respond."

Work highlights A McMillan team led by Julie Han represented ONxpress Operations in connection with its bid to design, build, operate and maintain the GO Regional Express Rail On-Corridor Works

Project in Ontario.

Notable practitioners

Timothy John Murphy (see p.304) is CEO and managing partner of McMillan and is frequently instructed by developers, lenders and subcontractors. He leverages his public sector background to advise on matters relating to project bidding as well as project finance. Vancouver-based **Candy Saga** (see p.304) represents clients across a panoply of matters pertaining to infrastructure development, including PPPs and project financing. **Strengths:** "Candy is an excellent lawyer and our go-to counsel." Toronto-based **Julie Han** (see p.303) operates a reputable financial services practice that includes advising financiers with interests in PPP infrastructure projects. She has represented all stakeholder levels across all asset classes on projects, including transportation and healthcare developments. **Strengths:** "Julie Han is very knowledgeable, organised and easy to correspond with. She reliably provides timely and succinct advice no matter the complexity of the issues." "Julie has the views, the answers and the news." "Not only is Julie a great lawyer, but she has a professional character that is a pleasure to work with." **Ahsan Mirza** (see p.303) represents a portfolio of lenders and borrowers active across infrastructure and project finance developments. He is based in Toronto. **Strengths:** "Ahsan shows excellent quality of service and a deep understanding of the legal and commercial aspects of work" "Ahsan is very responsive, pragmatic and solution-oriented."

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright wins recognition for its representation of public authorities in municipal and provincial projects, as well as major federal PPP projects. The practice is experienced advising on infrastructure and energy projects across Canada, with notable strength in Western Canada and Québec. The firm covers all major infrastructure asset classes, with particular proficiency in the transportation sector. The team is regularly engaged by multinational corporates, infrastructure funds, developers and banks.

Strengths

"Norton Rose have broad and deep expertise in the PPP model generally, and our programme's needs in particular."

"Regardless of who I work with, the firm's delivery is consistent."

Work highlights A Norton Rose Fulbright team, led by James LeMoine, advised Lulu Island Energy Company on the expansion and operation of its district energy system.

Notable practitioners

Based in Vancouver, head of the firm's infrastructure practice **James LeMoine** (see p.303) regularly advises on the commercial aspects of infrastructure projects. He is noted for his involvement in the negotiation of commercial contracts and PPP agreements. Vancouver partner **Matt Mulligan** (see p.304) is respected for his handling of procurement and contractual matters pertaining to the infrastructure and construction spaces. He frequently assists clients throughout tender and RFP processes, including contract drafting and

negotiation. **Strengths:** "Matt is switched-on and very quick with all of our drafting and revisions, which is hugely appreciated." Based in Toronto, **Sandra Nissan** (see p.304) has significant experience advising on design-build-finance contracts for PPP projects in sectors such as healthcare and transport. **Strengths:** "Sandra has provided very strong support on a number of our projects. Our teams like working with her and appreciate her commitment and advice." **Jenya Hammond** (see p.303) is an up-and-coming lawyer with particular experience advising on the procurement of infrastructure projects. She is based in Vancouver.

Band 4

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais is a well-known law firm with a significant authority-side infrastructure practice. The team is well versed in energy, rapid transit and healthcare matters, as well as advising on road, bridge and tunnel projects. The practice is frequently identified for its prowess in the construction space, where it is sought after by design-build contractors and subcontractors.

Strengths

"They are technically and commercially strong, and their legal opinions are detailed and well written."

"They are knowledgeable in every area of their field, which makes the client feel confidence."

Work highlights Douglas Sanders led the BLG team providing advice to Eldorado Gold Corporation with respect to its gold mine development project in Greece.

Notable practitioners

Douglas Sanders provides clients with a technical understanding born out of his training as an engineer. Based in Vancouver, he acts across the PPP and construction spaces, with noted representation of proponent consortiums as well as provincial bodies. **Strengths:** "Everything Douglas generates is on-point and practical." **Sarah Bird** is a partner in the infrastructure group in Vancouver. Her broad practice includes expertise in project finance, project development and PPP. **Strengths:** "Sarah was great at keeping the transaction moving."

Farris LLP

What the team is known for Farris is a well-established regional law firm that is well known for its representation of lenders to proponents and consortiums on projects across the country. The practice also acts for authorities on the issuance of high-profile projects. The team regularly advises on key projects in the transportation sector, and demonstrates additional expertise in social infrastructure developments. With offices throughout BC, the group also advises on the procurement, financing and implementation of PPPs.

Work highlights Led by Maria McKenzie, Farris acted as counsel to the DBJV for the successful proponent for the Rolling Stock, Systems, Operations and Maintenance project component of the Ontario Line.

Notable practitioners

Longstanding corporate finance lawyer **Michael**

Allen advises on a broad portfolio of project finance mandates out of the firm's Vancouver office. He frequently represents both lenders and borrowers in developments in the energy, mining, forestry and telecommunications spaces. **Maria McKenzie** is a Vancouver-based lawyer who regularly advises on projects in provinces across Canada. She ably represents public authorities, lenders and private corporations throughout PPP processes and transactions. **Strengths:** "Maria has a multifaceted approach. She's someone who can look at an infrastructure project from all different angles."

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG is highlighted for its representation of subcontractors and facilities service providers in infrastructure projects throughout Canada. With notable experience in relation to operation and maintenance matters, the practice often acts for project sponsors and lenders. It has a particular focus on social infrastructure projects, including hospital developments and redevelopments. Also gaining in traction on the contentious side, the firm acts on major PPP and infrastructure disputes across a variety of jurisdictions.

Strengths

"Gowling is able to address our concerns in such a complex environment."

"Gowling has strong leaders and a deep bench. They understand the industry, the counterparties and our commercial imperatives."

Work highlights Led by Lindsay Wong, Gowling WLG provided counsel to Infrastructure Ontario and Hamilton Health Sciences Corporation in connection with the DBF (design, build, finance) West Lincoln Memorial Hospital Redevelopment Project.

Notable practitioners

Mark Platteel has an extensive background in infrastructure and P3 project matters both in private practice and in-house, having previously served as general counsel to ACS Infrastructure Canada. He is based in the Toronto office.

Strengths: "Mark leverages his in-house expertise well in private practice." "Mark is incredibly knowledgeable." **Nicolas Cayouette** is based in Montréal and utilises his engineering background to provide valuable insights to clients on major infrastructure projects. **Strengths:** "Nicolas has a good understanding of the technical issues." **Lindsay Wong** is a Toronto-based partner who advises both public and private sector clients on P3 projects. **Strengths:** "Her advice is practical, reasonable and commercially sensitive." **Natasha Rana** is an associate based in Gowling WLG's Vancouver office. She regularly advises clients on PPP projects in Canada and the United States.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott offers notable expertise in infrastructure transactions and frequently represents lenders in project financings and refinancings, as well as advising on the acquisition and divestiture of projects. The practice represents sponsors and issuing authorities and often advises on transportation, energy and social infrastructure matters. The firm is well

placed to assist international clients with their investments in Canadian projects.

Strengths

"They helped to proactively address a number of things that made it a lot more efficient from our standpoint. That was differentiating in many respects."

Work highlights Led by Jamie Templeton, Stikeman Elliott is acting for the Japan Bank for International Cooperation in connection with its investment in the Ontario Line P3 Project.

Notable practitioners

Toronto-based **Aaron Fransen** enjoys increasing acclaim for his work on energy infrastructure projects. He is additionally praised by market participants for his knowledge of projects involving indigenous communities. **Strengths:** *"Aaron is very easygoing and is always available. Turnaround time and getting stuff done quickly never seems to be an issue."* *"Aaron gives great advice and is super commercial. He has his eye on the prize."* Vancouver partner **Jamie Templeton** is noted for his deep expertise in the representation of lenders in the project development process and is frequently instructed on financing and investment mandates across sectors including energy and public infrastructure. **Strengths:** *"Clients love him because he's a problem-solver."* **Maxime Jacquin** is a Montréal-based partner whose practice focuses on financings, acquisition transactions and project matters in infrastructure and energy. **Strengths:** *"Maxime provided a tremendous amount of guidance to help us navigate complex transactions."*

Other Ranked Lawyers

Charles Bardou of Dentons Canada LLP is a Montréal-based partner who regularly advises public and private entities on major infrastructure projects.

Strengths:

"Charles is a young star."

"Charles has a very good grasp of complex legal and commercial issues. He is thorough, detail-oriented and pleasant to work with."

Ryan Chalmers of Aird & Berlis LLP regularly advises public sector entities on a broad range of matters, including procurement strategy and contract design. He is based in Toronto.

Ilan Dunsky acts as co-chair of Dentons' infrastructure and PPP group from his base in Montréal. He acts for clients across North and South America on a range of infrastructure projects, and is particularly visible in the areas of rail and transportation.

Strengths:

"Ilan has an exceptional ability to understand and identify the ripple effects of discrete decisions across highly complex projects."

"Ilan is highly proficient in his field and recognised as such in the industry."

"The breadth of his experience on Canadian and international P3 transactions allows him to provide useful insight and strategic advice as we are navigating through novel, complex issues."

Based in Bennett Jones' Vancouver office, **David Little** is well regarded for his significant handling

of project and infrastructure developments in British Columbia. He is often mandated by public authorities to advise on social infrastructure projects.

Strengths:

"We are very fortunate to have David on our team."

"David provides excellent advice and service and is customer-focused while providing the best possible legal advice."

Chair of Aird & Berlis LLP's infrastructure practice, **Douglas Younger** works on a range of transportation, civil and social infrastructure PPP projects. His clients include public authorities, subcontractors and equity sponsors. He is based in Toronto.

Public Procurement

Public Procurement
Leading Firms
Band 1
Blake, Cassels & Graydon LLP
Band 2
Cassidy Levy Kent LLP
Conlin Bedard LLP
Gowling WLG (Canada) LLP
Band 3
Borden Ladner Gervais LLP
Dentons Canada LLP
Fasken
McCarthy Tétrault LLP
Tereposky & DeRose LLP
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.
Band 1
Blake, Cassels & Graydon LLP
What the team is known for Blake, Cassels & Graydon houses a distinguished national team that is widely recognised for its leading infrastructure practice and skilful handling of public procurement matters. The firm's procurement lawyers assist both public authorities and large private sector clients with contract preparation,

Public Procurement
Senior Statespeople
Senior Statespeople: distinguished older partners
Stobo Gerry Cassidy Levy Kent LLP
Leading Individuals
Band 1
Lalonde Paul M Dentons Canada LLP
Mills Benjamin Conlin Bedard LLP
Band 2
DeRose Vincent Tereposky & DeRose LLP
Mantas Peter Fasken
McLaren-Caux Marc Cassidy Levy Kent LLP
Ngo Phuong Gowling WLG (Canada) LLP
Smith Marianne Blake, Cassels & Graydon LLP
Band 3
Conlin Paul D Conlin Bedard LLP
Fecenko Mark J Borden Ladner Gervais LLP
Mills Marcia Fasken
Swick Brenda Cassels Brock & Blackwell LLP (ORL) ◇
Up-and-coming individuals
Shivji Alyssa Blake, Cassels & Graydon LLP
negotiation and compliance issues, as well as advising on related litigation. The team benefits from the firm's strength in complementary areas such as real estate, project finance and environmental law, and is especially active advising

on municipal mandates. The group also advises on provincial and federal procurement matters and offers expertise across a broad spectrum of industry sectors, including energy, mining, transportation, water and wastewater, and health-care. It is regularly engaged by a broad array of public and private sector clientele to assist with reviewing and updating procurement regimes.

Strengths

"The Blakes team is relied upon specifically for complex and unique procurement issues. They provide advice on projects that are technically complex, unusual and with very high values involving not only domestic but international bidders, federal government oversight committees and fairness monitors."

"It is a top-notch, dedicated team with depth and breadth of skills and experience needed to be able to provide strategic and legal advice to senior management on complex and sensitive issues covering a wide range of areas."

"They are highly skilled, attentive lawyers in these areas. In addition to their knowledge of the industry and contract forms, they also understand the unique issues municipalities face."

"Blakes is A-plus on all procurement matters and delivery models. They have an expert ability to guide less familiar clients on issues in complex and

sophisticated matters in public procurement.”

“They are experienced lawyers who are able to apply existing knowledge to complex and sophisticated matters.”

Work highlights Blake, Cassels & Graydon acted for the City of Calgary on the development of the light rail transit line, including phase one procurement and delivery partner procurement, valued at CAD5 billion.

Notable practitioners

Marianne Smith is reputed for her handling of significant matters in relation to procurement law. She is based out of the firm’s Toronto office but has significant experience advising municipal clients from provinces across Canada. **Strengths:** “Marianne Smith is excellent to work with and provides thorough, knowledgeable and thoughtful advice.” “Marianne was outstanding throughout the procurement and offered sound commercial advice.” “Marianne provides a common-sense approach and is able to communicate her message to the audience, recognising the various levels of sophistication within our group. She is extremely responsive and supportive.” “She expertly provides a combination of legal and commercial advice.” “Marianne has a wealth of knowledge and is always professional. She provides a layer of sophistication in our contract negotiations with our clients.”

Alyssa Shivji is an up-and-coming partner, based in Toronto, who is praised for her expertise in high-profile procurement projects, most notably in the transportation sector. **Strengths:** “Alyssa has an excellent way of dealing with clients on sophisticated issues in a non-threatening way. She is highly competent and provides exceptionally strong client service.” “Alyssa provided outstanding client service and made herself available beyond scheduled meetings. She worked very tactfully throughout interactions with proponents and had a high degree of commercial knowledge. She walked through scenarios with a different lens, which enabled us to make informed decisions.” “Alyssa has been an asset to our project and consistently provides helpful advice.” “Alyssa is very knowledgeable and supportive. She has the ability to explain things to a layperson.” “Alyssa’s knowledge and experience has been very valuable since the start of our project.”

Band 2

Cassidy Levy Kent LLP

What the team is known for Cassidy Levy Kent is a well-reputed Ottawa-based law firm that leverages its strength in international trade to handle public procurement disputes before the Canadian International Trade Tribunal (CITT). Its public procurement practice group represents companies in their bid challenges before the tribunal and assists government bodies with the development of procurement processes, with significant expertise at a federal level.

Strengths

“The team were tremendous – they went above and beyond and were always available.”

“Cassidy Levy Kent examined and provided sage guidance on the complex procedural and substantive legal issues of the processes.”

“They are extremely responsive to any of our

requests, recognising that in most cases time is of the essence.”

“They listened very well and were super quick to come up to speed. The knowledge, capability and capacity of the CLK team were top notch.”

“They were experts in this field; they knew all precedents, which made us feel calm and comfortable.”

Work highlights A Cassidy Levy Kent team led by Marc McLaren-Caux represented Rampart International Corporation in the defence of an awarded contract by the Royal Canadian Mounted Police in front of the CITT.

Notable practitioners

Based in Ottawa, **Gerry Stobo** is admired across the procurement law space for his handling of complex transactions and disputes. He has a significant depth of experience in representations before the CITT. **Strengths:** “Gerry Stobo is a uniquely experienced and knowledgeable attorney who provides excellent guidance and legal advice on a variety of matters affecting our clients.” “Gerry Stobo has very deep knowledge and experience. He also understands that it can be destabilising for us to deal with legal matters and applies a compassionate approach.” “Gerry’s experience and commitment is very evident.” **Marc McLaren-Caux** represents a growing portfolio of corporate clients in both contract bids and dispute mandates out of the firm’s Ottawa office. **Strengths:** “Marc McLaren-Caux is an overwhelmingly qualified, knowledgeable and highly responsive attorney who provides excellent legal advice and produces extraordinary work products in our matters.” “Marc is a brilliant practitioner who is both reflective and knowledgeable. He applies expertise to matters that arise, in order to ensure that they are dealt with successfully.” “Marc was great. He is smart, capable and provided top-notch service.” “He is an exceptionally bright and dedicated lawyer.” “He is dynamic, strong, smart and quick.”

Conlin Bedard LLP

What the team is known for Conlin Bedard is a prominent Ottawa-based boutique law firm that is heavily involved in public procurement and international trade. The practice is sought after for its experience representing clients in bid challenges before the Canadian International Trade Tribunal, as well as offering strong procurement advisory capabilities in strategy, negotiations and policy frameworks. The group has substantial expertise in the defence, IT and construction sectors, with a focus on public procurement at a federal level.

Strengths

“Our contact has extensive experience in public and private commercial contracting. This, paired with a common-sense business approach, was very effective.”

“We provide Conlin Bedard with our most complex public procurements and issues, and they provide practical, easily understandable and timely responses.”

Work highlights A Conlin Bedard team led by Benjamin Mills represented MD Charlton Company in a complaint regarding the procurement of a pistol and holster system for the Canadian Armed Forces.

Notable practitioners

Benjamin Mills operates out of the firm’s Ottawa office. His practice encompasses expertise in

public sector procurement and related disputes, including advising on contract negotiation, bid preparation and challenges at the federal, provincial and municipal levels. **Strengths:** “Benjamin Mills has excellent knowledge of contract law and a practical approach which led to very productive engagement and ultimately successful outcomes. He was instrumental in the successful completion of the project.” International trade specialist **Paul Conlin** is noted for the application of his abilities in the space of government procurement processes. Based in Ottawa, he offers a wealth of experience in the handling of matters before the CITT. **Strengths:** “Paul Conlin is a seasoned senior lawyer and known in the area. I would entrust him with a high-stakes challenge.”

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG (Canada) houses a well-respected team that ably assists municipal agencies and private companies throughout the full procurement process. It is especially reputed for handling related disputes. The firm frequently acts for clients before all levels of court and the CITT, as well as assisting clients with public procurement review and strategy issues. The group is engaged by an impressive cross-section of provincial governments, Crown corporations and private sector clients.

Strengths

“As a full-service firm, they have team members across a number of specialties, which means they are better able to respond and we don’t have to use different law firms.”

“The project involved a multidisciplinary team of external experts as well as several staff and legal counsel from our organisation. Gowling’s collaborated with all team members in a professional manner and addressed issues raised by the various team members.”

“They were responsive to our needs and patient to explain to non-lawyers the implications of contract language.”

Notable practitioners

Phuong Ngo leads the firm’s procurement group out of Ottawa and is sought out for her handling of a suite of services, including template development, process design and disputes. She comes recommended for her ability to handle multilingual matters. **Strengths:** “Phuong Ngo is exceptional. She is a great communicator and listener, and has a wealth of knowledge.” “Phuong’s work inspired confidence.” “Phuong is great – she is a thought leader and smart lawyer.” “She is a thoughtful litigator who advises clients through pitfalls.”

Band 3

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais offers experience advising government agencies and private sector organisations on the issuance of procurements, as well as advising on bid disputes. The team stands out for its representation of clients in the healthcare sector and often advises on procurement for the construction of projects at a provincial and municipal level. The practice acts on an impressive volume

of IT-related procurement mandates, notably for hospital consortiums and networks.

Strengths

"The partners had great depth and breadth of knowledge. We felt we were receiving solid advice."

Work highlights A Borden Ladner Gervais team led by Mark Fecenko assisted Baycrest Centre for Geriatric Care with the procurement of an HIS solution.

Notable practitioners

Toronto-based **Mark Fecenko** frequently assists hospital groups with the development of procurement frameworks. He is sought out for his specialisation in the provision of IT service procurement, particularly in relation to the healthcare industry.

Dentons Canada LLP

What the team is known for Dentons Canada is a well-resourced international law firm frequently engaged by multinational companies for advice on procurement processes, RFP procedures and documentation review, along with other government contracting queries and disputes. The practice also has noteworthy expertise in international trade, with vast knowledge of compliance matters. The team has significant experience advising on municipal infrastructure revitalisation and redevelopment.

Strengths

"Dentons Canada is a client-focused firm. They have a diverse team of highly skilled attorneys and they have always successfully represented us in notable and challenging matters."

"Dentons has a very deep team, and always ensures that we have the right people on our case."

Work highlights A Dentons team led by Paul Lalonde assisted TeamDynamix with several procurement opportunities for its software solutions.

Notable practitioners

Toronto-based **Paul Lalonde** is highly respected across both the public procurement and international trade arenas, offering extensive expertise. He is the national lead of Dentons' public procurement group. **Strengths:** *"Paul Lalonde is excellent at providing advice that balances public procurement rules with commercial realities." "We really enjoy working with Paul. He is passionate and very knowledgeable." "From the onset, I was impressed by Paul's professionalism, knowledge, and ability to present innovative solutions. He meticulously analyses the information, conducts thorough research and formulates comprehensive strategies."*

Fasken

What the team is known for Fasken is a well-recognised law firm with a solid reputation and track record in a range of procurement issues, with significant expertise in disputes and objections to

government contracts. The team hosts a notable procurement offering in Ontario and BC, from where it advises on mandates relating to infrastructure projects, renewable energy ventures and developments to healthcare facilities at provincial and municipal levels.

Strengths

"To date, we have not had a matter that was beyond the scope of Fasken's public procurement team."

Work highlights Fasken acted for Bronson Consulting Group challenging the awarded contract for Canadian Visa Application Centres before the Federal Courts, Superior Courts and CITT.

Notable practitioners

Practice group leader **Peter Mantas** leverages his expertise in litigation to provide expert counsel on procurement disputes. Based in Ottawa, he additionally advises on white-collar criminal matters. **Strengths:** *"He is a well-established expert on trade agreements."* **Marcia Mills** is an Ontario-based lawyer frequently acting on high-volume procurement procedures. She advises bidders as well as procurers and also represents clients in procurement disputes. **Strengths:** *"Marcia is a great lawyer to work with. She is knowledgeable in her area and she has an excellent ability to communicate complex matters in an understandable manner."*

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is an established firm in the projects and construction space and is equipped to deal with the procurement of significant projects in Canada. The law firm is praised for its ability to provide end-to-end advice covering all aspects of procurement across a range of sectors including healthcare, transportation and infrastructure.

Strengths

"McCarthys are able to distil and handle all kinds of complex and sophisticated matters. They truly understand the issues and work to address them."

"McCarthys have been expertly managing very complex litigation with outstanding results."

"They had a strong team of experts who were able to provide support and insight across a range of topics and issues that we faced."

"The lawyers were able to quickly focus on key issues and provide helpful advice on various ways we could handle such issues."

Work highlights McCarthy Tétrault advised Waterfront Toronto on the procurement of a development partner for the Quayside development project.

Notable practitioners

Tristan Musgrave and Anca Neacsu are the key contacts at the practice.

Tereposky & DeRose LLP

What the team is known for Tereposky & DeRose is a well-regarded international trade and investment law boutique servicing clients out of its Ottawa base. Its public procurement team frequently acts on the instruction of clients ranging from IT and real estate companies to shipbuilders and provincial governments. The practice is well versed in public procurement and international trade matters, advising on procurement strategy and RFP proposals at the federal and provincial level. The team further assists with procurement objections and complaints on behalf of organisations before the Canadian International Trade Tribunal.

Strengths

"This firm has been involved in a variety of government contracting and procurement matters. The firm has deep experience and offers its clients excellent service."

"They are very responsive, comprehensive and competent in their area of expertise."

Notable practitioners

Acting at the intersection of international trade and procurement law, Ottawa-based **Vincent DeRose** offers particular expertise in the representation of defence and security sector clients in the development of procurement strategies, proposals and documentation. **Strengths:** *"Vincent DeRose has deep experience and is a terrific litigator."*

Other Ranked Lawyers

Brenda Swick of Cassels Brock & Blackwell LLP represents a range of national and international clients in respect of their procurement processes. Based in Cassels' Toronto office, she is also noted for her complementary expertise in international trade.

Strengths:

"Brenda Swick is very adept at playing to procedural rules. She has a style which allows for what she says or writes to be remembered and distinguishes her from others, especially in this law which is quite mechanical. She is capable and memorable."

"Brenda is quick to engage and a consummate professional."

"Brenda is well regarded for her trade agreement knowledge and her international trade experience."

Leaders' Profiles in Projects & Construction

ACKERLEY, Glenn

WeirFoulds LLP, Toronto
+1 416 947 5008
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Featured in Construction (Nationwide – Canada)

Practice Areas: Glenn Ackerley is the Chair of the Construction Practice Group at WeirFoulds. His practice is focused on construction law, construction liens and construction litigation. Glenn Ackerley represents clients from across the construction industry. Glenn is a "project lawyer", providing advice throughout the life of a project. Clients include public and private owners, developers, project managers, contractors, subcontractors, suppliers, and consultants. He is consulted regarding project structures, contracts, procurement, and risk avoidance strategies, and acts for clients from the ICI and residential sectors in construction lien and trust claims, bond claims, and delay and deficiency claims.

Career: Ontario Bar, 1989

Professional Memberships: OBA Construction & Infrastructure Section, Canadian College of Construction Lawyers, Canadian Construction Association, Toronto Construction Association

ANNIBALE, Jason J.

McMillan LLP, Toronto
+1 416 865 7912
jason.annibale@mcmillan.ca

Featured in Construction (Nationwide – Canada)

Practice Areas: Jason is the National Co-Leader of McMillan's Construction and Infrastructure Group and a partner in the Litigation & Dispute Resolution Department. He represents all actors in the construction pyramid in relation to complex construction disputes and transactions, particularly within the P3 and infrastructure spaces. Jason provides advice and representation in respect of cost overrun, delay, deficiency and other disputes in respect of underwater tunnels, biomass plants, prisons, hospitals, light rail systems, highway service stations, electrical power stations and other infrastructure. Through COVID-19, Jason has helped clients navigate through essential service lists, force majeure claims, delay and payment entitlements, health and safety regulations, and other complexities brought on by the pandemic. Jason is a Fellow of both the Canadian College of Construction Lawyers and the Construction Lawyers Society of America and the author of the chapter on Dispute Resolution in the seminal text by Timothy J. Murphy, *Public-Private Partnerships in Canada: Law Policy and Value for Money*. Jason regularly speaks and writes on managing risk and construction disputes and is a co-chair and on the advisory board for Osgoode's premier construction programs, including the full week Construction Law and P3 certificate programs.

ASTOLFO, Sandra

WeirFoulds LLP, Toronto
Featured in Construction (Nationwide – Canada)

Practice Areas: Sandra Astolfo has worked with her clients for almost 25 years and is a frequent speaker at continuing legal education programs and industry conferences. From negotiating construction agreements, to providing contract administration advice, to litigating, mediating and arbitrating disputes, Sandra advocates on behalf of all project participants. She also assists her clients with protecting their interests in the event of a project participant's insolvency.

Career: Ontario Bar, 1995

BAIN, Mark WS

Torys LLP, Toronto
+1 416 865 7349
mbain@torys.com

Featured in Projects (Nationwide – Canada)

Practice Areas: Head of Torys' PPP practice and co-head of the firm's Infrastructure and Energy practice, Mark has advised on major capital projects across Canada, including over 80 significant PPP projects. He has represented all principal stakeholders in such transactions, including sponsors, equity investors, lenders, arrangers and underwriters, contractors, service providers and public authorities, giving him a broad perspective to offer practical and effective solutions balancing public and private interests and risks to meet project goals. His experience spans all fields, including complex and innovative PPP and infrastructure transactions in healthcare, power, transit, telecom, education, justice, gaming, water and wastewater, pipelines, public records and urban redevelopment. His wide-ranging work includes recent award-winning projects such as the Tłı̨ch̓ All-Season Road, Saint John Safe Clean Drinking Water, Calgary Stoney CNG Bus Storage and Transit Facility, Ottawa LRT, Rt. Hon. Herb Gray Parkway, Mosaic Stadium, Mackenzie Valley Fibre Link and Corner Book Acute Care Hospital.

BANFAI, Geza

McMillan LLP, Toronto
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geza.banfai@mcmillan.ca

Featured in Construction (Nationwide – Canada)

Practice Areas: Geza Banfai practices exclusively in McMillan's Infrastructure and Construction groups, counselling a variety of clients, from small concerns to national/multinational giants. He has represented every participant in the construction pyramid, from construction lenders/owners to general contractors, subcontractors and material suppliers, as well as design professionals, in a wide-ranging practice from front-end project delivery advice and the negotiation of contracts of many types, to claims and disputes. Geza's long involvement with the industry and the

profession is deep and extensive, and includes Fellowship in the Canadian College of Construction Lawyers, sitting as the ex-officio legal representative on the Canadian Construction Documents Committee, and participation in the Advisory Group which assisted the implementation of Ontario's new Construction Act. He is also prominent in legal education, spearheading a number of industry and professional programs including the highly successful annual Osgoode Certificate Course in Construction Law, National Edition. His awards and recognitions include the Toronto Construction Association's 2011 Donald P. Giffin Construction Achievement Award, the 2016 OBA Award of Excellence in Construction and Infrastructure Law, and being named 2017 Toronto Construction Law Lawyer of the Year by Best Lawyers in Canada.

BAUER, Robert T.

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Featured in Projects (Nationwide – Canada), Real Estate (Ontario)

See under Real Estate for profile.

BOWLES, Brendan

Glaholt Bowles LLP, Toronto
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Featured in Construction (Nationwide – Canada)

Practice Areas: Brendan is a partner with the firm Glaholt Bowles LLP and has specialized in construction law since his graduation from Queen's University Faculty of Law in 1998. He acts regularly for a variety of clients in the adjudication, mediation and arbitration of construction disputes, and has also litigated at all levels of Ontario courts, up to and including the Court of Appeal. He has significant experience in various types of construction claim cases, including: construction liens, construction deficiencies, contract disputes, delay claims, and professional negligence.

Career: Brendan is certified as a Specialist in Construction Law by the Law Society of Ontario, and was the recipient of the Ontario Bar Association's 2021 Award of Excellence in Construction Law. Brendan is rated as "Most Frequently Recommended" in construction law by Lexpert, and is consistently ranked in publications including Best Lawyers, Who's Who Legal, and Lexpert/ALM 500. In 2004 he was designated as an Associate in Canadian Surety Bonding by the Surety Association of Canada. Brendan was formerly a lecturer in construction law at Ryerson University and George Brown College and has also served as a guest lecturer at the University of Toronto, Faculty of Law. Presently, he is Vice-Chair of The Advocates' Society Arbitration and Mediation Practice Group, and editor of the Canadian College of Construction Lawyers' Legal Update newsletter. Brendan has also completed Harvard Law School

Programs on Negotiation: Negotiation and Leadership, 2022, and Mediation and Conflict Management, 2021.

Professional Memberships:

Brendan is the Past Chair of the OBA Construction and Infrastructure Law Section, as well as a member of the Surety Association of Canada, the ADR Institute of Canada, and the Canadian College of Construction Lawyers. Brendan is also the Chair for the 2023-2024 Arbitration & Mediation Advocacy Practice Group.

Publications: Brendan is a frequent speaker and published writer on construction law topics, most notably as the author of *Conduct of Lien, Trust and Adjudication Proceedings* (Thomson Reuters, 2022).

BUCHNER, William

Davies Ward Phillips & Vineberg LLP, Toronto
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Featured in Projects (Nationwide – Canada)

Practice Areas: Will is a partner in the Infrastructure, Energy, Finance and Corporate practices. He advises developers, investors, lenders and borrowers — in Canada and the United States — on large infrastructure and power project development and financing, with a particular emphasis on public-private partnership procurement. Clients in the renewable energy sector value Will's extensive knowledge of the complexities of hydroelectric, wind and solar financing. He frequently advises on the sale and purchase of renewable energy and infrastructure projects across Canada, and has extensive experience in negotiating a wide variety of related development contracts. Select Recognition: Chambers Global; IFLR1000; The Lexpert/American Lawyers Guide to the Leading 500 Lawyers in Canada; The Legal 500 Canada; Lexpert Special Editions: Energy, Finance and M&A and Infrastructure; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada.

CAMPBELL, Connor

McMillan LLP, Toronto
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Featured in Construction (Nationwide – Canada)

Practice Areas: Connor is an Associate in the firm's Litigation & Dispute Resolution Group, based in Toronto. He is building a legal practice focusing on construction law and disputes as well as corporate commercial litigation, class actions and competition matters.

DÉRY, Claudia

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Featured in Construction (Nationwide – Canada)

Practice Areas: Claudia Déry is the Canadian co-head of our construction and engineering team. She has advised and represented before the courts a number of clients in construc-

tion-related matters, including major public-private partnership projects. She has experience in drafting tender documents and construction law topics and conducts the annual review of construction case law for the Canadian Bar Association. She has been ranked in the Best Lawyers in Canada since 2006 in the area of construction law, and was recognized in the Best Lawyers Global Business Edition 2021, Canadian Legal Lexpert Directory, 2021 and Lexpert/ALM 500 Directory 2019. Claudia is also included as a ranked lawyer in the 2020 Lexpert Special Edition on Canada's Leading Infrastructure Lawyers. She is the past president of the Construction Law Section, Quebec Branch, of the Canadian Bar Association and was appointed Fellow of the Canadian College of Construction Lawyers in 2012. She is the co-author of *La construction au Québec: Perspectives Juridiques*. She completed her LLB degree at Université de Montréal in 1992 and was called to the Quebec Bar in 1993. Ms. Déry also teaches construction law to students enrolled in the master's program at Université de Montréal.

FORRISTAL, Annik
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Featured in Construction (Nationwide - Canada)

Practice Areas: Annik is a Co-Group Head of McMillan LLP's National Infrastructure and Construction Group whose practice is dedicated to the construction, infrastructure and development industries. A practicing engineer before becoming a lawyer, Annik provides advice and representation on project delivery, contractual allocation and management of risk, municipal land use planning and related approvals, project administration, claims management and dispute resolution. Annik has broad experience negotiating, drafting and advising on complex construction contracts and development agreements, including custom-drafted and standard form construction contracts (such as CCDC, CCA, OAA and ACEC). Her extensive project experience includes condominiums, university and hospital developments, entertainment facilities, industrial facilities, and solar and wind energy installations. Annik is also fully versed in the front-end approvals and permitting necessary for development and construction projects. She helps her clients obtain official plan amendments, rezonings, severances and minor variances, as well as authorizations from heritage and conservation authorities. Annik also fervently supports her clients through dispute resolution processes, employing a results-oriented, creative and cost-effective approach in mediation and arbitration proceedings.

HAMMOND, Jenya
Norton Rose Fulbright, Vancouver
Featured in Projects (Nationwide - Canada)
Practice Areas: Jenya Hammond is a business lawyer whose work focuses

on all aspects of infrastructure and construction projects, as well as general commercial matters. Ms. Hammond's experience includes all aspects of infrastructure projects, from project planning, design and procurement to construction, operation and maintenance across a range of project delivery models, including public-private partnerships. She regularly advises owners and bidders on RFP, tender and other procurement processes, including the structuring of procurements, drafting of complex procurement documents, and negotiation of commercial agreements. In her commercial work, Ms. Hammond assists public bodies, private companies, health authorities and non-profits with drafting and negotiating all types of commercial contracts.

HAN, Julie
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Featured in Projects (Nationwide - Canada)

Practice Areas: As co-leader of McMillan's Infrastructure & Construction Industry Group and a member of the Financial Services Group, Julie's practice focuses on project finance, including the financing and structuring of public infrastructure projects. As a respected and trusted advisor to some of the largest and most established contractors, investors and financiers of infrastructure assets in Canada, Julie has extensive experience in structuring projects for major stakeholders across all asset classes, including rail, highways, bridges, water and waste water, hospitals and universities. Julie has particular expertise in PPP transactions, having been lead counsel to developers and finance parties on some of the largest PPP projects to have reached financial close in Canada.

KRAAG, Scott A
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Featured in Projects (Nationwide - Canada)

Practice Areas: Head of Torys' Project Finance practice and co-head of the Banking and Debt Finance practice, Scott has broad experience representing all of the principal parties on projects, including lenders, sponsors, equity investors, arrangers and underwriters, contractors, service providers and public authorities, on a variety of complex project finance transactions. His work regularly focuses on the energy, infrastructure and mining industries. Scott's finance experience extends to corporate banking transactions and he frequently advises lenders and borrowers in transactions which include bank credit facilities, bond financings, structured finance transactions, mezzanine financings and derivatives.

LEE, Andrea
Glaholt Bowles LLP, Toronto

Featured in Construction (Nationwide - Canada)

Practice Areas: Andrea is a partner at Glaholt Bowles LLP and has practiced exclusively in the area of construc-

tion law since her call to the bar in 2006. Andrea acts for owners, design professionals, contractors, sureties and insurers in complex disputes arising from infrastructure, transit, healthcare, commercial, institutional and residential projects, with a focus on efficient and client-oriented resolution. Andrea also regularly advises clients with respect to construction contracts and design services agreements.

Career: Building on her background in architecture, Andrea is certified as a Specialist in Construction Law by the Law Society of Ontario. Andrea is consistently ranked in leading lawyer listings including The Canadian Legal Lexpert Directory, Best Lawyers, Benchmark Litigation, and Who's Who Legal. Andrea is a mentor to young lawyers through the OBA mentorship program and the Federation of Asian Canadian Lawyers and the OBA Mentorloop program. In addition, Andrea is a co-founder of the construction law course at Queen's University and teaches construction law as part of Osgoode's LL.M program. She also guest lectures at the John H. Daniels Faculty of Architecture, Landscape and Design at University of Toronto.

Professional Memberships: Andrea is a Fellow of the Canadian College of Construction Lawyers, the Past Chair of the Ontario Bar Association Construction & Infrastructure Section, a member of the Building Transformations Project Delivery & Risk Management Think Tank, a Skills Instructor at The Advocates' Society, a LEED AP, and a member of the Practice Support Committee of the Royal Architecture Institute of Canada.

Publications: Andrea regularly speaks at programs offered by the Canadian and Ontario Bar Associations, North American Society of Construction Law, American Bar Association and other industry organizations. Andrea co-authored the "Architects and Engineers" chapter in Halsbury's Laws of Canada, Construction. She co-edited the text *Bidding and Tendering: What is the Law?* (6th edition) and is the co-editor and co-author of the text, *Critical Issues in the Canadian Law of Architects and Engineers* (Toronto: Thomson Reuters, 2023).

LEMOINE, James
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Featured in Projects (Nationwide - Canada)

Practice Areas: Jay LeMoine is the Canadian head of our infrastructure sector. He is a business lawyer whose work focuses on the commercial aspects of infrastructure projects and business transactions. His practice includes negotiating, drafting and implementing commercial contracts, business structures, public-private partnerships and infrastructure agreements. In addition to his P3 work, Jay regularly advises on a variety of business transactions, including commercial financings, acquisitions and divestitures of shares and assets as well as on

general contractual matters. He articulated and joined us as a lawyer on his call to the bar in 1998. Before attending law school, he spent five years working with the municipal government in Kobe, Japan, where he became a proficient speaker of Japanese.

LEWINBERG, Adam
Fasken, Toronto
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Featured in Projects (Nationwide - Canada)

Practice Areas: Adam Lewinberg practice focuses on complex procurement, large multifaceted construction projects and structured finance, including public private partnership/alternative finance (P3/AFP) and large complex linear construction. He brings a depth of experience to help clients in the areas of public-private partnerships, procurement, construction and asset finance, with a focus on technology and innovation.

MACKAY, Tara
Torys LLP, New York
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Featured in Projects (Nationwide - Canada)

Practice Areas: Tara works closely with different types of clients, including private developers, equity providers, lenders, underwriters, public authorities, construction contractors and service providers on all aspects of the implementation of major infrastructure projects. Called to both the New York and Ontario bars, she has played a key role in multiple award-winning infrastructure projects in the U.S. and Canada. Her versatile practice involves projects across a wide range of infrastructure asset classes, including transportation, transit, telecommunications, education, water and wastewater, justice and healthcare.

MIRZA, Ahsan
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Featured in Projects (Nationwide - Canada)

Practice Areas: Ahsan Mirza is one of the key members of McMillan's Infrastructure practice. He advises developers, project financiers, equity investors and contractors on project development and financing, with a focus on decarbonization, clean tech, climate finance and renewable energy transactions. Ahsan has acted as lead counsel on numerous solar, wind, biomass, biogas, waste and wastewater, cogeneration and other renewable energy project development and financing transactions. He is also one of the leading legal practitioners in Canada helping develop financing solutions for energy efficiency retrofit and decarbonization transactions. In addition to assisting clients on climate change solutions, Ahsan has extensive experience in the transportation, healthcare and social infrastructure sectors and in-depth knowledge of the Ontario, BC, Alberta and federal PPP procurement models.

MULLIGAN, Matt

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Featured in Projects (Nationwide – Canada)

Practice Areas: Matt Mulligan's practice is focused on infrastructure and construction projects. Areas in which he has extensive experience include: –procurement –drafting procurement documents and advising owners and bidders on all aspects of tender and RFP processes, including the structuring of procurements, drafting of procurement documents, evaluation of bids or proposals and negotiation of commercial agreements. –engineering and construction contracts –drafting and negotiating all types of engineering and construction contracts across the full range of project delivery models, including public-private partnerships, design-build, construction management and traditional design-bid-build and for all types of projects including transportation, healthcare, accommodation, commercial and industrial projects. Also advises clients in the marine industry on ship building, refit and repair contracts.

MURPHY, Timothy John

McMillan LLP, Toronto
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Featured in Projects (Nationwide – Canada)

Practice Areas: Tim Murphy, former Chief of Staff to Canada's Prime Minister, assists consortia, lenders and governments in project financing major infrastructure assets across Canada. He has extensive experience in construction, energy and procurement. He is currently chair of the public authority building the Gordie Howe Bridge through a P3 model. He is the author of the leading text "Public-Private Partnerships in Canada: Law, Policy and Value for Money" and is the author/editor of the textbook "Construction Law in Canada". He has a Master of Laws from Osgoode Hall Law School and is an Adjunct Professor at the University of Toronto Faculty of Law. He is the CEO and Managing Partner at McMillan LLP and a Managing Director of McMillan Vantage Policy Group, a public policy advisory firm. He serves on the Board of Directors of Morguard REIT, one of Canada's leading real estate companies and is Chair of the Board of the Toronto Community Housing Corporation, the City's housing agency with more than 111,000 tenants. He has previously served as a Member of Provincial Parliament in the Ontario Legislature.

NISSAN, Sandra

Norton Rose Fulbright, Toronto
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Featured in Projects (Nationwide – Canada)

Practice Areas: Sandra Nissan is a member of our debt finance team and focuses primarily on project finance, secured and unsecured lending, structured finance, public-private partnerships and infrastructure development. She has extensive experience advising

public authorities, private sector participants and consortia and lenders in implementing public infrastructure projects. She also has experience in many aspects of syndicated secured and unsecured lending, acting on behalf of both lenders and borrowers. Ms. Nissan has provided advice concerning a variety of other matters, including mergers and acquisitions, securities offerings and corporate reorganizations.

PENNYCOOK, Carol D

Davies Ward Phillips & Vineberg LLP, Toronto
416 865 5546
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Featured in Banking & Finance (Nationwide – Canada), Projects (Nationwide – Canada)

Practice Areas: Recognized as one of Canada's top finance lawyers, Carol advises on a wide range of transactions – syndicated loan transactions, corporate finance, structured finance, project finance, debt capital market offerings, private equity, private M&A, corporate reorganizations and derivative products. A significant portion of her practice is devoted to financing transactions, acting for both borrowers and lenders. She also acts on renewable energy transactions, joint ventures, corporate and acquisition credit facilities, and capital markets bond, debenture and note offerings, both Canadian and cross-border. Carol acts in many of the highest-profile public-private partnership projects in Canada and the United States and has achieved great success for borrower and lender clients in complex infrastructure financings. She is currently a director of Infrastructure Ontario and is a former director of PPP Canada. Select Recognition: Named one of Canada's 100 Most Powerful Women by WXN; Chambers Global; IFLR1000; The Lexpert/American Lawyer Guide to the Leading 500 Lawyers in Canada; The Legal 500 Canada; The Best Lawyers in Canada's Toronto Banking and Finance Law Lawyer of the Year 2020; Expert Guides' Women in Business Law and Best of the Best.

SAGA, Candy

McMillan LLP, Vancouver
604.691.7459
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Featured in Projects (Nationwide – Canada)

Practice Areas: Candy Saga is a senior lawyer in the firm's Vancouver office. Candy's deep expertise in the Canadian P3 market stems from over 30 years of experience in P3, infrastructure and project finance transactions both as senior in-house counsel for a major private sector P3 participant and as a private practice lawyer. Candy understands how P3 transactions can drive business decisions, which knowledge brings a unique and informed commercial approach to her role as legal counsel. The breadth of her experience allows her to service her clients beyond closing project transactions and is often sought out for her expertise in structuring mergers and acquisition transactions involving equity sponsors on P3 projects. In addition to her legal

advisory services, Candy has co-taught "The Law and Policy of Public Private Partnerships" as an adjunct professor at U of T Law Schools GPLLM program from 2015 to 2018.

SAMMON, Matthew

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Featured in Construction (Nationwide – Canada), Employment (Ontario), Healthcare (Nationwide – Canada)

See under Health Law for profile.

SOUTHAM, Gregory G

Davies Ward Phillips & Vineberg LLP, Toronto
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gsoutham@dwpv.com

Featured in Projects (Nationwide – Canada)

Practice Areas: Greg is the head of Davies' North American Infrastructure practice. Valued for his incisive legal advice, he has taken a lead role in some of the largest and most significant public-private partnership and infrastructure projects in Canada and the United States over the last 20 years, including in all transportation and transit-oriented community, social/urban renewal, healthcare, water and waste water and alternative energy asset classes. Greg is a member of Davies' Management Committee. Select Recognition: Chambers Global; IFLR1000; The Legal 500 Canada; Lexpert Special Edition: Infrastructure; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada; Who's Who Legal: Government Contracts.

SPADARO, Anthony

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+1 416.367.7494
aspadaro@dwpv.com

Featured in Projects (Nationwide – Canada)

Practice Areas: A partner with a broad practice across a range of sectors, Anthony regularly advises clients – including institutional lenders, project sponsors and private equity groups – on financing transactions, mergers & acquisitions and public-private partnerships. Clients particularly value Anthony's expertise in the renewable energy industry, in which he acts for lenders in connection with the financing of solar, wind and hydroelectric projects and for acquirers and sellers of renewable energy assets. He also has significant experience in lending and capital markets transactions, advising both lenders and borrowers on a variety of debt financing transactions. Select Recognition: IFLR1000; The Legal 500 Canada; Lexpert Special Edition: Energy and Infrastructure; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada.

VAN DEURZEN, Josh

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Featured in Projects (Nationwide – Canada)

Practice Areas: With a dual call in Ontario and New York, Josh advises clients on commercial agreements for the design, construction, financing, operation and maintenance of major infrastructure and public-private

partnership (PPP) projects on both sides of the Canada / U.S. border. Josh works with project participants spanning the infrastructure ecosystem – representing government authorities, developers, construction contractors, service providers, lenders and underwriters – on all aspects of development and financing transactions across the spectrum of social and economic infrastructure, including healthcare, broadband, transit and transportation, water and wastewater, education and power.

WILLIAMS, Nicholas C

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Featured in Energy & Natural Resources (Nationwide – Canada), Projects (Nationwide – Canada)

Practice Areas: Nick's practice focuses on finance, private M&A and energy, with a particular emphasis on project finance, public-private partnerships, infrastructure and energy development/acquisitions and secured lending. He has participated in numerous project finance, public-private partnership, infrastructure, private M&A and private equity transactions across multiple sectors, including energy, infrastructure, and mining. He also has significant expertise in syndicated lending, having acted for lenders and borrowers on syndicated domestic and multijurisdictional financing transactions. Clients of various types – including banks, life insurance companies, infrastructure funds, investors, developers and government agencies – rely on Nick for his insightful advice. Select Recognition: Chambers Global; IFLR1000; The Legal 500 Canada; The Lexpert/American Lawyer Guide to the 500 Leading Lawyers in Canada; Best Lawyers in Canada's Toronto Public Finance Law Lawyer of the Year 2019, 2021 and 2023 and Project Finance Law Lawyer of the Year 2018; Lexpert Special Edition: Energy, Finance and M&A and Infrastructure; Who's Who Legal: Project Finance; Who's Who Legal: Government Contracts.

ZEMANEK, Milosz

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Featured in Projects (Nationwide – Canada)

Practice Areas: Milosz has deep project finance and project development experience in the energy and infrastructure industries. His clients benefit from his broad market coverage, having represented all principal parties across the spectrum of project finance transactions, including lenders, sponsors, equity investors, arrangers and underwriters, and service providers. Milosz plays a leading role on large and complex energy project financings, and his experience includes advising on industry-leading "first of kind" transactions in the energy space. As the head of Torys' Energy Storage Practice and a past chair of Energy Storage Canada, Milosz brings deep industry insights into energy storage developments in Canada and the U.S.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Real Estate

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Real Estate

Real Estate
Leading Firms
Band 1
Bennett Jones LLP
Blake, Cassels & Graydon LLP
McCarthy Tétrault LLP
Stikeman Elliott LLP
Band 2
Davies Ward Phillips & Vineberg LLP
Band 3
Goodmans LLP
Osler, Hoskin & Harcourt LLP
Torys LLP
Band 4
Borden Ladner Gervais LLP
Dentons Canada LLP
Fasken
Norton Rose Fulbright

Alphabetical order within each band. Band 1 is highest.

Band 1

Bennett Jones LLP

What the team is known for Bennett Jones is a real estate powerhouse in Alberta that continues to solidify its position in the Ontario and BC markets. It is highly respected for its experience representing clients from the energy, mining and natural resources sectors, with noteworthy expertise in zoning and land use matters. Bennett Jones wins praise for its proficiency in commercial real estate mandates, including property acquisitions, dispositions and financings. The team additionally offers experience in joint venture work and portfolio transactions. Its impressive client roster includes institutional investors, portfolio managers, developers and REITs.

Strengths

"They are open to novel solutions, while bringing critical legal analysis and acumen to the discussion. For our many asks, in multiple areas of the law, we have yet to question their ability to properly resource and deliver a quality legal product."

"There's excellent depth within the local team, with the ability to pull in resources from other offices as necessary. We can always count on Bennett Jones having the right team for our files."

"They're highly adept at handling the most complicated transactions. It's a very strong group which is very active and aware of the marketplace."

Work highlights Bennett Jones team advised

Skyline Industrial REIT on its CAD309.25 million acquisition of a portfolio of four business parks from a Canadian pension plan.

Notable practitioners

Jane Helmstadter, Alixe Cameron and Mark Lewis are key contacts for clients.

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon has a top-tier national real estate practice with significant experience in major commercial real estate transactions, including large portfolio deals and co-ownerships. The team is extremely well versed in joint venture development and purchases, financings and leaseings, frequently acting for pension funds and other institutional clients, as well as foreign investors. The firm is notably well placed to advise on the real estate and construction aspects of significant energy and infrastructure projects.

Strengths

"They handled one of the most complex issues with great competence and ability. We felt confident that our interests were being well protected and details were not being overlooked. Blakes has a fully array of excellent lawyers who were able to handle all aspects of the transaction."

"Where Blakes is head and shoulders above the rest is that the responsiveness is simply unmatched. The commitment to completing work in advance of timelines that are already ambitious is impressive."

"We continue to be impressed by the Blakes platform and the various areas of expertise they can offer their clients. It's a very timely service at all times and they're extremely thorough. They make you feel as if you are their most important client at all times."

Work highlights Blakes advised Royal Bank of Canada on real estate aspects of its acquisition of HSBC Canada.

Notable practitioners

Thomas von Hahn and John Huttmacher are key contacts.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is widely recognised for its consummate ability to deliver leading real estate expertise from its well-placed regional bases throughout Canada. The firm advises REITs, private investors, financial institutions and pension plans on a diverse

range of real estate issues, with notable experience of financing and traditional commercial transactions, including portfolio deals. The team also offers specialist knowledge of development, co-ownerships and fund formation matters.

Strengths

"McCarthy Tétrault is the best on the street. They are an exceptionally talented group of people and can easily communicate complex concepts in such a way that all parties understand clearly."

"They've earned our legal work given their breadth of legal knowledge and overall client care. They have dealt with some of our most complex and nuanced legal challenges and always exceed our expectations."

"They have the experience, skills and aptitude to handle all of the most complex files and the depth and breadth to handle any deal."

Work highlights McCarthy Tétrault advised Regency Retirement Resorts on the CAD500 million sale of nine independent-living retirement residences in the Okanagan region of British Columbia to Welltower.

Notable practitioners

John Currie is a key contact.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott operates a well-established pan-Canadian real estate practice valued for its ability to offer the full spectrum of real estate services to an impressive client roster. The firm advises REITs, public and private investors, financial institutions, pension funds and major developers on significant mixed-use projects and master-planned communities, as well as related rezoning matters. The team is equally well equipped to handle large asset transactions and M&A. It is experienced at working on complex cross-border mandates, including those involving portfolio deals.

Strengths

"They are a true asset to our business, in that they make sure we are always prepared for any legal peril or issues that arise."

"Stikeman has a diversified and talented team of lawyers to assist with all commercial real estate matters—they have very strong lawyers at all levels." "I feel valued as a client, they work hard to meet the timelines we have and they understand motives and the realities of a deal."

Work highlights Stikeman Elliott advised Oxford

Properties and QuadReal on the sale of the Millennium Tower in Calgary to Aspen Properties and Hazelview Investments.

Notable practitioners

Mario Paura, Stefan Fews, Greg Plater and Michael Dyck are key contacts.

Band 2

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg has a formidable real estate presence in Ontario and Québec with the ability to deliver leading expertise across the country. The firm offers extensive experience assisting major REITs, pension funds and financial institutions with complex development mandates, joint ventures and a wide range of high-value transactions. The team acts on a number of high-profile mixed-use office and master-planned community projects across Eastern and Western Canada. It is further recognised for cross-border capability between Canada and the USA.

Strengths

"Davies' professionalism and deep commitment to its clients are the team's particular strengths. There is a tremendous amount of consistency across the group and across the different areas of expertise – we have confidence with everyone we engage with on the Davies team."

"They are all top-notch lawyers who understand their area of practice quite well. They all have a strong command of the law in the areas that they are advising on, and fast and accurate response times, and they all understand how real estate deals come together from a business and legal perspective."

"They have profound legal and market knowledge of the real estate industry. When new laws or regulations arise they are the first I call to get their opinion. They are also always ready to help, no matter how time-sensitive the case is."

Work highlights Davies advised Cominar REIT on its sale to Iris Acquisition II, a consortium led by Candarel Real Property.

Notable practitioners

Gregory Southam, Gabriella Lombardi, Steven Martin and Anthony Arquin are key contacts.

Band 3

Goodmans LLP

What the team is known for This Toronto-based law firm offers premier expertise across a broad range of real estate matters, with deep knowledge of the hospitality industry. Goodmans houses a market-leading REITs practice, as well as advising other prominent national clients on domestic and cross-border developments and leaseings. The team regularly handles significant asset-based transactions and demonstrates strong capability in financing and mortgage bond matters. It is also known for its respected land use planning group.

Strengths

"They understand the political environment we work in without being partisan. Their political sensitivity is very important – they know how to navigate

City Hall and are always at the leading edge of what is changing in legislation in Ontario."

"Their team is deep and talented, with a good pipeline of young up-and-coming lawyers. I consistently receive excellent legal advice with the commercial deal in mind."

"It's a highly functional and very efficient team. I am very happy with the services they provide."

Work highlights Goodmans acted for TD Securities, RBC Capital Markets, Canadian Imperial Bank of Commerce, Bank of Nova Scotia and Bank of Montreal as lead arrangers on a CAD2.5 billion credit facility provided to BCI QuadReal.

Notable practitioners

Ian Barkin and Tyler D'Angelo are key contacts.

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt has an established national team singled out for its prowess in a broad array of real estate matters, including acquisitions, dispositions, mortgage, debt financing transactions and restructuring. The group regularly advises major REITs, portfolio managers, and residential and retail companies. It is also well equipped to handle large commercial leasing. The firm regularly advises on matters arising in Ontario, Québec, Alberta and BC, as well as interprovincial projects.

Strengths

"They know the real estate side very well, they know how to structure transactions, and if it is complex work they are excellent. I always find they are prompt, they always have time and they get things done in a time-efficient manner."

"They're experienced lawyers with a strong track record of executing complex transactions. It's a highly capable team from associate to partner, who are very strong at seeing the big picture and understanding the commercial aspect."

"They can distil things into practical components and priorities to allow for simple decision-making."

Work highlights Osler acted for OPTrust on transactional and development matters concerning Project Senakw, a CAD1.4 billion First Nations economic partnership to create 3,000 homes on traditional lands in the Kitsilano neighbourhood of Vancouver.

Notable practitioners

Paul Morassutti is a key contact.

Torys LLP

What the team is known for This respected law firm has a strong presence in the Toronto real estate market. The team acts for an enviable client roster that includes pension funds, government bodies, financial institutions and a variety of national infrastructure companies. It is well regarded for its involvement in commercial transactions, including leasing, financing and structuring, and is also well equipped to handle significant portfolio transactions. The firm frequently assists energy and infrastructure clients with complex projects and related real estate matters.

Strengths

"If it's a very complex matter, I would use Torys."

Work highlights Torys advised Sienna Senior Living on its CAD307.5 million acquisition, alongside Sabra Healthcare REIT, of 11 senior living

assets in Ontario and Saskatchewan.

Notable practitioners

Sabrina Gherbaz and Graham Rawlinson are key contacts.

Band 4

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais offers clients a well-stocked, national platform for their real estate needs, with a strong roster of highly experienced lawyers in Ontario, Alberta and British Columbia. The firm excels across the full gamut of commercial real estate work, with a strong track record in M&A, real estate finance, commercial leases and development projects. The firm enjoys a particularly strong reputation for its representation of hotel and hospitality clients in real estate matters.

Strengths

"BLG's vast experience and varied repertoire, coupled with their communication style, allows them to navigate complex situations easily."

"BLG has been able to manage complex transactions throughout the years with ease and timeliness. The team is made up of a diverse set of lawyers with capable support from a variety of fields."

"One of the things that I most appreciate about BLG is how prompt they are in responding and how they always meet deadlines. It's an excellent service."

Work highlights BLG acted for Loblaw Companies on its acquisition of Lifemark Health Group, a physiotherapy business with more than 300 Canadian locations.

Notable practitioners

Aaron Bowler is a key contact for clients.

Dentons Canada LLP

What the team is known for Dentons brings its impressive national and international network to bear for clients, who benefit from an impressively broad talent pool with a wealth of experience in real estate matters. The team acts for a diverse array of owners, developers, financial institutions and investors, appearing in matters including acquisitions and sales and real estate finance work, commercial leasing and insolvency matters.

Strengths

"When we need a really focused and dedicated team on real estate, we go to Dentons."

"Their knowledge of our most intricate and detailed contracts and their knowledge of what's market has been invaluable to us."

"The firm seamlessly handles commercial real estate matters for our organisation. The team has been very responsive and provided high levels of service."

Work highlights Dentons advised Parkland Corporation on its acquisition of 163 Husky and Esso locations across Canada.

Notable practitioners

Clark Kassian and Katarzyna Sliwa are key contacts.

Fasken

What the team is known for Fasken enjoys an excellent reputation in commercial real estate, acting across the full gamut of transactional and

development matters for a sophisticated clientele of major asset managers, developers and financial institutions, among others. It offers a highly rated team of expert practitioners in each of its provincial offices, with wide-ranging expertise in office, industrial, retail and infrastructure real estate matters.

Strengths

“They have the capability in handling complex commercial real estate transactions with the outlook to get a deal done expeditiously. Every file has been dealt with the utmost thoroughness and responsiveness.”

“Fasken’s team has become an extension of our company. They represent us at the highest level, giving us comfort that our legal rights are protected as we move through time-sensitive transactions.”

“We have received tremendous support over the years from them. They are quick on their feet. They provide solutions tailored to us and give spot-on advice.”

Work highlights Fasken advised Broccolini Investment on its CAD60 million acquisition of

a 99-acre site in Caledon, including securing a CAD45 million mortgage from Bank of Nova Scotia and a CAD8.4 million mortgage from Cameron Stephens Mortgage Capital.

Notable practitioners

Andrea Centa, Carmine Boskovich, Mariella Lo Papa and Paul Logan are key contacts.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright excels in the full range of commercial real estate matters, advising on acquisitions, dispositions, real estate finance and commercial leasing matters for an enviable array of leading corporate clients and financial institutions. The firm’s signature expertise in energy and projects sees its real estate teams regularly engaged in major construction and infrastructure matters, acting for owners, developers and contractors.

Strengths

“NRF’s bench strength, and the ability for them to quickly adapt and mobilise different practices areas in their firm, in my mind, sets them apart.”

“They’re our first port of call for more complex transactions. A key differentiator with the firm is their ability to frame situations in business terms and actively seek to find a workable solution for all parties, including when opposing counsel may not have the level.”

“The team is made up of lawyers who act for both borrowers and lenders, and that experience of working for both sides of the transaction adds knowledge on issues and empathy on challenges. I cannot overstate how valuable this proficiency is.”

Work highlights Norton Rose Fulbright continued to act for Canada Mortgage and Housing Corporation on the administration of its capital markets programmes and federal affordable housing initiatives, including the CAD13.2 billion National Housing Co-Investment Fund, the CAD4.4 billion Canada Greener Homes programme, and its Rapid Housing Initiative.

Notable practitioners

Miguel Manzano and Michael Bolitho are key contacts.

Real Estate British Columbia

Real Estate	
Leading Firms	
Band 1	
McCarthy Tétrault LLP	
Stikeman Elliott LLP	
Band 2	
Bennett Jones LLP	
Blake, Cassels & Graydon LLP	
Lawson Lundell LLP	
Band 3	
Borden Ladner Gervais LLP	
Dentons Canada LLP	
Koffman Kalef LLP	
Sampson Davie Fane Volpiana LLP	
Band 4	
Clark Wilson LLP	
DLA Piper (Canada) LLP	
Fasken	
Gowling WLG (Canada) LLP	
Kornfeld, Shapray & Partners	
Richards Buell Sutton LLP	
Terra Law Corporation	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	
Band 1 Real Estate	
McCarthy Tétrault LLP	
What the team is known for McCarthy Tétrault is well respected for its consummate ability to handle the full range of real estate matters for a top-tier client roster. Its Vancouver real estate team is widely acknowledged for its leading expertise in real estate financing and development, as well as advising on big-ticket acquisitions, leasing and Aboriginal land use matters. It is frequently mandated on large-scale mixed-use developments in the region, as well as being well equipped to handle significant portfolio deals and the purchase and sale of landmark assets. The firm regularly acts for major Canadian banks, pension funds and REITs, as well as foreign investors.	
Strengths	
<i>“They are fantastic and a pleasure to work with, plus their team is extremely experienced.”</i>	
Real Estate	
Senior Statespeople	
Senior Statespeople: distinguished older partners	Wilson Edward L. Lawson Lundell LLP
Burrell Keith McCarthy Tétrault LLP	
Leading Individuals	
Band 1	
Julian Patrick J. Koffman Kalef LLP	
Lewis Mark Bennett Jones LLP	
MacDonald Ross A. Stikeman Elliott LLP	
Merrick Jeffrey Blake, Cassels & Graydon LLP	
Sandrin Larry Bennett Jones LLP	
Smythe Scott McCarthy Tétrault LLP	
Band 2	
Jackson Richard Stikeman Elliott LLP	
Kornfeld Neil Kornfeld, Shapray & Partners	
Plater Gregory Stikeman Elliott LLP	
Sampson John Sampson Davie Fane Volpiana LLP	
Shirreff Craig McCarthy Tétrault LLP	
Tolensky Peter Lawson Lundell LLP	
Umbach Greg Blake, Cassels & Graydon LLP	
Band 3	
Benson Russell Terra Law Corporation	
Davie Neil Sampson Davie Fane Volpiana LLP	
Donnelly Darren Clark Wilson LLP	
Longcroft David C. Borden Ladner Gervais LLP	
Rego Conrad McCarthy Tétrault LLP	
White Sharon Richards Buell Sutton LLP	
Band 4	
Baron Mark Richards Buell Sutton LLP	
Batut Sarah Fasken	
Bisetty Bavia Osler, Hoskin & Harcourt LLP (ORL) ◇	
Braaten Murray Gowling WLG (Canada) LLP	
Carroll Maxwell Lawson Lundell LLP	
Collett Max DLA Piper (Canada) LLP	
Dachner Arnon A. Dentons Canada LLP	
Gibson Catherine DLA Piper (Canada) LLP	
Tait Erin K. Koffman Kalef LLP	
Towriss Shauna Cassels Brock & Blackwell LLP (ORL) ◇	
Whyte Cameron McCarthy Tétrault LLP	
Yong Jack Lawson Lundell LLP	
Up-and-coming individuals	
Devji Aneez Richards Buell Sutton LLP	
Langlois Jordan Kornfeld, Shapray & Partners	
Ventresca Michael Blake, Cassels & Graydon LLP	
Volpiana Liza Sampson Davie Fane Volpiana LLP	
Wilson Scott Dentons Canada LLP	
Yung Michelle Bennett Jones LLP	
Associates to watch	
Torabi Anousheh Osler, Hoskin & Harcourt LLP (ORL) ◇	
Visram Alysha Blake, Cassels & Graydon LLP	

Real Estate: Zoning/Land Use**Leading Firms**

Lidstone & Company

Leading IndividualsBuholzer Bill *Young Anderson Barristers (ORL) ◇*Jefcoat Pam *Civic Legal (ORL) ◇*Lidstone Don *Lidstone & Company*◇ (ORL) = *Other Ranked Lawyer.**Alphabetical order within each band. Band 1 is highest.*

"They're knowledgeable and efficient in handling more complicated financing files. The team is of very high quality; they're responsive and very efficient."

"They were able to provide us with valuable insights and advice on how to approach real estate legal matters in a way that aligned with our business objectives."

"They've earned our legal work given their breadth of legal knowledge and overall client care. They have dealt with some of our most complex and nuanced legal challenges and always exceed our expectations."

"They're great. They do a lot of transactions, so they have a high level of awareness of the economic environment and commercial landscape."

Work highlights McCarthy Tétrault advised AbCellera Biologics on the development of its new campus headquarters facility in Vancouver.

Notable practitioners

Keith Burrell KC possesses an impressive track record of acting for developers and investors on large-scale developments in British Columbia. Burrell offers notable experience advising on mixed-use and residential projects in Vancouver.

Strengths: *"He's one of the best land acquisition lawyers in Canada."*

Scott Smythe enjoys a position at the very forefront of the real estate market thanks to his extensive experience handling commercial transactions in British Columbia. He regularly assists developers and investors with real estate developments, as well as advising landlords and tenants on commercial leases. **Strengths:** *"Scott is a top-tier talent in real estate law. He's incredibly well informed and a very strong advocate in managing real estate transactions and risks for his clients."*

Craig Shirreff is active on acquisitions and dispositions in real estate, with notable expertise in hospitality and master-planned development work. **Strengths:** *"Craig is a remarkable advocate. He maintains the highest levels of service while also developing individual rapport with members throughout our organisation."*

Conrad Rego concentrates his British Columbia-based practice on the financing of developments, with broader transactional expertise rounding out his commercial real estate practice. He regularly advises big local companies as well as large institutional players in the market. **Strengths:** *"Conrad is a trusted adviser." "Conrad is excellent to work with. He's available, attentive, cooperative and efficient, and he is very knowledgeable and practical on more sophisticated matters."*

Cameron Whyte is adept at handling numerous aspects of real estate developments, including the acquisitions, dispositions and financing of property assets. He regularly represents developers and sponsors in transactions concerning residential, office and mixed-use developments. **Strengths:** *"He's a very*

good lawyer who's very technically strong and has had a lot of experience on partnership deals."

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is highly regarded for the breadth of its real estate experience in BC. It represents public sector authorities and high-profile private developers in infrastructure development, financing and transactional mandates. The real estate group is particularly esteemed for its experience advising on major mixed-use projects and master-planned communities, assisting with land use planning, rezoning, acquisitions, development approvals and construction. Stikeman Elliott is notably involved in luxury hotel transactions and urban property developments, including mandates requiring First Nations expertise.

Strengths

"Stikeman are excellent in dealing with complex and sophisticated matters."

"It's a very strong real estate team who are very client and results oriented."

"I rely on them very heavily. They have a very high level of expertise, they are excellent at issue spotting and they are very proactive about raising potential obstacles."

"They are a true asset to our business, in that they make sure we are always prepared for any legal peril or issues that arise."

"There are strong leading partners and a team of professionals with a diversity of knowledge on complex matters."

Work highlights Stikeman Elliott advised Vanprop Investments on the development of the Lansdowne Centre in Richmond, for a 4.5 million sq ft mixed-use community project.

Notable practitioners

Ross MacDonald KC is highly regarded as a leader in the BC real estate market, thanks to his long-standing involvement with landmark developments in the province, particularly in Vancouver. MacDonald has a diverse breadth of expertise, spanning the full gamut of real estate issues from commercial real estate matters to land use issues arising in the course of developments. **Strengths:** *"Ross is one of the best strategic advisers I have ever had the pleasure of working with. He can see the entire transaction from 30,000 feet, spot issues way ahead of time and knows exactly how to navigate complex issues in a very complicated landscape."*

Vancouver-based **Richard Jackson** offers expertise across the whole spectrum of commercial real estate, including purchase and sale matters, as well as leasing and ownership structuring. He also has experience with master-planned communities, including rezoning and development matters. **Strengths:** *"He's a great legal mind with decades of experience in real estate in British Columbia." "Richard is always quick to respond and is one of the most knowledgeable real estate lawyers I know. He consistently delivers exceptional service."*

Gregory Plater is active across Western Canada, dividing his time between the firm's Calgary and Vancouver offices. Plater's expertise includes assisting with development and transactional matters, in addition to capably advising pension funds on their real estate investments. **Strengths:** *"Greg is very highly skilled and has*

become a very trusted adviser. He is very adept at providing legal and strategic advice."

Band 2 Real Estate**Bennett Jones LLP**

What the team is known for Bennett Jones acts for an impressive roster of local authorities, regional developers and institutional clients on all aspects of mixed-use and hospitality-focused developments, as well as other commercial real estate transactions in British Columbia. Its Vancouver team is additionally well placed to service infrastructure players requiring real estate and P3 expertise.

Strengths

"They are open to novel solutions, while bringing critical legal analysis and acumen to the discussion. For our many asks, in multiple areas of the law, we have yet to question their ability to properly resource and deliver a quality legal product."

"There's excellent depth within the local team, with the ability to pull in resources from other offices as necessary. We can always count on Bennett Jones having the right team for our files."

"The team has a very sophisticated understanding of development matters and a business-focused approach to achieving goals."

"It's a strong team with lots of experience and knowledge."

Work highlights Bennett Jones advised Minto Communities on the CAD571 million sale of 12 apartment building towers, a shopping centre and an office building in London to Park Property Management.

Notable practitioners

Mark Lewis is recognised for his impressive depth of expertise in real estate transactions in the BC market. He has significant experience in residential and mixed-use development projects, as well as transactions involving DPI credit facilities.

Strengths: *"Mark is a skilled lawyer who provides us with reliable, expert legal advice. He delivers sound legal products in a careful and measured manner."*

Larry Sandrin is a highly experienced lawyer with an impressive offering covering the full range of real estate transactions, with further knowledge of financing and leasing matters. He also capably assists with government approvals and planning processes as part of an impressive track record handling major developments in BC.

Strengths: *"He's one of the top guys in the city. If you had something complicated, he would be the guy you call."*

Michelle Yung enjoys a burgeoning profile for her commercial real estate practice, with notable expertise in real estate finance and development projects. **Strengths:** *"Michelle is professional, quick and thorough." "Michelle has an impressive understanding of legal subtleties and market realities. She is responsive and proactive."*

Blake, Cassels & Graydon LLP

What the team is known for This well-respected national law firm has a strong presence in the BC real estate market. Blake, Cassels & Graydon represents pension funds, banks and institutional investors in construction financing and real estate development transactions, as well as advising on

related regulatory and zoning matters. It is also acknowledged for its handling of co-ownership, purchase and sale agreements. The commercial real estate group often acts on transactions relating to retail and office space, as well as senior housing and resort operations. Its notable client base also includes infrastructure developers and renewable energy companies.

Strengths

"Their knowledge and experience across many facets of the law which impact our business is a reason we turn to them often, especially on more complicated files."

"The team helped us find business-oriented solutions, thinking outside of contractual rights and obligations to find middle ground with the transacting parties."

"Blakes have a collaborative environment internally, which translates to shared experiences among the lawyers, in turn giving their lawyers a broader perspective and commercial awareness."

"Where Blakes is head and shoulders above the rest is that the responsiveness is simply unmatched. The commitment to completing work in advance of timelines that are already ambitious is impressive."

"They have provided us first-class service."

Work highlights Blake, Cassels & Graydon advised Noni Property on the sale of the 510 Seymour building in Vancouver to a European private family office.

Notable practitioners

Jeffrey Merrick is a first-rate real estate lawyer with an impressive stable of clients, including pension and private equity funds. Based in Vancouver, he displays comprehensive knowledge of real estate matters concerning infrastructure developments. His market-leading practice also comprises transactions, financings and leasing of all manner of real estate projects. **Strengths:** *"He's a great mind who is very tactical and very knowledgeable but also super good with clients. The level of gravitas when he is on transactions holds a lot of weight."* *"Jeff's knowledge and experience make him a great first call on difficult or intricate issues."*

Greg Umbach capably assists with transactions across residential, commercial, industrial and hospitality developments in BC. His client roster comprises lenders, borrowers and developers. He also has knowledge of subdivisions and municipal approval processes. **Strengths:** *"He was excellent and I would refer anyone to him. He's extremely responsive, he is practical and he has great substantive knowledge."* *"Working with Greg is always a positive experience—he is responsive, kind, knowledgeable and reliable. I trust his advice and enjoy and appreciate our working relationship."*

Michael Ventresca has a wide-ranging commercial real estate practice with significant expertise in real estate finance and wider transactional activity. **Strengths:** *"Mike has been an absolute pleasure to work with. He gives our company a very high level of confidence that we are being well represented in all legal matters related to real estate."* *"He makes my job easier because he is always on the ball, proactive, and solutions-based in his recommendations."*

Alysha Visram acts for clients on transactional real estate work, including M&A transactions, real estate finance work and leasing matters. **Strengths:** *"Alysha was responsive and helped*

push through for us on a transaction."

Lawson Lundell LLP

What the team is known for Lawson Lundell is a dominant regional law firm with impressive expertise in transactional real estate in BC. Its real estate team advises clients from the industrial, residential and energy sectors on commercial leasing, acquisitions, dispositions and financing matters, as well as joint ventures. Its lawyers are equally well versed in strata property matters and offer extensive experience in relation to mixed-use portfolios and infrastructure projects. The group is increasingly recognised for its China Initiative, focusing on supporting Chinese clients in their BC transactions. The team in Vancouver draws on expertise in the firm's office in Calgary to advise real estate clients across Western Canada.

Strengths

"The team is very thorough and has very experienced senior and support teams."

"The team are professional, friendly and able to handle technically complicated deals."

"The firm has a broad range of expertise and access to resources, which results in a robust response to complicated situations."

Notable practitioners

Edward Wilson has a strong track record in BC real estate development, with noted expertise in strata wind-ups. In addition to advising on industrial, commercial and condo developments, he also has experience handling air space parcels.

Peter Tolensky offers clients deep knowledge of corporate transactions and structures, in addition to his experience handling lease negotiations for landlords and tenants in industrial and commercial properties. **Strengths:** *"Peter is tremendous – he's the best leasing lawyer in the business."*

Maxwell Carroll is particularly adept at advising clients on the acquisition and sale of development sites and mixed-use projects, as well as permitting matters. **Strengths:** *"He understands the detailed nuances of deal structure and the law, and synthesises it with business common sense perfectly."* **Jack Yong** has particular strength in representing Asia-Pacific clients and is strongly aided by his ability to provide legal services in Chinese. His practice focuses on the sale and acquisition of real estate properties. **Strengths:** *"Jack is a fine lawyer."*

Band 3 Real Estate

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais is an established real estate practice, valued for its long-standing track record representing institutional investors and local developers in a wide range of real estate matters in BC. The firm's Vancouver office is recognised for its development practice, in addition to advising on acquisitions, dispositions and financing transactions, as well as land assembly matters. It is equally adept in the handling of commercial lease negotiations and air space and strata issues.

Strengths

"Everyone is fantastic. They are very collaborative,

very responsive and have keen commercial awareness."

"One of the things that I most appreciate about BLG is how prompt they are in responding and how they always meet deadlines. It's an excellent service."

Notable practitioners

David Longcroft leads the firm's commercial real estate group in Vancouver and is known for his involvement in real estate mandates concerning infrastructure, as well as his work in the hospitality and leisure space. He is adept at advising developers and investors on issues arising throughout the development process. **Strengths:** *"David is an excellent leader for his team and very strategic and client-focused."*

Dentons Canada LLP

What the team is known for Dentons is an international law firm with a strong track record of sophisticated real estate matters in BC. The Vancouver real estate group advises local developers and high-profile investors on a range of land acquisition and development matters, with strength in both the residential and commercial arenas. It is further adept in mixed-use and master-planned developments and handles transactions involving downtown properties and assets across the province.

Strengths

"They're very competent and experienced. We feel that we get very good work for our money."

"The advice is always timely, practical and reliable."

"The firm seamlessly handles commercial real estate matters for our organisation. The team has been very responsive and provided high levels of service."

Work highlights Dentons acted for Vopak Development Canada to construct and operate a bulk liquids storage facility on Ridley Island.

Notable practitioners

Arnon Dachner is a deeply experienced real estate lawyer with a strong track record in transactional work and real estate finance matters, acting for a broad spectrum of corporates, financial institutions and investors. **Strengths:** *"I have a lot of respect for Arnon. When we are in a transaction, he is very calm and very good at bringing folks back to what we need to focus on."* **Scott Wilson** is a respected lawyer with a growing reputation for handling commercial real estate acquisitions. He is also skilled at assisting clients with rezoning issues and lease negotiations. **Strengths:** *"Scott is fantastic to work with. He has a deep understanding of both real estate law and the industry at large, and always provides prudent and practical advice."*

Koffman Kalef LLP

What the team is known for Koffman Kalef LLP is a Vancouver-based law firm that is valued for its experience and specialised expertise in the real estate sector in BC. The group is highly regarded for its leasing and financing expertise, as well as advising on real estate acquisitions and dispositions, and strata development matters. Koffman Kalef also handles subdivision and land assembly work.

Notable practitioners

Patrick Julian is an eminent figure in the BC real estate market, with long-standing commer-

cial expertise in the space. Julian's client base includes tenants and landlords, as well as developers, whom he capably advises on transactions, financings and leasing. His diverse expertise spans residential, commercial, industrial and leisure developments. **Erin Tait** acts for clients on development projects, transactional work and municipal law matters, alongside her role as the firm's managing partner. **Strengths:** "She is a very trusted adviser."

Sampson Davie Fane Volpiana LLP

What the team is known for Sampson Davie Fane Volpiana LLP is a respected boutique real estate firm based in Vancouver. The team consists of experienced practitioners who capably advise on a host of real estate issues, including development, leasing and financing transactions involving all major asset classes.

Strengths

"As a boutique, their service level is highly personalised. They understand the needs of their clients and are available 24/7 to ensure their clients are well advised in legal-related matters."

"The response time is awesome. I have never had to wait longer than a couple of hours in regard to any communication I have sent them."

"The team always find the capacity meet our legal needs and are very responsive and proactive."

"It's a very good boutique which provides a heightened level of service and personal touch. They have hit a sweet spot to provide really sophisticated advice on heavily negotiated agreements, with exceptional value and service too. It's a great new asset for the real estate community."

Notable practitioners

John Sampson is skilled at handling all facets of real estate development, such as purchases and sales, financings and leasing. **Strengths:** "He understands the business side of what we do and provides legal advice that strongly contributes to our company's success." "He's a great leader of the team who's always looking out for our best interests and takes a reasonable approach in order to get the deal done." **Neil Davie** has a diverse Vancouver-based practice which encompasses the full range of commercial real estate mandates, from financings to sales. He is notably active on leasing matters for industrial and commercial properties, acting for both landlords and tenants.

Strengths: "Neil is an extremely seasoned lawyer who offers practical advice with his client's interest in mind." "He has an excellent depth of knowledge."

Liza Volpiana advises clients on the full gamut of commercial real estate matters, with a wealth of expertise in handling transactional work, development projects and municipal law matters. **Strengths:** "Liza is an excellent, knowledgeable lawyer and makes sure all issues are dealt with in a timely and professional manner." "She is very thorough and detailed. She is one of the few people that, if I get something from her, I don't have to double-check it, which means a lot to me."

Band 4 Real Estate

Clark Wilson LLP

What the team is known for Clark Wilson is an acclaimed local law firm with broad expertise in real estate law. The group is well regarded for its prowess in local development matters, including mixed-use and master-planned communities, as well as handling a range of zoning and land use work. It is particularly well versed in phased development agreements, and the team is also a leader in strata wind-ups and has experience of complex dispositions. The group garners further recognition for its real estate financing expertise. It possesses a varied client roster that includes a number of First Nations groups.

Notable practitioners

Darren Donnelly is chair of the firm's commercial real estate group and is well versed in real estate transactions and development matters. Donnelly offers specific knowledge of senior housing developments.

DLA Piper (Canada) LLP

What the team is known for DLA Piper's Vancouver real estate group advises clients in the retail, infrastructure and residential sectors on a broad range of real estate transactions and projects. The firm is well equipped to handle financings and commercial leasings, as well as sale-leasebacks and joint venture developments. It is equally adept in advising on land use planning, rezoning and other stages of development. The team's clients include regional authorities, developers, pension plans and portfolio managers.

Strengths

"DLA has been a trusted partner and we know they have a deep bench that is able to handle all issues with expediency and deep technical knowledge."

"There's a fantastic mix of senior leadership, partners growing in and rising star associates."

"Their team itself has fantastic depth and breadth, and the additional depth and breadth of their firm as a whole only further supports and strengthens the team's ability to handle a broad range of complex matters."

"We receive excellent attention to detail and a strong understanding of our needs."

Work highlights DLA Piper advised Operating Engineers' Pension Plan on the CAD140 million sale of three residential apartment towers in Burnaby.

Notable practitioners

Max Collett has strong experience assisting clients with the development of master-planned communities and multi-building projects. His clients include healthcare providers and public administrative bodies. **Strengths:** "Max is great to work with, with excellent experience and understanding of our organisational needs." **Catherine Gibson** is a Vancouver-based lawyer who has broad real estate practice handling acquisition, development and leasing transactions. She is particularly adept at assisting with matters concerning mixed-use developments. **Strengths:** "We receive excellent representation and she is one of our top external picks for advice on real estate and related matters."

Fasken

What the team is known for Fasken advises a wide range of clients, including major public institutions and utilities, on all manner of real estate concerns in British Columbia. The Vancouver group is recognised for its work on First Nations land development and traditional transactional mandates, as well as property management and commercial leasing. It is also equipped to handle portfolio acquisitions, joint ventures and land use matters, as well as financings. The firm's real estate expertise extends to industry sectors such as railway, pipeline, telecoms and energy.

Strengths

"The Fasken team is fully equipped with the legal know-how to assist with complex real estate transactions."

"Fasken's team has become an extension of our company. They represent us at the highest level, giving us comfort that our legal rights are protected as we move through time-sensitive transactions."

"The team are very experienced and have a practical approach; they're great to work with."

Work highlights Fasken advised Solterra Development on the acquisition of Terrace House in Vancouver.

Notable practitioners

Sarah Batut is a noteworthy lawyer with a strong practice advising clients on the acquisitions, sale and financing of various real estate assets. She is particularly well known for providing guidance to clients on master-planned communities in BC. **Strengths:** "She has a good rapport with clients and she is knowledgeable and deal-focused."

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG has a significant real estate practice operating out of its Vancouver office. The team regularly represents real estate development companies, financial institutions and national retailers in a range of transactions. Particular strengths include assisting with the acquisition and development of master-planned communities and broad real estate portfolios.

Strengths

"The team are strong - they're very skilled at the very top, with lots of strong talent in the ranks. Their commercial awareness is regularly and consistently demonstrated."

"We really appreciate how proactive they are. Gowlings reach out to us rather than vice versa to make sure our needs are met in a timely fashion."

Work highlights Gowling WLG advised Oris Development on the development of the Pier at London Landing project and the Hamilton Village project in Richmond.

Notable practitioners

Murray Braaten has a busy real estate practice, particularly involving the development of master-planned communities in BC. **Strengths:** "He is excellent to work with and he's practical and deal-focused." "His biggest differentiator is that his breadth of knowledge is quite unparalleled."

Kornfeld, Shapray & Partners

What the team is known for Kornfeld, Shapray & Partners excel across the full gamut of commercial real estate work, with an enviable array of

developers, owners and investors calling upon its skills in sophisticated real estate work in British Columbia. The firm regularly advises on M&A work, real estate financing matters, joint ventures and land use law, alongside additional strengths in First Nations issues and real estate litigation.

Strengths

"The team are amazing and provide fantastic response times."

"They have a good understanding of complex issues and offer good, practical solutions when negotiations hit a roadblock."

Work highlights Kornfeld Shapray advised Westbank on its joint venture with QuadReal Property for the 28-acre Oakridge Centre development in Vancouver.

Notable practitioners

Neil Kornfeld KC frequently handles transactions for developers of commercial and residential real estate, with over 25 years of experience in the field of real estate law in Vancouver. He wins particular recognition for his involvement in complex urban developments. **Strengths:** *"He's creative, tenacious and talented." "He's very smart and very effective in advocating for his clients."* **Jordan Langlois** excels in commercial real estate work, acting for clients on a broad spectrum of M&A, financing transactions and insolvency matters. **Strengths:** *"Jordan is always available, has a quick grasp of issues and offers practical advice and suggestions."*

Richards Buell Sutton LLP

What the team is known for Richards Buell Sutton is a solid law firm that assists with commercial real estate matters from its Surrey and Vancouver offices. The team is often retained by banking clients on financing transactions, as well as advising developers on the purchase and sale of real estate across British Columbia. It also counsels clients on corporate structuring in the sector.

Strengths

"They provide detailed, considerate and practical resolutions."

"The lawyers not only have strong legal experience, but also know the industry standard around Vancouver, so they add business acumen to the files as well."

"It's a one-stop shop committed to providing quality, professional and pragmatic legal advice."

"We receive timely and thoughtful service; they consider the client and give legal advice relating to the client themselves."

"They're thorough and thoughtful in their responses and are looking for ways to do a deal rather than frustrate it, appreciating that it is a commercial business."

Work highlights RBS acted for The Manufacturers Life Insurance Company to handle a CAD83.4 mil-

lion loan provided to the Canadian subsidiary of Jones Lang LaSalle for the acquisition of a 50% interest in a 67-acre site from Ivanhoe Cambridge.

Notable practitioners

Sharon White KC is co-leader of the firm's real estate group and has a reputable real estate development practice. Her clients include Crown corporations and property developers, and she has a particular strength with regard to transactions concerning mixed-use developments.

Strengths: *"She's very pragmatic and commercially understanding about reasonability and ease of execution on the business side." "Her strengths are her very vast experience and her calm and thoughtful approach to every file."* **Mark Baron** is noted for his commercial real estate practice, including his experience in financings and acquisitions. His clients include notable life insurance companies and banks.

Strengths: *"Mark is a strong lawyer with good situational awareness and customer service. He's a problem solver and wonderful to work with."*

Aneez Devji has a growing profile for his expertise in commercial real estate matters, acting for clients on M&A work, leasing agreements and real estate finance. **Strengths:** *"He has strong industry knowledge and is adept at risk identification and mitigation, without overcomplicating the file with his approachable style." "Aneez keeps calm and really defuses heated situations, which puts both the client and the other party at ease."*

Terra Law Corporation

What the team is known for Terra Law is a well-respected boutique real estate law firm based in Vancouver, handling all aspects of residential and mixed-use development work in BC. The team acts for regional developers, financial institutions, REITs and private investors on a range of real estate mandates, including financing, leasing, partnerships and joint ventures. It also offers expertise in relation to hotel and resort acquisitions, dispositions and financings.

Notable practitioners

Russell Benson is the founding partner of the firm and is a well-respected figure in the provincial real estate market, with a robust development practice. He advises on acquisitions and dispositions, with further knowledge of airspace subdivisions and the various ownership structures. He often assists with residential, mixed-use and resort developments. **Strengths:** *"He's a great, high-quality lawyer."*

Band I Real Estate: Zoning/Land Use

Lidstone & Company

What the team is known for Lidstone & Company's Vancouver-based team has unparalleled

expertise in relation to zoning and land use issues in British Columbia. The firm regularly acts for municipalities in relation to drafting and reviewing by-laws, contract preparation and governance matters.

Notable practitioners

Don Lidstone KC is knowledgeable on municipal law issues and, in addition to his active practice, he also often speaks and writes on local government matters. He offers expertise in land use and the drafting of by-laws, among other matters.

Other Ranked Lawyers

Bavia Bisetty of Osler, Hoskin & Harcourt LLP is head of the firm's British Columbia real estate group. She acts on transactions across Western Canada, representing REITs, institutional investors and pension funds in acquisitions and leasehold transactions.

Strengths:

"She's excellent under any definition and it's a pleasure to put my trust in her."

Bill Buholzer of Young Anderson Barristers & Solicitors has experience working in planning across Alberta and BC, bolstering his land use and zoning practice. He also contributes academically to the space, often writing and teaching on the subject.

Pam Jefcoat of Civic Legal offers clients in-depth knowledge of municipal law matters, where she has experience acting for developers and public entities in BC.

Anousheh Torabi of Osler, Hoskin & Harcourt LLP advises on commercial real estate matters including acquisitions and sales, real estate finance and commercial lease work.

Strengths:

"She's very knowledgeable and great to work with." "She is an excellent lawyer and has a far above average ability to learn our preferences and then carry those forward to deals we are doing."

Sauna Towriss has a wide-ranging practice which sees her regularly engaged by clients to advise on acquisitions and sales in the commercial real estate space, as well as real estate finance work.

Strengths:

"She was very practical, thorough and prompt." "She is attuned to and understands our risk tolerance and where we are prepared to go with transactions. She knows our business and can take matters forward and run with them, which is key."

Real Estate Alberta

Real Estate
Leading Firms
Band 1
Bennett Jones LLP
Stikeman Elliott LLP
Band 2
Blake, Cassels & Graydon LLP
McCarthy Tétrault LLP
Norton Rose Fulbright
Band 3
Borden Ladner Gervais LLP
Dentons Canada LLP
Lawson Lundell LLP
Miller Thomson LLP
Witten LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Livergant Stephen <i>McCarthy Tétrault LLP</i>
Leading Individuals
Star individuals
Whitlock Wayne R <i>Bennett Jones LLP</i>
Band 1
Anderson Garth <i>Blake, Cassels & Graydon LLP</i>
Colic Olivia <i>McCarthy Tétrault LLP</i>
Dyck Michael L. <i>Stikeman Elliott LLP</i>
Raby Stephen <i>Norton Rose Fulbright*</i>
Band 2
Barron Ronald <i>Bennett Jones LLP</i>
Bolitho Michael <i>Norton Rose Fulbright*</i>
Chow Michael <i>Bennett Jones LLP</i>
Christensen Mark <i>McCarthy Tétrault LLP</i>
Keyes Kevin <i>Miller Thomson LLP</i>
Witt Michael B <i>Stikeman Elliott LLP</i>
Band 3
Coape-Arnold Jeff <i>Dentons Canada LLP</i>
Farnell Catherine <i>Witten LLP</i>
Geers Jay <i>Blake, Cassels & Graydon LLP</i>
Itterman Devin <i>Lawson Lundell LLP</i>
Lambert Annette <i>Norton Rose Fulbright*</i>
Lirette Victor <i>Reynolds Mirth Richards & Farmer</i>
Logan Paul <i>Fasken (ORL) ◇</i>
Partridge Shaun <i>Lawson Lundell LLP</i>
Peters Tina <i>McCarthy Tétrault LLP</i>
Selby Joshua <i>Miller Thomson LLP</i>
Up-and-coming individuals
Cameron Alixe <i>Bennett Jones LLP</i>
Kassian Clark <i>Dentons Canada LLP</i>
Whitlock Riley <i>Bennett Jones LLP</i>
Zulak Lyle <i>Dentons Canada LLP</i>
Associates to watch
Perkins Rodney <i>Blake, Cassels & Graydon LLP</i>
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Bennett Jones LLP

What the team is known for Bennett Jones is a Calgary-based powerhouse providing comprehensive real estate advice to a nationwide client base of high-profile REITs, developers and portfolio managers. The firm's commercial real estate group frequently advises on major acquisitions,

Real Estate: Zoning/Land Use
Leading Firms
Band 1
Dentons Canada LLP
Band 2
Brownlee LLP
Reynolds Mirth Richards & Farmer
Shores Jardine LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Bardsley Timothy <i>Dentons Canada LLP</i>
Leading Individuals
Band 1
Anderson Bonnie <i>Dentons Canada LLP</i>
Stewart-Palmer Gwendolyn <i>Shores Jardine LLP</i>
Band 2
Fiske-Nielsen Kelley <i>Brownlee LLP</i>
Sykes Jennifer <i>Caron & Partners (ORL) ◇</i>
Up-and-coming individuals
Ryder Jon <i>Dentons Canada LLP</i>

dispositions and leaseings, as well as financings and partnership agreements. It demonstrates notable expertise in large regional developments, including office, retail and residential projects. The team is also well equipped to handle land use and zoning matters, including the obtaining of development permits and municipal approvals, as well as related appeals.

Strengths

"The team are very qualified and provide good, timely advice and work within our scope. We receive a high level of service and they are very responsive." "Bennett Jones has a deep bench of subject matter experts who can help us with all ranges of work. The team are proactive and supportive of our mandate at all stages."

Work highlights A Bennett Jones team advised Skyline Industrial REIT on its CAD309.25 million acquisition of a portfolio of four business parks from a Canadian pension plan.

Notable practitioners

Wayne Whitlock KC is a highly reputed lawyer in the Alberta real estate market, with longstanding experience in the sector. **Strengths:** "He's one of the most highly recognised senior lawyers in the profession." **Ronald Barron** leads Bennett Jones's Calgary real estate practice. He acts for public bodies in Alberta and private investors on commercial real estate transactions, spanning residential, commercial and hospitality developments. **Michael Chow** continues to grow his presence in the Alberta market, advising on commercial transactions and financings in the real estate sector. He also assists with development and leasing matters. **Strengths:** "I breathe a sigh of relief when he is on the other side. He is not too stubborn when representing his clients, he is well versed in the law and he is a good negotiator."

Alixé Cameron is developing a strong reputation for her varied real estate practice. She has experience in cross-provincial real estate work and regularly assists clients with acquisitions and lease negotiations in relation to retail, industrial and infrastructure developments. **Strengths:**

"She's a delight to work with and has a great personality. She's a deal maker." **Riley Whitlock** possesses experience across real estate transactions and financings, in addition to leasing matters. Whitlock is active assisting with landmark commercial and mixed-use developments in Calgary. **Strengths:** "We consider him to be a very valuable partner to our business." "He has an awareness of the market and an ability to close deals that centres around respect and partnership."

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a highly regarded law firm that wins recognition for its representation of clients in the full spectrum of commercial real estate matters in Alberta. The group acts for a significant portfolio of institutional clients and pension funds on redevelopments, dispositions, refinancings and purchases. It is also sought out for its leasing expertise and is well equipped to advise on ownership structures, including joint ventures and partnerships. In addition to traditional real estate matters, the firm also advises on the real estate aspects of energy and infrastructure projects.

Strengths

"Blakes are very commercially aware and able to identify and understand the issues that are important to our business and to negotiate them on our behalf."

"From partner to associate to their administrative staff, it's a very deep and experienced group. They're very experienced and can use other data points to tie into legal advice that is both market and useful for any given situation."

"The team we have worked with are thoughtful, solution-oriented and pragmatic. There is no question they know how to get a deal over the goal line, while ensuring the client is fully protected with limited exposure. They understand what their clients' needs and wants are and will make every effort to ensure we get what we need."

"From a client service standpoint, they are very strong, very proactive and they follow up on things well, which is really helpful. They are very supportive of our business and staff their files with people who are capable and willing and interested in learning."

"They handled one of the most complex issues with great competence and ability. We felt confident that our interests were being well protected and details were not being overlooked. Blakes has a fully array of excellent lawyers who were able to handle all aspects of transaction."

Work highlights Blake, Cassels & Graydon represented German real estate fund Deka-ImmobilienGlobal in its CAD500 million acquisition of the Stantec Tower in Edmonton from EAD Property Holdings and Katz Group Properties.

Notable practitioners

Garth Anderson is the leader of the Calgary real estate group and is often involved in major transactions in the province. He acts for big-name national and regional clients, including REITs and institutional investors. **Strengths:** "Garth has always been my first call for representation."

He provides experienced counsel and I trust that our best interest are being accounted for, without confusing or complicating the end objective." "He's a very sophisticated attorney with excellent attention to detail and client service." "He brings to the table a high degree of knowledge and expertise, and his years of experience have proven invaluable. He is pragmatic and understands the business side of transactions, which is very important in getting deals done." "We like to go to Garth on complex stuff. He is very good at taking complex issues and breaking them down into what I can understand." **Jay Geers** has a developing reputation among peers and clients alike for providing effective counsel on a variety of real estate issues. His work includes assisting with the purchase and sale of office, residential and industrial premises. **Strengths:** "It has been an absolute pleasure working with Jay." "Jay is fantastic to work with and a true professional who is always coming up with great solutions for complex issues that unfortunately tend to pop up." "Sometimes lawyers over-lawyer, but he doesn't do that. He leans towards the business process of getting the deal done. He is a deal lawyer." "Jay's an exceptional lawyer with a humble but informed and confident manner." **Rodney Perkins** enjoys a burgeoning profile for his real estate practice, which sees him advise corporate clients, developers and landlords on a broad spectrum of transactional matters. **Strengths:** "He is a very capable, up-and-coming lawyer who is smart, attentive and can get the job done. What he lacks in experience he makes up for with thoughtfulness, creativity and diligence."

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais offers diverse strengths in commercial real estate matters, with a proven track record in office, retail and industrial developments, transactional work, real estate finance and leasing. The team acts on behalf of a broad spectrum of developers, landlords and lenders, housing particular expertise in advising clients on transactions and developments in the hotels and hospitality sector. **Strengths** "BLG has been able to manage complex transactions throughout the years with ease and timeliness. The team is made up of a diverse set of lawyers with capable support from a variety of fields." "The firm has lots of support and depth, plus they're very responsive and easy to work with." "It's been excellent. They're prompt and available seemingly every time I pick up the phone."

Notable practitioners

Aaron Bowler is a key contact for clients.

Brownlee LLP

What the team is known for Brownlee is a well-regarded law firm known for its representation of municipalities in zoning and land use matters. The team is noted for its experience in relation to development approvals, municipal plans and land use by-laws, often assisting clients with related hearings and appeals. It draws on strength from both its Edmonton and Calgary offices.

Notable practitioners

Kelley Fiske -Nielsen is a Calgary-based partner who utilises her prior experience as a munic-

ipal subdivision and development officer and planner to assist clients with their land use needs. **Strengths:** "Kelley Fiske-Nielsen is very knowledgeable and always on the ball."

Dentons Canada LLP

What the team is known for Dentons has a long-standing reputation for high-level advice on land use planning and development. The firm's expertise includes land use redesignation, subdivisions, development permit applications and expropriation. Its Calgary and Edmonton-based real estate lawyers represent local and national developers in their Alberta-based projects, including retail, industrial, healthcare and infrastructure developments. The group is well placed to advise clients on hearings before the province's various boards and commissions.

Strengths

"I'm comfortable working with them on complex matters and trust that their team has the depth to support our needs. The lawyers we have worked with have been very professional in their service and responsiveness."

"When we need a really focused and dedicated team on real estate, we go to Dentons."

"They offer very knowledgeable teams in their particular disciplines, who're very responsive and willing to do what it takes to meet deadlines."

"They were able to provide complete guidance using the depth and expertise of their lawyers. For any issue we faced during our transactional processes, Dentons always had an expert in that specific area who could reassure us and provide a concrete solution that would help the transaction move forward."

"Without exception, Dentons are always able to handle complex and sophisticated matters in a way that is understandable to us as clients."

Work highlights Dentons advised Air Products Canada on the acquisition of property for the construction of a multibillion-dollar hydrogen plant in Edmonton.

Notable practitioners

Timothy Bardsley is an experienced lawyer in the zoning and land use space in Alberta. He has a wealth of expertise in planning and municipal law matters, including expropriation and development approvals. Bardsley also possesses considerable experience representing clients before boards, councils and various levels of court. **Strengths:** "He is very sharp and he understands politics as well as the law." Calgary-based **Bonnie Anderson** offers a broad range of expertise in zoning and land use matters in the province. She ably draws upon her experience in urban planning and architecture when assisting clients with municipal matters arising in the course of developments.

Strengths: "Bonnie is outstanding in her knowledge of land use planning, land use zoning and municipal regulations and plans that affect our operations." "She's excellent in her knowledge of policies, appeals, land issues and development work." "Bonnie is a highly skilled and knowledgeable lawyer who is attentive and clearly cares about her clients. As a client, you feel like you're in good hands and getting the best service offered in the city." **Jeff Coape-Arnold** is a well-regarded real estate lawyer who regularly represents inves-

tors and developers. He is particularly adept at assisting clients with issues arising out of the acquisition of retail, residential and mixed-use developments. **Strengths:** "Jeff has provided exceptional support and guidance. It's always a pleasure to work with a lawyer who is not only knowledgeable but also genuinely invested in the success of his clients." "We wouldn't have managed without him; he was a true help and a good expert."

Clark Kassian is the national practice group leader for Dentons' real estate group. He operates out of the firm's Alberta office and has particular experience in the acquisition of industrial assets.

Strengths: "Clark's attention to detail, insights into the minutiae of considerations, exceptionally strong organisational and analytical skills, and excellent communication skills are invaluable." **Jon Ryder** is a respected lawyer with a burgeoning reputation for his experience in municipal planning and land use matters. He is based in Calgary. **Strengths:** "He's got the legal expertise and specialisation, but he also brought a better sense of how to navigate City Hall." **Lyle Zulak** co-leads the firm's real estate, development and planning group in Calgary. He regularly advises local Alberta-based clients as well as large national corporations on various commercial real estate matters from land acquisitions to development financings.

Lawson Lundell LLP

What the team is known for Lawson Lundell enjoys a robust reputation for its commercial and residential real estate capabilities, which include a strong pedigree in mid-market transactional activity, advising on leases, development projects and land use matters. The firm also offers complementary strengths in real estate litigation, environmental law and indigenous law.

Strengths

"The advice has been excellent in highly complex matters. The team have a wide range of experience and they work very efficiently as a team to provide timely, correct and thoughtful advice and solutions."

"There is a strong complement of lawyers and they are always able to turn things around on a moment's notice, if needed. They have a strong understanding of the business environment and are actively involved in the industry."

"Budget is always top of mind with Lawson Lundell - they employ efficiencies to ensure that they provide great overall value."

"They have exceptional skill in negotiations, with strong awareness for balancing legal and business objectives."

Work highlights Lawson Lundell advised Albert Bell Management Services on the sale of convenience store and car wash locations in Calgary and Edmonton.

Notable practitioners

Devin Itterman is a respected Calgary-based lawyer with a broad real estate practice. He regularly advises on the acquisition, sale and financing of various property classes, including energy assets, senior care facilities and mixed-use developments. **Strengths:** "Working with Devin has been an absolute pleasure. His knowledge and breadth of experience allows him to provide straightforward, practical advice as well as issue spotting for legal nuances that I may have not con-

sidered. Devin always offers extremely high-quality advice, which is key to the success of our business.” “He’s a very competent and knowledgeable lawyer who provides excellent service.” **Shaun Partridge KC** frequently represents clients in refinancings, sales and leasing matters. He leads the Calgary office’s real estate department. **Strengths:** “He’s an outstanding and thoughtful lawyer who is able to provide clear and quick advice and service.” “Shaun is very personable and his approach is practical and effective.”

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault advises significant national and international clients on high-value real estate transactions. The real property and planning department in Calgary is well regarded for its track record of advising on acquisitions, dispositions and leasing matters, with further capabilities in real estate financing and development. It acts on mandates across industry sectors, including industrial, retail and residential, demonstrating further expertise in real estate funds. The firm also handles related litigation and M&A deals involving multiple provinces.

Strengths

“They have the experience, skills and aptitude to handle all of the most complex files and the depth and breadth to handle any deal.”

“I have found everybody there to be very responsive, very cost-conscious and efficient.”

Work highlights McCarthy Tétrault advised Strategic Equity Group and Soltron Developments on the CAD111 million refinancing of a mixed-use project in Calgary.

Notable practitioners

Stephen Livergant is a pre-eminent figure in the real estate market in Alberta. He possesses exceptional experience acting for the full range of stakeholders on transactions, as well as assisting with various ownership structures. **Strengths:** “He’s fantastic.” **Olivia Colic** impresses with her technical skills which contribute to her practice advising on real estate developments, transactions and leasing mandates. She is the firm’s regional managing partner for Alberta and has longstanding experience advising a range of stakeholders involved in real estate developments in the province. **Strengths:** “She is certainly somebody I like working with. She is sensible and practical, which is important. She is very capable and practical.” “She is phenomenal. Her attention to detail, while also seeing the big picture, is so impressive – it is a gift not many lawyers have.”

Mark Christensen is the head of the Alberta real estate group at the firm and continues to grow his reputation in the market. He is routinely engaged on real estate financing transactions in the sector.

Strengths: “He is pragmatic and practical. We’ve had good experiences working with him.” **Tina Peters** is an up-and-coming real estate lawyer in Calgary who garners appreciation from commentators for her style and approach to acquisitions, dispositions and financings. She also possesses knowledge of leasing matters. **Strengths:** “She has a good, practical approach and she’s easy to work with. She’s smart, hard-working and business-focused.” “She just knows what she is doing.

She’s very competent, very responsive and doesn’t get flustered. There can be difficult deals, but she knows how to negotiate and find her way through.”

Miller Thomson LLP

What the team is known for Miller Thomson offers wide-ranging skills in mid-market real estate work from its offices in Calgary and Edmonton. Its team is frequently called upon to advise on leasing matters, real estate finance work, development projects and real estate M&A in the industrial, office and retail sectors.

Strengths

“It’s a very responsive, knowledgeable and efficient service.”

“They’re our top choice to handle our complex transactions. The team is highly responsive and handles transactions within the needed timeframes, as well as knowledgeable and highly capable.”

“They’re very sophisticated and professional.”

Work highlights Miller Thomson advised PBA Land Development on the drafting of an incentive agreement from the City of Calgary for the conversion of an office building located in downtown Calgary.

Notable practitioners

Calgary-based **Kevin Keyes** is well versed in matters concerning real estate development, including financing and leasing. He is also experienced in handling transactions in the space.

Strengths: “He is extremely well regarded and is one of the top folks in development matters.”

“He’s highly regarded and well respected.” **Joshua Selby** is a Calgary-based real estate lawyer who is held in high regard for his expertise in the condominium space. He primarily acts for developers and real estate management companies. **Strengths:** “Everybody is happy when he is on a deal as he is practical and solution-based.” “He’s a true gentleman with a sincere desire to do a job well done for his client. I cannot say enough good things about Josh.”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright has a distinguished Calgary practice that features notable experience representing regional and national clients in a range of real estate transactions. The firm is recognised for its knowledge of acquisitions, leasing and financing matters, with additional experience of development, joint venture and co-ownership agreements. It is frequently sought out to advise on all aspects of development projects, including land acquisition, construction contracts and planning approvals. The team is equally well positioned to handle the real estate components of significant infrastructure projects and offers further expertise in real estate insolvency.

Strengths

“NRF’s bench strength, and the ability for them to quickly adapt and mobilise different practices areas in their firm, in my mind sets them apart.”

“I have never encountered a situation or problem that Norton Rose have been unable to advise me on or assist with.”

“They’re our first port of call for more complex transactions. A key differentiator with the firm is their ability to frame situations in business terms

and actively seek to find a workable solution for all parties, including when opposing counsel may not have the level of sophistication to immediately grasp or understand the situation.”

“Their depth of knowledge assisted our company greatly. They were able to guide us on issues we were not even aware of.”

“The team is made up of lawyers who act for both borrowers and lenders, and that experience of working for both sides of the transaction adds knowledge on issues and empathy on challenges. I cannot overstate how valuable this proficiency is.”

Work highlights Norton Rose advised the University of Calgary on its development of the University Innovation Quarter, including advising on converting ground leases to subleases and acquiring a building from a lessee.

Notable practitioners

Stephen Raby KC (see p.331) is a highly respected practitioner at the forefront of the market, offering clients a wealth of experience in commercial real estate mandates. He acts for all manner of developers, landlords and tenants on real estate matters in Alberta. **Strengths:** “He’s very collaborative and an excellent lawyer with so much experience.” “We get excellent support from Steve, providing top-notch advice and an excellent understanding of commercial terms.” “He is a pleasure to work with. He is exceptionally well respected, which helps bring credibility to our company on the deals that he works with us on. He is also down to earth and practical.” **Michael Bolitho** (see p.330) is active on a wide array of real estate development matters, from purchases and sales to commercial leasing, where he acts for both landlords and tenants. **Strengths:** “Michael is an exceptional lawyer who brings value to our company.” “Michael has been supportive and informative. He is responsive and thorough; he takes the time to ensure I have full understanding and what my options are.”

Annette Lambert (see p.330) has a robust reputation for her commercial real estate practice, with a number of corporate clients, financial institutions and investors relying upon her credentials in transactional and development work. **Strengths:** “Annette is excellent to work with. She is extremely responsive and provides well thought out, practical advice.” “Annette has experience with borrowers and lenders on commercial real estate transactions and is able to see both sides of an argument or challenge. That facilitates solutions.” “She has a very strong knowledge base and very strong work ethic. She went above and beyond normal expectations to handle our matters.”

Reynolds Mirth Richards & Farmer

What the team is known for Reynolds Mirth Richards & Farmer is an Edmonton-based law firm that is well known for its work in northern Alberta. The firm often assists municipalities and municipal entities with a range of planning matters, including appearing in hearings and assisting with reviews of by-laws. It also advises on expropriation matters.

Notable practitioners

Edmonton-based **Victor Lirette** is a key member of the firm’s commercial real estate team. He ably assists his clients with the full range of complex real estate transactions.

Shores Jardine LLP

What the team is known for Shores Jardine LLP is a respected law firm based in Edmonton that advises numerous Alberta municipalities on land use issues. The team has significant experience representing clients in both judicial reviews and appeals.

Notable practitioners

Gwendolyn Stewart-Palmer is an experienced lawyer who is particularly well respected for her work for municipal clients. **Strengths:** “She is probably the best person out there in this space, presenting organised and crisp arguments.”

Stikeman Elliott LLP

What the team is known for Stikeman Elliott operates a leading practice valued for its long-standing experience of commercial real estate in Calgary. The firm garners widespread recognition for its involvement in major developments and master-planned communities and is highly regarded for its handling of large transactional mandates, including acquisitions, leaseings and financings. It capably advises on joint venture and project structuring in the industry and acts for a number of eminent clients from the financial services, industrial and retail sectors. The firm is well placed to assist clients requiring legal representation beyond the city of Calgary, including in Edmonton and Banff.

Strengths

“I feel valued as a client, they work hard to meet the timelines we have, and they understand motives

and the realities of a deal.”

“They have been able to demonstrate precision and a very high level of sophistication in their handling of complex real estate transactions.”

“It’s a strong team with a focused practice both technically and business-wise.”

Work highlights Stikeman Elliott advised Oxford Properties and QuadReal on the sale of the Millennium Tower in Calgary to Aspen Properties and Hazelview Investments.

Notable practitioners

Michael Dyck is a prominent lawyer in the Calgary market, with corporate real estate expertise spanning residential, commercial and industrial developments. He is particularly highly regarded for his knowledge of ownership structures. **Strengths:** “He’s always reassuring when you have a tricky transaction. He is practical, experienced and not pushy, but respectful and collaborative.” “Michael is a great real estate lawyer with strong technical skill and is very pleasant to work with.” “Mike is a great mix of art and science. He gives us confidence when we are pressed for time, he understands our business and he saves time through knowledge of our requirements.” “He is wonderful. He’s great to work with, very practical and always polite – he is a consummate gentleman.” **Michael Witt** continues to develop his reputation in the Calgary market, with experience acting for developers, lenders, landlords and tenants on the full range of commercial real estate matters. **Strengths:** “Michael is very responsive, knowledgeable and provides sage advice in handling complex legal matters.” “He

certainly looks to get the deal done and he tries to close the transaction. His drafting is excellent, the quality of the work product is excellent and I know the work we get from Mike will be excellent.”

Witten LLP

What the team is known for Witten LLP is an Edmonton-based firm with a well-regarded mid-market real estate practice. The team is frequently involved in substantial property transactions involving First Nation communities, including residential and energy projects.

Notable practitioners

Catherine Farnell is the managing partner of Witten LLP and has a notable practice advising on the sale and financing of a broad array of real estate assets.

Other Ranked Lawyers

Paul Logan of Fasken’s Calgary office possesses experience that includes financings, sales and leasing. His work covers transactions involving property across a variety of sectors, including senior living and industrial premises.

Jennifer Sykes of Calgary-based Caron & Partners is a zoning and land use practitioner who possesses experience advising municipalities and developers on developments in the province. Her expertise includes expropriation, subdivision and development approvals, along with the full gamut of municipal law.

Real Estate Ontario

Real Estate
Leading Firms
Band 1
Blake, Cassels & Graydon LLP
McCarthy Tétrault LLP
Band 2
Bennett Jones LLP
Davies Ward Phillips & Vineberg LLP
Goodmans LLP
Osler, Hoskin & Harcourt LLP
Stikeman Elliott LLP
Torys LLP
Band 3
Borden Ladner Gervais LLP
Dentons Canada LLP
Fasken
Band 4
Cassels Brock & Blackwell LLP
Gowling WLG (Canada) LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

The editorial is in alphabetical order by firm name.

Aird & Berlis LLP

What the team is known for Aird & Berlis is a stalwart Toronto law firm with an eminent municipal and land use planning group, offering impressive expertise in planning, zoning and land development. The team has an enviable client roster consisting of municipalities, landowners and developers, and is frequently asked to negotiate development agreements, subdivisions and easements. It offers extensive experience of OLT hearings and appearances before other administrative boards, and is well placed to handle official plan appeals and by-law amendments. The firm is also well respected for its broad transactional real estate practice.

Strengths

“The team was highly professional and addressed every issue in the most comprehensive way and always within the required schedule, which is typically very tight and strict.”

“Aird & Berlis are one of the first calls we make

when evaluating complex situations. They provide a cross-section of advice through a few highly trusted advisers and can work laterally to give the best advice.”

“They provide great guidance on complex matters and they’re always responsive, especially when last-minute issues arise.”

“The team as a whole is a force to be reckoned with – they stay on top of trends in the market and have made suggestions on files that ended up being vital to our organisation. There is nothing they cannot do and they all work well with each other and complement each other’s strengths.”

Work highlights Aird & Berlis advised Allied Properties REIT on its CAD794 million acquisition of a portfolio of urban office properties from Choice Properties REIT.

Notable practitioners

Leo Longo is a renowned land use lawyer who is notably skilled in municipal matters. He also possesses considerable knowledge of the Ontario Building Code Act. He represents clients both in court and before committees and tribunals, such as the OLT. **Jane Pepino** is the founder of the

Real Estate		
Senior Statespeople		
Senior Statespeople: distinguished older partners	Howard Gregory J. <i>Davies Ward Phillips & Vineberg LLP</i> *	
Bauer Robert T. <i>Davies Ward Phillips & Vineberg LLP</i> *	Morrow Juli <i>Goodmans LLP</i>	
Costin Abraham <i>McCarthy Tétrault LLP</i> *		
Leading Individuals		
Band 1		
Currie John C. <i>McCarthy Tétrault LLP</i>	Klaassen Douglas <i>Stikeman Elliott LLP</i>	
D'Alimonte Silvana M. <i>Blake, Cassels & Graydon LLP</i>	Kofman Daniel. <i>Blake, Cassels & Graydon LLP</i>	
Goh Tzen-Yi <i>McCarthy Tétrault LLP</i>	Mikelberg Jules <i>Dentons Canada LLP</i>	
Grandilli Danny C. <i>McCarthy Tétrault LLP</i>	Porter Dana <i>Stikeman Elliott LLP</i>	
von Hahn Thomas <i>Blake, Cassels & Graydon LLP</i>	Rawlinson Graham <i>Torys LLP</i> *	
Band 2		
Crawford Simon <i>Bennett Jones LLP</i>	Rubinoff Fred M. <i>Goodmans LLP</i>	
Green Bram <i>Goodmans LLP</i>	Shortt Jillian <i>Dentons Canada LLP</i>	
Mantini S Paul <i>Bennett Jones LLP</i>	van Gent John <i>Bennett Jones LLP</i>	
Martin Steven <i>Davies Ward Phillips & Vineberg LLP</i> *	Band 5	
Paura Mario <i>Stikeman Elliott LLP</i>	Berg Ira <i>Goodmans LLP</i>	
Wiseman Andrew <i>Goodmans LLP</i>	Carroll Brennan <i>Borden Ladner Gervais LLP</i>	
Band 3		Freeman Jonathan <i>Cassels Brock & Blackwell LLP</i>
Carmona Eric M. <i>Stikeman Elliott LLP</i>	Gibbons Andy <i>Torys LLP</i>	
Davidge Rod <i>Osler, Hoskin & Harcourt LLP</i>	Homenuck Sonja <i>Dentons Canada LLP</i>	
Emmons P Martin <i>Fasken</i>	Kotsopoulos Savvas <i>Osler, Hoskin & Harcourt LLP</i>	
Galbraith Paul <i>McCarthy Tétrault LLP</i>	Mielcarek Pawel <i>Davies Ward Phillips & Vineberg LLP</i> *	
Gherbaz Sabrina A. <i>Torys LLP</i> *	Morassutti Paul <i>Osler, Hoskin & Harcourt LLP</i>	
Grignano Joseph <i>Blake, Cassels & Graydon LLP</i>	Nielsen Ryan <i>Osler, Hoskin & Harcourt LLP</i>	
Hutmacher John <i>Blake, Cassels & Graydon LLP</i>	Reiner David G. <i>Davies Ward Phillips & Vineberg LLP</i> *	
Lombardi Gabriella <i>Davies Ward Phillips & Vineberg</i> *	Rimer Philip <i>Dentons Canada LLP</i>	
Orzech Jamie <i>McCarthy Tétrault LLP</i>	Salem Andrew <i>Cassels Brock & Blackwell LLP</i>	
Redmond David <i>Cassels Brock & Blackwell LLP</i>	Schafer Charlene <i>Torys LLP</i> *	
Schyven Melissa <i>Stikeman Elliott LLP</i>	Shapira Daniel. <i>Limbo (ORL)</i> ◇	
Band 4		Up-and-coming individuals
Arnone Frank S. A. <i>Borden Ladner Gervais LLP</i>	Garbe Craig <i>Bennett Jones LLP</i>	Garbe Craig <i>Bennett Jones LLP</i>
Bailey Rose <i>Torys LLP</i> *	Gordon Patrick <i>Blake, Cassels & Graydon LLP</i>	Gordon Patrick <i>Blake, Cassels & Graydon LLP</i>
Centa Andrea <i>Fasken</i>	Knowles Jeffrey <i>McCarthy Tétrault LLP</i>	Knowles Jeffrey <i>McCarthy Tétrault LLP</i>
Di Cresce Stella <i>Osler, Hoskin & Harcourt LLP</i>	Roy Allyson <i>Fasken</i> *	Roy Allyson <i>Fasken</i> *
Gangbar Leonard <i>Bennett Jones LLP</i>	Shapiro Neil <i>Stikeman Elliott LLP</i>	Shapiro Neil <i>Stikeman Elliott LLP</i>
Helmstadter Jane C. <i>Bennett Jones LLP</i>	Associates to watch	
	Lehman Rachel <i>Blake, Cassels & Graydon LLP</i>	Lehman Rachel <i>Blake, Cassels & Graydon LLP</i>

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

firm's municipal and land use planning group. Her impressive track record includes over four decades of experience in zoning and planning. In addition to her in-depth knowledge of regulatory matters, she also has experience acting for clients before the OLT and other tribunals. **Strengths:** "Jane has been an amazing role model and is a gifted lawyer." **Steve Zakem** is the firm's managing partner and is highly regarded for his expertise in zoning and land use in Ontario. He possesses a wealth of experience appearing before the OLT on behalf of clients, with further knowledge of municipal regulatory matters. He advises on planning and land use matters involving commercial, industrial and residential developments. **Strengths:** "Steven is an excellent leader. He is well reasoned and fair, as well as diplomatic. He is supportive with any issues or enquiries." **Leonard Baranek** is a highly experienced real estate lawyer whose wide-ranging practice seems him advise on real estate development projects, commercial matters and M&A in the real estate sector. **Strengths:** "I love working opposite him. He cuts to the case and is solutions-oriented." "He is a very good lawyer who is very capable and easy to deal with. He's friendly, deal-oriented and

a pleasure to work with." **Eileen Costello** advises private and public bodies on matters in the zoning and land use space in Ontario. In addition to capably representing clients before tribunals and the courts, she also provides guidance on obtaining development approvals. She additionally counsels municipalities on their regulations concerning real estate development. **Strengths:** "She is very knowledgeable with the actual law and she also has really good relationships with the city, which goes a long way with lawyers on the other side as she can work out creative solutions to problems." "She's an excellent municipal lawyer with a thorough understanding of policy and great negotiating skills." **Nili Goldman** has a strong pedigree in commercial real estate work, advising on a broad spectrum of transactional activity and finance work. **Strengths:** "She provided legal services at the highest level, showing a deep and broad understanding of the terms of the deal and our unique needs and characteristics. She protected our interests while providing beneficial solutions to any issue that arose, in order to facilitate the deal." "Nili is highly intelligent and she thinks outside the box and always tries to protect us against unforeseen issues. She is someone that we can trust and can

Real Estate: Zoning/Land Use	
Leading Firms	
Band 1	
Aird & Berlis LLP	
Borden Ladner Gervais LLP	
Davies Howe Partners LLP	
Goodmans LLP	
Band 2	
Cassels Brock & Blackwell LLP	
Kagan Shastri DeMelo Winer Park LLP	
Stikeman Elliott LLP	
WeirFoulds LLP	
Band 3	
Gowling WLG (Canada) LLP	
McCarthy Tétrault LLP	
Overland LLP	
Soloway Wright	
Senior Statespeople & Eminent Practitioners	
Senior Statespeople: distinguished older partners	
Devine Patrick <i>Kagan Shastri DeMelo Winer Park LLP</i>	
Houser Roslyn <i>Goodmans LLP</i>	
Longo Leo <i>Aird & Berlis LLP</i>	
Pepino N Jane <i>Aird & Berlis LLP</i>	
Eminent Practitioners	
Zakem Steve <i>Aird & Berlis LLP</i>	
Leading Individuals	
Band 1	
Bronskill David <i>Goodmans LLP</i>	
Kagan Ira <i>Kagan Shastri DeMelo Winer Park LLP</i>	
Lantz Calvin <i>Stikeman Elliott LLP</i>	
Patterson Pitman <i>Borden Ladner Gervais LLP</i>	
Band 2	
Barnett Chris <i>Osler, Hoskin & Harcourt LLP</i>	
Flowers Mark <i>Davies Howe Partners LLP</i>	
Leisk Signe <i>Cassels Brock & Blackwell LLP</i>	
Macdougall Cynthia <i>McCarthy Tétrault LLP</i>	
Polowin Michael <i>Gowling WLG (Canada) LLP</i>	
Rosenthal Susan <i>Davies Howe Partners LLP</i>	
Snider Scott <i>Turkstra Mazza (ORL)</i> ◇	
Band 3	
Costello Eileen <i>Aird & Berlis LLP</i>	
Engell Bruce <i>WeirFoulds LLP</i> *	
Halinski Tom <i>Aird & Berlis LLP</i>	
Howe Robert <i>Goodmans LLP</i>	
Mullin Kim <i>Wood Bull LLP (ORL)</i> ◇	
Park Jason <i>Kagan Shastri DeMelo Winer Park LLP</i>	
Piurko Tara <i>Miller Thomson LLP</i>	
Band 4	
Andres Ian <i>Goodmans LLP</i>	
Annibale Quinto <i>Loopstra Nixon LLP (ORL)</i> ◇	
Baker Denise <i>WeirFoulds LLP</i> *	
Dawson John <i>McCarthy Tétrault LLP</i>	
Duffy Patrick <i>Stikeman Elliott LLP</i>	
Sliwa Katarzyna <i>Dentons Canada LLP</i>	
Uukkivi Raivo <i>Cassels Brock & Blackwell LLP</i>	
Up-and-coming individuals	
Artenosi Daniel <i>Overland LLP</i>	
Jeanrie Andrew <i>Bennett Jones LLP</i>	
Meader Jennifer <i>Turkstra Mazza (ORL)</i> ◇	
Stewart Amber <i>Amber Stewart Law (ORL)</i> ◇	
Tang Isaac <i>Borden Ladner Gervais LLP</i>	
Tanzola Christopher <i>Overland LLP</i>	
Associates to watch	
Cheng Jonathan <i>Stikeman Elliott LLP</i>	
Elliott Andrew <i>Stikeman Elliott LLP</i>	

Real Estate: Mainly Mid-Market
Leading Firms
Band 1
Blaney McMurtry LLP
Daoust Vukovich LLP
Torkin Manes LLP
Band 2
Aird & Berlis LLP
Bogart Robertson & Chu LLP
Brattys LLP
Harris Sheaffer LLP
Minden Gross LLP
WeirFoulds LLP
Band 3
Fogler, Rubinoff LLP
Miller Thomson LLP
Perley-Robertson, Hill & McDougall LLP
Leading Individuals
Band 1
Rodness Leonard Torkin Manes LLP
Tkatch Brett Blaney McMurtry LLP
Band 2
Chu Brian Bogart Robertson & Chu LLP
Eiley Stephanie Torkin Manes LLP
Jeffery Steven Blaney McMurtry LLP*
Lanys Barbara Bloom Lanys (ORL) ◇
Vukovich Natalie Daoust Vukovich LLP
Wolfson Shawn Blaney McMurtry LLP*
Band 3
Baranek Leonard E. Aird & Berlis LLP
Borsook Lisa A WeirFoulds LLP*
English Aaron Torkin Manes LLP
Goldman Nili Aird & Berlis LLP
Posen Stephen Minden Gross LLP
Sheaffer Robert Harris Sheaffer LLP
Up-and-coming individuals
Zuk Seth Torkin Manes LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

rely on.” **Tom Halinski** is the practice group leader of the municipal and land use planning group. He has a broad practice advising local municipalities and private clients on a range of contentious and non-contentious matters. **Strengths:** “He is quite engaged and well regarded in development and municipal planning. Tom offers sage advice and has a great, forward-thinking approach.” “He has excellent relationships with the developers and municipalities. His relationships and communication style with all the parties is so important.”

Bennett Jones LLP

What the team is known for Bennett Jones has a prominent Toronto-based commercial real estate team that is widely acknowledged for its expertise in advising on complex financing mandates, as well as offering significant capacity in relation to acquisitions, dispositions and joint venture agreements. Its clients also benefit from the team’s multi-jurisdictional capabilities and further expertise in condominium development, as well as its ability to handle significant REIT deals. The firm’s client roster includes a number of institutional investors, banks and property management companies.

Strengths

“They’re incredibly knowledgeable and provide guidance on market practice with strong business acumen.”

“They’re highly adept at handling the most complicated transactions. It’s a very strong group which is very active and aware of the marketplace.”

“The team are highly capable and knowledgeable of the sectors they cover, with the ability to understand the business risks and negotiate the appropriate terms to protect our position.”

“There’s excellent depth within the local team, with the ability to pull in resources from other offices as necessary. We can always count on Bennett Jones having the right team for our files.”

“It’s a deep team with the ability to work on a broad range of matters in a timely manner. Both service levels and responsiveness are excellent.”

“Bennett Jones were very commercially aware in negotiating terms and recognised what was needed to satisfy all parties. This saved time and costs as they acted very efficiently.”

Work highlights Bennett Jones advised KingSett Real Estate on the entry into receivership of 33 Yorkville Residences, a development project which had received a CAD125 million loan from KingSett.

Notable practitioners

Simon Crawford’s wide-reaching practice includes expertise in various ownership structures, acquisitions, dispositions and financings. Crawford capably assists clients with matters in Ontario and across the country. **Strengths:** “He is very commercially savvy; he will get down to the root of an issue and work with opposing counsel.”

“He’s extremely thoughtful, pragmatic and looks for ways to get the deal done. He will tell you what is important and what is not; he is very good at helping us to transact.” “Simon is an exceptional service provider with deep knowledge and understanding of all types and sectors of real estate.” **Paul Mantini** continues to be a big draw for clients in the real estate industry in Ontario. His lengthy experience covers a range of transactions, including financings and refinancings, with work undertaken for developers, pension funds and other investors on commercial matters in Ontario and nationally. **Strengths:** “He has been great! He has introduced concepts and ideas I never would have thought of to many complex problems.” “Paul has a wealth of knowledge from his experience in the industry. I can count on him to bring new ideas and to educate my team on what is being completed on the market.”

Leonard Gangbar is particularly well recognised for his expertise in condominium mandates. His broader commercial practice consists of transactions spanning residential, commercial and industrial developments. **Jane Helmstadter** is the practice group co-head and is experienced in advising on tax matters arising in the real estate space, as well as advising on a wider selection of commercial real estate matters. **Strengths:** “She’s highly regarded in the real estate Bar.” “Jane is excellent. She is someone you can just call for a gut check; she is always willing to assist.” **John van Gent** is frequently engaged by developers on commercial transactions in Ontario. He is also active on real estate financings. **Strengths:** “John’s very personable, with excellent working relationships with many of the lawyers that act on

the other side. In addition, he consistently provides well-reasoned practical solutions when issues arise.” “He’s very good at ensuring we are protected without losing sight of the importance of getting the deals closed.” **Craig Garbe** enjoys a rising profile for his commercial real estate practice, with a strong pedigree in transactional activity for REITs, specialist investors and financial institutions. He also offers notable expertise in gaming and casino matters. **Strengths:** “Craig is an excellent, business-focused lawyer who has a deep understanding of our business and our industry.” **Andrew Jeanrie** is a recognised lawyer in the market with expertise in municipal and local planning matters. He regularly appears before the OLT on a range of contentious matters and acts for private clients.

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is highly regarded for its ability to handle an array of real estate mandates for an impressive portfolio of clients in Ontario. The firm is particularly well known for its representation of pension funds and other major domestic and international investors in high-end commercial real estate transactions. It regularly handles acquisitions, dispositions and complex financings and is well placed to assist with energy-related construction and land use matters. The Toronto team also demonstrates significant experience in joint ventures and other partnership structures, as well as large commercial leases.

Strengths

“They have an excellent and pragmatic approach and a deep knowledge of the industry and market conditions.”

“We continue to be impressed by the Blakes platform and the various areas of expertise they can offer their clients. It’s a very timely service at all times and they’re extremely thorough. They make you feel as if you are their most important client at all times.”

“The team were able to simplify the complexity, communicate effectively and meet the timelines, while being highly organised.”

“There’s a very strong technical proficiency, combined with practical and commercially driven solutions. They’re able to leverage multiple practice areas as necessary, with deep knowledge and expertise.”

“The solicitors and support staff at Blakes are knowledgeable, professional, commercial and navigate complex and unique matters with confidence and ease.”

Work highlights Blakes advised Royal Bank of Canada on real estate aspects of its acquisition of HSBC Canada.

Notable practitioners

Silvana D’Alimonte has attained a premier reputation for her real estate practice and frequently advises on corporate transactions and real estate financings. Her client base includes a host of significant investment companies, along with developers and public sector bodies. **Strengths:** “She’s very prompt and her arguments are well thought out. Her background includes working on the lender side, so it helped us as she could see both sides.” “Silvana is one of the best real estate lawyers that we’ve ever worked with. She has in-depth knowl-

edge and experience, and possesses a keen understanding of the real estate market. She is always able to provide commercial insight on any deal we are working on." **Thomas von Hahn** possesses expertise in a wide range of real estate transactions, acting on behalf of funds and institutional investors. **Strengths:** "His attention to detail and familiarity with our group are excellent." **Joseph Grignano's** highly regarded Toronto-based practice has a strong focus on commercial leasing. He regularly acts for private equity firms and other investors, as well as corporates from an array of industry sectors. **Strengths:** "Joseph is a pleasure to work with. He is able to work under tight deadlines and provide comprehensive guidance and review which enables us to finalise deals." "Joe is an excellent leasing lawyer. He listens to client needs and is able to isolate the key terms and reflect them perfectly in his drafting. His commercial sense as it relates to market leasing terms and conditions is impeccable." **John Hutmacher** has significant experience assisting investors and developers with the full range of corporate real estate matters. **Strengths:** "John is very knowledgeable and professional. I truly appreciate his well thought out guidance and willingness to answer my questions pertaining to the idiosyncrasies of Canadian law and real estate." "John is an exceptional lawyer. He is meticulous and detail-oriented and an invaluable resource in providing legal advice on real estate transactions and market conditions. He is one of the most knowledgeable, resourceful and strategic lawyers in his field." Toronto-based **Daniel Kofman** continues to develop a solid reputation for his handling of transactional and financing matters in the real estate arena. He frequently assists REITs and pension funds with their real estate needs. **Strengths:** "He has great technical knowledge and he's really responsive." "Dan has been excellent to work with. His experience, practicality, problem solving, strong work ethic and effective communication have been tremendous assets." "He's very experienced and has a strong commercial understanding of different types of real estate transactions." **Patrick Gordon** is an up-and-coming lawyer with strong experience handling real estate acquisition and sale transactions. His clients include pension funds, investors and large corporate entities. **Strengths:** "He is highly responsive and provides extremely high levels of customer service as well as efficiency. Having Patrick in our corner has exponentially increased our team's effectiveness." "We're highly satisfied with Patrick - we receive a superior level of service, deep technical expertise and commercially driven solutions." **Rachel Lehman** is an associate with a commendable presence in the Ontario property market. She has particular experience acting for a range of investors on significant acquisitions and sales. **Strengths:** "She is terrific; her file management and legal skills in general are fantastic. She is very easy to work with and a pleasure." "She has a strong understanding of our business and the Canadian REIT sector."

Blaney McMurtry LLP

What the team is known for Blaney McMurtry advises private developers and financial institutions on an impressive range of real estate man-

dates. The Toronto-based firm is well regarded for its mid-market transactional capabilities, with considerable experience of acquisitions, dispositions and leasing. The real estate team regularly assists lenders with various financing mandates and is also widely recognised for its significant commercial development practice. Its diverse client roster includes REITs, banks, developers and retail chains. The group is active across the retail, industrial, residential and long-term care sectors.

Strengths

"The firm is exceedingly well organised, efficient, and no stone is left unturned. They have tremendous commercial awareness and are able to offer advice and guidance accordingly."

"I find their value and delivery to be excellent. There is a very personal relationship; I am taken care of like a member of their family."

"Although they are very busy we know that we will get 24/7 service and response times. We move quickly and we always know that Blaneys will also."

"They do an excellent job and provide great, practical advice."

"It's a highly experienced team with intimate knowledge of issues and always willing to offer solutions."

Work highlights Blaney McMurtry acted for Sagitta Development & Management and Park Property Management on their CAD571 million acquisition of a portfolio of properties in London, Ontario.

Notable practitioners

Brett Tkatch advises a raft of industry participants on transactions in Ontario, including lenders, developers, landlords and tenants. **Strengths:** "I get 24/7 attention from him and any issue, large or small, is responded to immediately. He is very responsive and educated in all facets of the real estate industry." "Brett is among our most trusted partners nationally and he provides the highest level of service and knowledge." "He is meticulous, very thorough and a fantastic advocate for us. There is complete comfort when Brett is on a file, and sometimes he knows more about us than we do - that's how deep his knowledge of our business is." **Steven Jeffery** (see p.330) acts for developers and lenders on transactions including residential, commercial and hospitality developments.

Strengths: "He is very cool, calm and collected. He's 100% aware of the commercial aspects - aside from knowing a lot about the law, he knows a lot of what we want and how to achieve that within the framework of the law." **Shawn Wolfson** (see p.332) has earned recognition for his experience of real estate financing matters as well as his adept handling of complex sales and commercial leasing.

Strengths: "Shawn is an excellent lawyer and provides consistently strong service." "What separates Shawn from other lawyers is his way of explaining legal issues clearly and in a simple fashion that enables us to understand and to ensure we are taking the best and most informed course of action."

Bogart Robertson & Chu LLP

What the team is known for Bogart Robertson & Chu LLP is a Toronto-based firm with a dedicated commercial real estate practice. The team regularly acts for REITs, financial institutions and asset managers. The lawyers are noted for their

expertise in lending and mortgage financings.

Strengths

"They are impressive, smart, practical and efficient lawyers. They have a great practice."

Notable practitioners

Brian Chu assists clients with commercial real estate matters, including acquisitions and dispositions, as well as financing matters. He is highlighted in particular for his strong relationships with institutional lenders.

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais has a national real estate department with a significant footprint in Ontario. The team is especially well regarded for its prowess in municipal and land use planning, frequently assisting large municipalities with expropriations, OLT hearings and approvals. It is equally well versed in matters relating to infrastructure project development, as well as handling office, condominium and industrial mandates. The commercial real estate group serves major institutional clients and has notable experience of complex financing, M&A and leaseings. The firm's notable clients also include funds, developers, portfolio managers and healthcare companies.

Strengths

"The service from BLG is highly impressive. They are quick and detailed in responses to questions, and legal opinions from BLG contain detailed analysis and can be relied upon without question."

"They know the legislative and policy landscape in Ontario extremely well. There is also a personal touch as they know our business, they know our culture and values and they know how important this is for us."

"BLG's vast experience and varied repertoire, coupled with their communication style, allows them to navigate complex situations easily."

"They don't seek to drive costs up by being unnecessarily adversarial, but instead work to find points of consensus and build on them. Issues that seemed irreconcilable were approached thoughtfully and collaboratively, resulting in constructive and cooperative resolutions and minimising the amount of time spent on churning over disagreement."

"Every member of the team stands out, in our opinion. Each are extremely responsive, understand how to prioritise our several projects and find a business rational, economic solution to challenges we face. However, the key trait of the team is that they are all personable."

Work highlights BLG acted for Loblaw Companies on its acquisition of Lifemark Health Group, a physiotherapy business with more than 300 Canadian locations.

Notable practitioners

Pitman Patterson leads the firm's environmental, municipal expropriation and regulatory practice. He possesses notable expertise in land use and planning matters, with broad experience appearing before tribunals. His knowledge also includes expropriation issues. **Strengths:** "He's an amazing lawyer who is extremely knowledgeable in the planning field." "It is all about the service, and Pitman Patterson doesn't depart from that at all. He is so super responsive, day or night, which is important because when issues come up, we have instant

feedback, support and advice.” **Frank Arnone** is well regarded for his work on high-profile real estate deals. He is consulted by investors and developers for his expertise in acquisitions and dispositions, financings and leasing, as well as advising on the implementation of various ownership structures. His experience includes acting on mixed-use and residential development projects. **Brennan Carroll** earns recognition for his diverse commercial real estate practice, where he assists with property and infrastructure developments. **Strengths:** “He is an excellent team member.” **Isaac Tang** is an up-and-coming member of the firm’s Toronto office. His practice incorporates site plan approval applications and appeals of development plans, which frequently sees him appear before the OLT. **Strengths:** “He offers attention to detail and a willingness to hear us out and solve the issue at hand. I really enjoy working with Isaac.”

Brattys LLP

What the team is known for Brattys is a well-recognised law firm with a substantial focus on condominium matters. The firm operates a broader commercial real estate practice and is often a top choice of counsel to private developers. Its offices are based in Vaughan, Ontario.

Notable practitioners

Rudolph Bratty is a key contact.

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell is a respected Toronto-based law firm with an impressive aptitude for real estate financing, including mortgage lending matters. The team offers extensive expertise assisting REITs, institutional investors and commercial lenders with transactions, including acquisitions, dispositions and commercial leasing mandates. It also regularly acts on joint venture developments and portfolio transactions, and is further equipped to advise on development approvals, subdivisions and other land use planning matters. The team acts for clients in an array of sectors, including energy, education and hospitality.

Strengths

“They have an excellent ability to navigate complicated issues. Each of our lawyers had a knack for dealing with difficult counterparties and getting the important points dealt with in a timely manner.”

“There’s a vast depth of knowledge, as well as a wide range of services and professionals.”

“They are extremely commercial; they know what is going on the market.”

“They can navigate problems by taking a solutions-first approach. It’s an excellent service, always putting the client first.”

“The Cassels team has tremendous experience and covers an array of practice areas. It is a one stop shop of experts in the areas of real estate and corporate law.”

Work highlights Cassels represented Centurion Apartment REIT on its CAD965 million acquisition of 30 residential buildings in Montreal.

Notable practitioners

Signe Leisk acts for developers on planning matters before the OLT and in court, in addition to representing municipal bodies. She co-chairs

the firm’s municipal, planning and environmental group and chairs the universities and colleges group. **Strengths:** “Signe is simply brilliant. She’s remarkable, entrepreneurial, open-minded and humble; she stands out and shines amongst a sea of Ontario-based land use lawyers. She is an absolute joy to work with and we are very grateful to have her on our team leading our projects.” “Signe has been a pleasure to work with and a pillar of our projects’ success.” “She is very clear and concise with her advice, which allows us to make decisions quickly. Signe is a very confident and skilled lawyer who is able to focus on the issue at hand and provide clear guidance.” **David Redmond** earns recognition for his involvement in financing transactions, where he often acts for banks and other institutional lenders. He also advises clients on acquisitions and dispositions in the space. **Strengths:** “He is excellent, just excellent, at getting to the crux of the issues and explaining it to us so we can make a business decision. He’s really great at working with the other side; he finds a way to get the deal through.”

Raivo Uukkivi is routinely engaged in contentious real estate matters. As part of his disputes practice, he assists with challenges to municipal regulations, such as tax matters. **Strengths:** “He explains legal requirements in an easy-to-understand way for business clients and has a practical, business-oriented approach to his files. He is sensitive to clients’ needs and expectations and is easy to work with.” **Jonathan Freeman** garners recognition for his work on cross-border mandates. His commercial real estate practice consists of financing transactions, as well as purchases and sales. **Strengths:** “I really rate him. He leads the charge and gets the deal done.” “He is a terrific lawyer because he has a great depth of experience in real estate, but more importantly he is always looking for ways to get a deal done rather than finding problems.” **Andrew Salem** is a respected real estate lawyer who is developing an enviable client list. His Toronto-based practice covers acquisitions, sales and leasing transactions.

Daoust Vukovich LLP

What the team is known for Daoust Vukovich is the dominant leasing boutique in Toronto, with an enviable reputation for supporting sophisticated clients in the leasing of retail, office and industrial properties. The firm is sought out by landlords and tenants for its expertise in all areas of commercial lease work, including strata issues, defaults, and maintenance and repair obligations.

Notable practitioners

Natalie Vukovich’s specialism is leasing matters and she is well placed to advise both landlords and tenants.

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg has a distinguished real estate practice based in Toronto with significant transactional prowess. The team advises clients in relation to a range of major office and mixed-use developments, as well as large master-planned communities. It has notable experience acting for pension funds, private real estate companies, developers and REITs, as well as government entities, on high-value deals and projects. The firm is

also well placed to advise on the competition and antitrust aspects of large real estate transactions and is cited as a top choice by clients requiring assistance with their global property portfolios.

Strengths

“Davies’ professionalism and deep commitment to its clients are the team’s particular strengths. There is a tremendous amount of consistency across the group and across the different areas of expertise – we have confidence with everyone we engage with on the Davies team.”

“Davies has a diversified and talented team of lawyers to assist with all commercial real estate matters and can draw on excellent lawyers from other areas wherever needed. It’s a strong roster of lawyers from senior positions down to junior associates.”

“I’ve never met lawyers who work harder and who can dissect the most complex issues and pivot as the deal pivots. I have complete faith in them and their ability to do anything I need executed.”

“What stands out is the efficiency in turning work product and keeping transactions moving.”

“They have a very high level of understanding of commercial standards and strong ability to guide negotiations based on industry norms.”

“They are all top-notch lawyers who understand their area of practice quite well. They all have a strong command of the law in the areas that they are advising on, and fast and accurate response times, and they all understand how real estate deals come together from a business and legal perspective.”

Work highlights Davies acted for Cadillac Fairview in its joint venture with Lanterra Developments on a mixed-use development project surrounding CF Shops at Don Mills in Toronto. Most recently, the firm advised on the sale of a parcel of land on the site.

Notable practitioners

Robert Bauer (see p.329) is highly regarded for his impressive track record on key transactions in Ontario. He has longstanding experience assisting with real estate development matters.

Strengths: “Bob remains a pre-eminent, top commercial real estate lawyer in Toronto and Canada.”

Gregory Howard (see p.330) is sought after for his experience advising on large-scale real estate transactions both provincially and nationally. His formidable track record includes acting for big-name investors on major developments, including major master-planned communities.

Steven Martin (see p.331)’s experience includes acquisitions, dispositions and financings. He also possesses knowledge of deal structures such as joint ventures, with a client roster that includes investors and developers.

Strengths: “He is very professional and provides confident solutions to issues. His industry experience and expertise is of great value to us.”

Gabriella Lombardi (see p.331)’s wide-reaching commercial real estate practice consists of the full range of transactions. Her experience includes advising on developments in the hospitality sector, in addition to energy projects. **Strengths:** “She is a really good, smart lawyer with excellent connections and someone who is excellent to work. She is fantastic.”

“She’s highly detail-oriented and an excellent problem solver.” **Pawel Mielcarek** (see p.331) is

particularly adept at managing the development of joint venture projects and property portfolios. He possesses further experience handling property acquisitions and financings on behalf of his clients. **Strengths:** *"Pawel is one of the strongest lawyers on the street – he's very practical, responsive and attentive to details."* *"Pawel continues to grow into his role as an upcoming commercial real estate lawyer to look out for in the future."* **David Reiner** (see p.331) is an up-and-coming real estate lawyer whose experience includes commercial real estate acquisitions, financing and dispositions for large national developers as well as leading investment firms. **Strengths:** *"David has been excellent – he's practical and quick to respond."*

Davies Howe Partners LLP

What the team is known for Davies Howe Partners is a Toronto-based municipal land use planning boutique that houses an esteemed group of practice area experts. The firm focuses on advising private developers and handling related litigation and tribunal hearings, including before the OLT. It draws on its deep bench and experience to advise on zoning, subdivision, development approvals and expropriation.

Notable practitioners

Mark Flowers is a skilled planning and land use lawyer whose knowledge spans the gamut of municipal and zoning matters. He capably acts for clients before tribunals such as the OLT, as well as before the courts, in relation to planning arising during the development and redevelopment of property in Ontario. **Susan Rosenthal** has entrenched expertise in the municipal space, offering wide-reaching knowledge of zoning and land use issues. She represents clients in contentious matters before the relevant committees and tribunals.

Dentons Canada LLP

What the team is known for The Ontario arm of global firm Dentons is able to draw on the firm's vast international network to service clients requiring cross-border real estate expertise. The firm also acts on large local transactions, notably acquisitions, financings and commercial leaseings, from its Ottawa and Toronto offices. The group is involved in a number of development projects, advising on partnership structures and lending.

Strengths

"I have always been pleased with the experience of working with them. There have not been any issues that they have not been able to manage well for us, and service levels have always been excellent."

"They've always handled all my files with the utmost care and professionalism. The service level is top notch and first class."

"Their knowledge of our most intricate and detailed contracts and their knowledge of what's market has been invaluable to us."

"They understand the market and can work with counterparties to ensure an outcome that works for everyone, no matter how complex the situation."

"The team is very capable. They're well prepared, well researched, confident and able to untangle complex situations."

Work highlights Dentons advised Avenue 31 in

connection with its proposed industrial development of the National Capital Business Park in Ottawa.

Notable practitioners

Jules Mikelberg earns recognition for his prevalence in condominium matters. **Strengths:** *"He has excellent expertise and an excellent reputation in the condominium space."* **Jillian Shortt** leads the national real estate practice at the firm. Her expertise covers purchases and sales, as well as a diverse range of ownership structures. She also capably advises lenders on financing transactions. **Katarzyna Sliwa** is co-lead of the firm's real estate practice and often represents clients before the OLT. Her broad practice includes assisting with rezoning applications and official plan amendments. **Strengths:** *"Katarzyna Sliwa thinks outside the box to resolve complex land use and zoning issues."* *"It's a pleasure working with Katarzyna. She is exceptionally talented and experienced with land use planning and zoning matters."*

Sonja Homenuck is held in high esteem for her in-depth expertise in commercial leasing matters, as part of a broad real estate practice which also includes strengths in wider transactional and joint venture matters. **Strengths:** *"She has been a real strong advocate and negotiator on our behalf, remaining totally aware of our business goals."*

Philip Rimer has extensive experience advising on industrial real estate matters for tenants and purchasers. **Strengths:** *"He is exceptional and he's really, really astute. He is a solution-oriented problem solver; he really does get us a better result and is very easy to work alongside."*

Fasken

What the team is known for Fasken is acknowledged for its ability to provide an integrated service to its client base in the real estate sector in Ontario. The team draws praise for its experience of planning, development and transactional matters, with notable expertise in complicated dispositions and joint venture agreements. The group is equally well equipped to advise on financing mandates and the real estate aspects of infrastructure projects. It regularly acts for clients in the retail, office and industrial sectors.

Strengths

"They have the capability in handling complex commercial real estate transactions with the outlook to get a deal done expeditiously. Every file has been dealt with the utmost thoroughness and responsiveness."

"I would highlight the responsiveness of their team and also how they appropriately allocate their files. The advice is delivered well – it's pragmatic and commercial."

"They handed it very well; it was an extremely complicated file and they were able to effortlessly and seamlessly handle the transaction."

"Fasken is our first call when we need legal advice and we know that the depth and breadth of experience and expertise across the team will be able to help guide us."

Work highlights Fasken advised Broccolini Investment on its CAD60 million acquisition of a 99-acre site in Caledon, including securing a CAD45 million mortgage from Bank of Nova Scotia and a CAD8.4 million mortgage from Cam-

eron Stephens Mortgage Capital.

Notable practitioners

Martin Emmons's clients include investors and developers. The remit of his commercial practice covers real estate transactions and deal structuring matters, including joint ventures.

Strengths: *"He is a skilful negotiator and I always feel good having Marty on our side; he's a good legal and business partner."*

Andrea Centa leads the firm's Ontario real estate practice and earns recognition for her activity in the space. Clients point to her responsive and personable approach. She is an accomplished commercial real estate lawyer who capably advises on purchases, sales and financings in the sector. **Strengths:** *"She is very much a problem solver; she's always willing to dive in and make sure we are getting the best results. She is an extraordinarily hard-working lawyer; she stands out for that."*

"Andrea provides robust real estate legal advice and does so with a commercial lens that is client-focused and solutions-oriented."

Allyson Roy (see p.331) has a robust commercial real estate practice, to which clients turn for a wide range of transactional and real estate finance work. **Strengths:** *"Her grasp of real estate issues is very strong, but what's even stronger is her ability to grasp commercial imperatives and render commercial advice on that basis. I never feel like I'm opening a textbook and reading a passage; it's always very useful and to-the-point advice."* *"Allyson is a strong, responsive and practical lawyer with no need to self-promote. Her work speaks for itself."*

Fogler, Rubinoff LLP

What the team is known for Fogler, Rubinoff enjoys a robust reputation for its commercial real estate practice, with a strong track record in advising on the full gamut of transactional, developmental, insolvency and municipal law matters in the office, industrial and retail sectors. Its clients include a broad spectrum of landlords, developers, investors and financial institutions.

Notable practitioners

Larry Winton is a key contact for clients.

Goodmans LLP

What the team is known for Goodmans has a widely revered Ontario real estate practice, acclaimed for the breadth of its experience and prestigious client base. The firm assists public and private companies with significant transactions, including leasing and construction mandates, as well as large portfolio acquisitions and complex financings. It is frequently mandated on major hotel deals and represents an impressive roster of pension funds, asset managers, REITs and other institutional players. The group is also very well respected for its land use and municipal law expertise, regularly assisting developers with approvals and other land development matters in the City of Toronto and Greater Golden Horseshoe. Its clients in this area include government bodies, municipalities, major developers and advocacy groups.

Strengths

"They identified all issues, gave excellent advice and handled this within tight timeframes."

"It's a highly functional and very efficient team. I am

very happy with the services they provide.”

“Their team is deep and talented, with a good pipeline of young up-and-coming lawyers. I consistently receive excellent legal advice with the commercial deal in mind.”

“The team are very well informed and provide quick responses and solutions.”

“They understand the political environment we work in without being partisan. Their political sensitivity is very important – they know how to navigate City Hall and are always at the leading edge of what is changing in legislation in Ontario.”

Work highlights Goodmans advised Cadillac Fairview on the development of the East Harbour Lands outside Toronto. Most recently, the firm secured residential zoning permissions for the project.

Notable practitioners

Roslyn Houser enjoys an excellent reputation at the forefront of the market for her knowledge of planning and land use regulations. She is often engaged on matters in southern Ontario, including large-scale developments in Toronto.

Strengths: “She is so good, she’s just fantastic. She knows all the systems here and how they work, and gets things done in a really efficient manner.”

Juli Morrow is regarded as a leader in the field, with a longstanding reputation for her commercial real estate expertise. She advises on capital markets transactions, acquisitions and dispositions, as well as financings, and is regarded by her peers as a top choice for ‘bet the farm’ deals.

Strengths: “She is a fabulous lawyer; she’s astonishing.”

David Bronskill assists authorities and corporations with municipal law issues. He has significant experience appearing before councils and tribunals throughout Ontario. **Strengths:** “He is plugged into the municipal and planning world in the Greater Toronto Area. His connections, reputation and knowledge can make a real difference in planning matters at local municipalities.” “He’s a wonderful lawyer. He’s very knowledgeable, well versed and known in the industry.” “He is very smart and very effective as an advocate.”

Bram Green is particularly well known for his representation of investors, including REITs and pension funds.

Strengths: “He is incredibly practical and really, really good at tagging the five or six things we really need to dig in on.” “He’s consistent, competent, experienced and understands the business goals behind our work.” “He’s very business-savvy, responsive and reliable.”

Andrew Wiseman leads the real estate group at Goodmans and possesses a sterling track record of handling real estate transactions, including financings. He also has experience in leasing matters.

Strengths: “He’s very technical and proficient, but also business-minded and responsive.”

Robert Howe is a talented lawyer with experience representing both public and private sector entities in infrastructure and property mandates, particularly those concerning the GTA. **Ian Andres** is head of the firm’s municipal, planning and property tax group, and his municipal expertise spans by-laws and planning applications, as well as advising on tax assessments. He also acts on behalf of clients before councils, committees and tribunals.

Strengths: “Ian is smart, sophisticated and will be a powerhouse in municipal law in the GTA for years

to come.” “Ian has just become so much more than a lawyer; he is a true partner. He is someone that we look for on matters of strategy as much as we look for legal advice; he has been terrific to think through problems with.” **Fred Rubinoff** has a broad transactional practice operating out of Goodmans’ Toronto office. His experience extends to real estate financing, purchases and sales, as well as joint venture transactions. **Strengths:** “He is a great lawyer who is always terrific on complex work for us.” **Ira Berg** is an excellent lawyer who is well placed to advise on commercial real estate and infrastructure development matters.

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG has a well-regarded real estate group with a strong track record in commercial leasing, as well as advising on acquisitions, developments and financings. The group is well equipped to handle broader real estate mandates, such as fund formation and advice on defaulted loans. The firm represents a number of international brands with regard to office and industrial real estate matters in Canada. The group has further capabilities with clients at the Ontario Court of Appeal and the OLT.

Strengths

“They’re very cost-effective, they come prepared, and they are very good transactional lawyers so they just go straight to the point.”

“They’re up to date on the latest changes in the marketplace and so have the ability to ensure that we are protected.”

Work highlights Gowling acted for Centretown Citizens Ottawa Corporation, an affordable housing provider, in a Superior Court application seeking municipal tax exemptions on 45 properties in Ottawa.

Notable practitioners

Michael Polowin leads the firm’s municipal law group from its Ottawa office. Polowin’s experience includes advising companies in emerging industries such as cannabis on land use issues. He is regularly involved in representing clients at the OLT. **Strengths:** “I was very satisfied with his work. He was very responsive, very professional and represented our interests very, very well.”

Harris Sheaffer LLP

What the team is known for Harris Sheaffer LLP is a boutique commercial real estate firm based in Toronto. The firm’s core expertise is centred on the condominium space, where the team acts for developers, builders and financial institutions.

Notable practitioners

Robert Sheaffer is a deeply experienced real estate lawyer with a strong reputation for his expertise in commercial real estate matters.

Strengths: “He is a very good lawyer who knows what his clients need. He has a very good business sense and he’s well respected in the market.”

Kagan Shastri DeMelo Winer Park LLP

What the team is known for Kagan Shastri DeMelo Winer Park LLP possesses an excellent reputation for municipal and land use planning work, servicing both public and private clients in official plan, growth plan and Planning Act matters. The firm is highly adept in OLT hearings, rep-

resenting municipalities in official plan defence and developers in land use appeals. The firm is additionally well placed to act on heritage matters, development charges and expropriations.

Notable practitioners

Patrick Devine is an eminent municipal law expert who enjoys a stellar reputation for his knowledge of the space. Devine has a wealth of experience helping developers to get planning approvals, in addition to his nuanced representation of clients before the OLT. **Ira Kagan** has considerable experience handling municipal matters in Toronto, regularly appearing before the OLT and courts in contentious matters. He is also recognised for his academic contributions to the field. **Jason Park** benefits from his previous experience in the public sector when providing guidance to developers, owners and municipal councils on developments in Ontario. In addition to land use and zoning matters, he is also adept at handling subdivision issues.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is universally recognised as a real estate powerhouse in Toronto, offering the full suite of services to financial institutions, pension plans, REITs and large infrastructure developers. The team is admired for its expertise in leaseback transactions, substantial acquisitions and real estate fund formation work. It is also well regarded for its experience in construction and bond financing agreements, as well as large commercial developments. The group is frequently mandated on highly sophisticated transactions, assisting clients with portfolio acquisitions, infrastructure developments and co-ownerships. The firm additionally represents clients in obtaining rezoning and site plan approvals, including appearing before the OLT.

Strengths

“McCarthy Tétrault is the best on the street. They are an exceptionally talented group of people and can easily communicate complex concepts in such a way that all parties understand clearly.”

“McCarthy’s real estate group is clearly the dominant real estate group on Bay Street. They have the most lawyers and most experience.”

“McCarthy’s always has a full suite of resources that help to provide us with the best advice at all times and in a timely manner. They make us feel as if we are the only and most important client they have.”

“It is an invaluable tool to be able to pick up the phone and call any one of them and know you are getting up-to-date market intelligence.”

“The lawyers’ expertise and depth of knowledgeable are apparent in their ability to provide quick but thorough responses to questions and delivery of suggested documentation. They see transactions across the country and across most asset classes, which gives them significant market awareness.”

“They’re solution finders in front of legal difficulties, with a knowledgeable team with deep experience.”

Work highlights McCarthy Tétrault advised QuadReal and British Columbia Investment Management Corporation on the sale of a 50% interest in a 46-property portfolio to RBC Canadian Core Real Estate Fund, on the formation of a joint

venture between the parties, and on asset and property management between the owners and Quadreal as manager.

Notable practitioners

Abraham Costin (see p.330) is a distinguished lawyer with an impressive track record of handling large-scale commercial real estate transactions in Ontario. Over the course of his long career he has advised a range of big-name developers as well as major corporates and financial institutions on high-profile projects. His experience also includes advising on insolvency matters relating to real property. **John Currie** is the national practice group leader at McCarthy Tétrault. He is sought after for his market-leading expertise in commercial real estate, and his skill set covers the entire development process, including financing and leasing. He acts for REITs, investors and lenders on their real estate interests in Ontario and throughout the country. **Strengths:** "He's an exceptional lawyer with a wealth of knowledge, understanding where the buttons are and how to press them. He is great to deal with. He is a deal maker." "John is a fabulous lawyer who's unbelievably practical and very focused." "John is the best property lawyer I have ever worked with." **Tzen-Yi Goh** is an esteemed lawyer who is often consulted on commercial real estate matters concerning developments both in Ontario and nationwide. He offers additional expertise in project finance and secured lending deals. **Strengths:** "He's very practical and easy to deal with." "He is a very strong lawyer who is very experienced and able to problem-solve. He provides excellent service, and we seek Tzen's counsel on complex matters and on negotiating with tough counterparties."

The market-leading **Danny Grandilli** is valued by investors and developers for his diverse commercial expertise in relation to mandates across the country. **Strengths:** "My view is that nobody has the breadth and the depth of knowledge that he does. You get so much more knowledge in just one call with Danny; he is already three steps ahead." "Danny is a top-notch adviser in the transaction and real estate fund space." **Cynthia Macdougall** heads the firm's municipal group in Toronto. She routinely represents clients before the relevant land use and planning tribunals and committees, in addition to advising public bodies. **Paul Galbraith** has a strong reputation in the market for acting for syndicate lenders. Based in Toronto, his practice focuses on handling real estate financing mandates. **Strengths:** "He is exceptionally bright, engaging and hard-working. Anything we need done quickly, or anything complex, goes to Paul. He is hands down our preferred counsel." **Jamie Orzech** is involved in high-profile commercial mandates, including leasing and financing transactions. He also advises investors on ownership structures, such as joint ventures. **Strengths:** "He comes to the table with solutions to complex problems." "He has a great ability to quickly understand complex situations and is able to transfer that into his drafts quickly. He can run a call with multiple personalities and egos extremely well, making sure everyone's voice is heard." **John Dawson** has significant experience appearing before the OLT for clients. His practice includes a particular strength in representing property management companies.

Jeffrey Knowles has a wide-ranging commercial real estate practice which seems him act for corporate clients, financial institutions and landlords across the full gamut of transactional work. **Strengths:** "He's very focused on getting the deal done and a pleasure to deal with."

Miller Thomson LLP

What the team is known for Miller Thompson's real estate practice offers resources across the province to assist in commercial and residential real estate matters, focused on the mid-market. Its lawyers frequently advise on M&A work, joint ventures, commercial leasing and real estate finance work. The team is complemented by additional resources in the firm's environmental, construction and tax groups.

Strengths

"They have been extraordinary. They are so competent, genuine and kind, and so effective to work with."

"They were intuitive and able to catch concerns quickly that our team were not able to catch. We leaned on the lawyers input quite a bit as a result, as we found them to be helpful."

Work highlights Miller Thomson acted for the Archdiocese of Toronto on the proposed CAD70 million redevelopment of a former church and school site in downtown Toronto for a combined private and public school.

Notable practitioners

Tara Piurko has earned an excellent reputation for her appearances before a range of tribunals, including the OLT. She regularly provides effective representation in official plan amendment and zoning by-law amendment applications. **Strengths:** "She is so smart, poised and calm. She has this added extraordinary ability to anticipate where I or the other stakeholders might not understand something right away." "She has fantastic interpersonal skills. She commands the respect of everyone in the system from top to bottom."

Minden Gross LLP

What the team is known for Minden Gross is recognised for its strong reputation in mid-market real estate transactions. The firm advises developers, owners and tenants on matters ranging from land acquisition to joint ventures, construction and lending. It equally demonstrates capability in development agreements, as well as land use and property management.

Notable practitioners

Stephen Posen calls upon a wealth of expertise in commercial real estate matters to advise clients on the full gamut of transactional and development work, acting for investors, landlords and developers. **Strengths:** "I think his negotiation skills are superb. He gets deals done, he doesn't try to complicate the negotiation with undue hardship – he's a deal lawyer."

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt has a well-established real estate practice in Ontario capable of providing the full spectrum of services to an enviable client base. The group is recognised for its experience of financings and joint venture developments, as well as advising

on traditional acquisitions and dispositions. It often acts for REITs and clients from the retail and senior housing sectors. The team is also well placed to provide related tax and environmental law advice, as well as handling the real estate aspects of significant insolvencies. The firm demonstrates the growing ability to service clients seeking land use planning and municipal advice.

Strengths

"They know the real estate side very well, they know how to structure transactions, and if it is complex work they are excellent. I always find they are prompt; they always have time and get things done in a time-efficient manner."

"They're experienced lawyers with a strong track record of executing complex transactions. It's a highly capable team from associate to partner, who are very strong at seeing the big picture and understanding the commercial aspect."

"They can distil things into practical components and priorities to allow for simple decision-making."

Work highlights Osler advised Dream Industrial REIT and its joint venture partner, a sovereign wealth fund, on its acquisition of Summit Industrial Income REIT.

Notable practitioners

Chris Barnett regularly handles municipal law matters, advising public and private entities on obtaining planning and development approvals. He also possesses notable experience representing clients before the OLT and other tribunals, as well as appearing before municipal councils and the courts. **Strengths:** "Chris is fantastic to work with and very up to date on the evolving planning policies in the province of Ontario." **Rod Davidge** is especially prominent in real estate financings, where he often acts for lenders. His practice also includes expertise in property purchases and sales. **Strengths:** "He was able to slice through and synthesise things so that it made a lot of sense for me and made things easier. The practicality is exceptional." **Stella Di Cresce** is garnering increasing recognition for her commercial real estate practice, as part of which she regularly acts for investors on transactions in the space.

Strengths: "She's very commercially focused on getting the deal done." "She is absolutely excellent in terms of professionalism and effectiveness."

Savvas Kotsopoulos is a well-regarded commercial real estate lawyer, based out of Osler, Hoskin & Harcourt's Toronto office. He handles an array of residential, retail and industrial property acquisitions for a number of clients, including property management companies and financial institutions. **Strengths:** "He has dealt with complicated transactions with us and came up with solutions we needed, and he is creative when we have problems. He is really a trusted adviser." **Paul Morassutti** is head of the firm's commercial real estate group. His practice spans leasing, sales and acquisitions involving industrial and retail premises. **Work highlights:** "He is knowledgeable, practical and responsive. There is urgency to our matters and he understands that, so he marshals everyone to be on time." **Ryan Nielsen** is developing a solid reputation for his able handling of commercial real estate and property matters, and plays an increasingly important role on some of the firm's key files

in this area. Nielsen's clients include REITs and pension funds.

Overland LLP

What the team is known for Toronto-based Overland is a noted boutique that offers public and private entities the full gamut of zoning and land use advice. The firm assists with development applications and acts for clients before tribunals and committees. It is also experienced representing municipal bodies in development matters.

Notable practitioners

Daniel Arsenosi is a founding partner of Overland and is an effective advocate for clients in land use matters across the Greater Toronto Area. **Strengths:** "He is the leader in that firm and he has the ability to drive files forward." **Christopher Tanzola** is a founding partner of Overland with a growing reputation in the municipal, zoning and land use market of Toronto.

Perley-Robertson, Hill & McDougall LLP

What the team is known for Perley-Robertson, Hill & McDougall offers a highly regarded, Ottawa-based team with notable expertise in mid-market and lower-mid market real estate transactions, commercial leasing agreements, development projects and real estate finance. Its clients include public entities, investors, financial institutions and private clients.

Strengths

"Their price point is competitive and they have a high level of service and care. They operate at a very high standard as well."

Notable practitioners

Martin St-Onge is a key contact.

Soloway Wright

What the team is known for Soloway Wright is a well-regarded municipal and land use planning law firm recognised for its strong reputation in the Ottawa area. The group advises municipalities, developers and landowners on matters including expropriation, zoning, subdivision, official plan amendments and development charges. It represents clients before the OLT and municipal and regional councils, as well as the Ontario Superior Court.

Notable practitioners

Douglas Kelly is a key contact at the firm.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is recognised for its impressive strength in managing large real estate transactions, including purchases, sales and financings. Its lawyers frequently assist clients entering into co-ownership and joint venture agreements, as well as demonstrating strong expertise in complex commercial leasing and sale-leasebacks. The team's experience covers a wide range of product types, including commercial, retail and mixed-use properties. It is further equipped to handle issues surrounding land development, including zoning approvals and official plan amendments. The group demonstrates notable experience in OLT hearings. Its clients include public and private companies and REITs.

Strengths

"Stikeman has a diversified and talented team of lawyers to assist with all commercial real estate matters—they have very strong lawyers at all levels."

"We always receive excellent guidance and advice on complicated issues and find them to be very responsive and able to prioritise key issues."

"They have been able to manage and simplify all the complexities and get the deal done."

"They have a strong understanding of a numerous policy changes by the government that impact land development."

"They're legally and technically proficient, with a common-sense, practical approach."

Work highlights Stikeman Elliott acted for Montex Corporation on its CAD122.8 million acquisition of an office complex in Waterloo from CanFirst Capital Management.

Notable practitioners

Calvin Lantz frequently appears before the OLT and municipal councils, in addition to advising developers seeking planning and zoning approvals. **Strengths:** "He is a leader in the industry, in terms of excellence in advocacy and a wealth of knowledge."

"Calvin responds quickly with great advice and has good relationships with municipal staff, which helps in getting issues resolved in a fair and timely manner." **Mario Paura** is particularly highly regarded for his expertise in retail leasing. He is a skilled commercial real estate practitioner who often acts for developers and lenders on transactions in the space. His client roster also features major asset managers. **Strengths:** "He is business-focused, practical and doesn't over-lawyer things."

"I use Mario as a sage counsel – he is a great soundboard for us and he puts us in a really good strategic position." **Eric Carmona** is an accomplished real estate lawyer whose remit covers a variety of commercial transactions across Ontario, including acquisitions and dispositions. He capably assists with mandates involving residential, commercial, industrial, hospitality and senior living developments. **Strengths:** "He's our go-to counsel. He's super experienced and provides strong advice, he's always up to date on all issues and always available."

"His sense of commerciality is better than anyone I've worked with. He is an outstanding adviser." **Melissa Schyven** is an increasingly prominent lawyer in the Ontario real estate market. She is singled out for her work on hotel and resort developments, with further experience advising on residential projects. **Strengths:** "Her strength is her ability to tackle some challenging issues and construct documents that are thoughtful and find solutions that will be reasonable for both sides. She has a great business head."

Patrick Duffy co-leads the firm's project development and finance group. He is routinely engaged on planning and land use matters in Ontario. **Strengths:** "He's excellent to work with." **Douglas Klaassen** capably assists with commercial mortgages and securitisation transactions, among other forms of lending in the real estate space. He is also experienced in leasing matters. **Strengths:** "He's by far one of the most intelligent people I have ever met."

Dana Porter handles the purchase and sale of real estate in Ontario, in addition to financing matters. He also offers expertise in infrastructure development. **Strengths:** "Dana really knows his stuff

and is a tremendously strong strategist. He knows what to push for and what to concede – and how to position everything. I always feel a sense of victory when completing a file with Dana because I am fully confident that we negotiated the best side of the deal." **Neil Shapiro** is a Toronto-based lawyer with a developing commercial real estate practice. He has strong experience acting for REITs and real estate agencies on purchases and disposition transactions. **Strengths:** "Neil is easy to work with, practical and very business-oriented." **Jonathan Cheng** is an associate with a fast-rising reputation for his real estate practice, which focuses on municipal law and land use matters. **Strengths:** "Jonathan is pragmatic and well versed in municipal issues." **Andrew Elliott** is counsel in Stikeman Elliott's Ontario real estate group. He is adept at advising on planning matters as they relate to residential, retail and mixed-use developments. **Strengths:** "He's very knowledgeable and responsive." "Andrew is a problem solver."

Torkin Manes LLP

What the team is known for Torkin Manes is a respected mid-market law firm acting on the full range of commercial real estate matters. The team is well regarded for its activity in the retail and shopping centre arena, further acting on transactions in the multi-residential and senior living spaces. It is well versed in purchases, dispositions, joint venture transactions and developments. Leasing is another area of expertise for the group, as is advising title insurers and professional indemnity insurers on matters relating to the sector.

Strengths

"The team has strong senior leadership which is augmented by smart, experienced, responsive and talented intermediate and junior members."

"They have a great ability to work in a multidisciplinary fashion to deliver great, holistic results."

"They consistently provide timely responses on a range of complex property matters. The expertise of their team always meets our needs in a timely and efficient manner."

Work highlights Torkin Manes represented Solmar Developments in the sale of 194 acres of industrial land in Bolton to Prologis.

Notable practitioners

Leonard Rodness is known for his involvement in corporate real estate transactions. He also assists with leasing and financing. **Strengths:** "Len is very knowledgeable, well versed in legal matters and understands real estate development. He understands the importance of building and maintaining a strong team and he is a pleasure to work with."

"Len has always been a pleasure to work with. He provides excellent advice in a timely fashion, demonstrating a strong understanding of our work." **Stephanie Eiley**'s commercial real estate practice consists of corporate transactions and financings, with further experience in leasing and rental agreements. **Strengths:** "She is really knowledgeable and experienced with our business and has an energetic and creative approach to problem solving. She is focused, very responsive and fun to work with."

Aaron English chairs the firm's commercial real estate group and offers particular expertise in condominium law, as part of a broad transac-

tional practice. **Strengths:** “Aaron was wonderful to work with. He’s highly intelligent, knowledgeable and incredibly responsive. It was a pleasure working with him.” **Seth Zuk** enjoys a growing profile for his expertise in commercial real estate matters, with notable expertise in condominium law. **Strengths:** “He has become an indispensable asset to our business; he is our one-stop real estate legal resource.” “He has been great to deal with. He’s very responsive, attentive to detail, and possesses an ability to break down and explain seemingly complex issues while providing straightforward solutions.”

Torys LLP

What the team is known for Torys operates a well-established Toronto real estate group with a strong focus on high-end transactions. The firm frequently acts on large portfolio deals, joint ventures and shared ownership matters, as well as advising lenders on significant financings. It represents an impressive roster of institutional clients and, in addition to its strength in commercial real estate, is well equipped to handle the real estate aspects of large-scale infrastructure and energy projects. The team is also mandated on condominium development and possesses notable strength in senior housing.

Strengths

“If it’s a very complex matter, I would use Torys.”

Work highlights Torys advised McMaster University and subsidiary McMaster Innovation Park on the CAD2 billion development of the McMaster Innovation Park.

Notable practitioners

Sabrina Gherbaz (see p.330) is co-head of the commercial real estate practice at the firm, with experience across all asset classes in property development. She also offers experience advising on the real estate aspects of infrastructure projects. **Strengths:** “I think Sabrina is an excellent lawyer – she is a strong negotiator and represents her clients very well.” **Rose Bailey** (see p.329) advises on commercial real estate transactions, with further experience in energy and infrastructure property mandates. She also acts for both lenders and borrowers on real estate finance

deals. **Strengths:** “She is very pragmatic and very solution-oriented. She has strong business sense, which balances the legal and the business risks.”

Graham Rawlinson (see p.331) is co-head of the commercial real estate practice at Torys. As part of his diverse practice, he advises on commercial, hospitality and senior housing developments.

Strengths: “He’s hyper-focused on responsiveness and client service.”

Andy Gibbons is called upon by developers, investors and wider corporate clients for a broad spectrum of transactional work in the commercial real estate space, with particular expertise in infrastructure, P3 and energy project work. **Strengths:** “He’s a very strong and personable lawyer.” **Charlene Schafer** (see p.332) ably assists clients with real estate transactions, including joint ventures. She advises a broad range of clients, from funds to landlords.

WeirFoulds LLP

What the team is known for WeirFoulds has a skilled group with considerable experience acting for municipalities on significant expropriations and OLT appeals, in addition to its engagement on mid-market transactions in Ontario. The team acts for landowners and developers, providing advice and representation in connection with planning approvals and other development matters. It counsels clients on ownership structures and purchases and sales. The firm is highlighted for its visibility on leasing mandates.

Notable practitioners

Lisa Borsook (see p.330) is held in particularly high esteem for her expertise in commercial leasing matters. **Bruce Engell** (see p.330) is chair of the firm’s municipal and planning group, with expertise covering the full spectrum of matters arising in the course of real estate development. He is adept at representing clients before the OLT and the courts in Ontario. **Denise Baker** (see p.329) combines her role as co-managing partner of the firm with a vibrant planning and land use practice, acting on behalf of public sector clients and landowners. **Strengths:** “She is a tough, strategic and passionate advocate for her clients. She’s a wonderfully strategic lawyer who gets results.”

Other Ranked Lawyers

Quinto Annibale of Loopstra Nixon is a deeply experienced real estate practitioner who wins acclaim for his track record of success in municipal law and planning matters, with clients benefiting from his excellent pedigree in appearing before the OLT.

Strengths:

“He is highly knowledgeable and very respected.”

Barbara Lanys of Bloom Lanys is a well-respected practitioner who is particularly renowned her representation of substantial Canadian real estate investors.

Strengths:

“She’s at the top of her game. She can act opposite the huge firms with no issues and she’s a very, very fine practitioner.”

Jennifer Meader of Turkstra Mazza enjoys a growing reputation for her real estate practice, which sees her advising clients on a broad array of land use and municipal law matters.

Kim Mullin of Wood Bull LLP possesses expertise in a wide range of land use matters, with significant knowledge of municipal issues. She often acts on behalf of public bodies and has experience appearing before the OLT, among other tribunals and courts.

Scott Snider of Turkstra Mazza has notable experience appearing before the OLT and other key tribunals, as well as representing clients in court. Snider is frequently involved in matters west of the GTA.

Amber Stewart of Amber Stewart Law operates a Toronto-based boutique firm and has strong experience in dealing with residential developments.

Real Estate Québec

Real Estate
Leading Firms
Band 1
Davies Ward Phillips & Vineberg LLP
Fasken
McCarthy Tétrault LLP
Band 2
De Grandpré Chait
Band 3
Blake, Cassels & Graydon LLP
Norton Rose Fulbright
Band 4
Borden Ladner Gervais LLP
KRB Lawyers
Stikeman Elliott LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Clare Richard <i>Fasken</i>
Leading Individuals
Star individuals
Rubin Marc J. <i>De Grandpré Chait</i>
Band 1
Arquin Anthony <i>Davies Ward Phillips & Vineberg LLP*</i>
Benhamou Elias <i>Davies Ward Phillips & Vineberg LLP*</i>
Papadimitriou James <i>McCarthy Tétrault LLP</i>
Band 2
Ferreira Daniel <i>Blake, Cassels & Graydon LLP</i>
Fews Stefan <i>Osler, Hoskin & Harcourt LLP (ORL) ◇</i>
Gagnon-Larocque Annie <i>McCarthy Tétrault LLP</i>
Band 3
Bouvette Sylvie <i>Borden Ladner Gervais LLP</i>
Jarjour Joseph <i>Davies Ward Phillips & Vineberg LLP*</i>
Leblanc Nicolas <i>Fasken</i>
Manzano Miguel F. <i>Norton Rose Fulbright*</i>
Retsinas Elias <i>Fasken</i>
Band 4
Besner Yan <i>Osler, Hoskin & Harcourt LLP (ORL) ◇</i>
Biasini Piero <i>De Grandpré Chait</i>
Bindman Neil L. <i>Stikeman Elliott LLP</i>
Carsley Fredric L. <i>De Grandpré Chait</i>
Karamatsos Christopher <i>KRB Lawyers*</i>
Katz Neil <i>Blake, Cassels & Graydon LLP</i>
Lalande Stéphane <i>Cain Lamarre Casgrain Wells (ORL) ◇</i>
Lo Papa Mariella <i>Fasken</i>
Lyrantzis Diana <i>KRB Lawyers*</i>
Mac-Seing Valérie <i>Mac-Seing Thomas (ORL) ◇</i>
Prévost Jean-Nicolas <i>Norton Rose Fulbright*</i>
Up-and-coming individuals
David Marie-Claude <i>KRB Lawyers*</i>
Pagonis Mary <i>McCarthy Tétrault LLP</i>
Pekofsky Matthew <i>McCarthy Tétrault LLP</i>
Samson Sylvie <i>Davies Ward Phillips & Vineberg LLP*</i>
Thibault Marie-Andrée <i>Fasken</i>
Associates to watch
Corber Deirdra <i>De Grandpré Chait</i>
Lamarre Jean-Simon <i>Blake, Cassels & Graydon LLP</i>
Robert Vincent <i>KRB Lawyers</i>
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Real Estate: Zoning/Land Use
Leading Firms
Band 1
Bélanger Sauvé
De Grandpré Chait
Band 2
BCF LLP
Fasken
Leading Individuals
Band 1
Beauchemin Marc <i>De Grandpré Chait</i>
Lalonde Marc <i>Bélanger Sauvé</i>
LeChasseur Marc-André <i>Bélanger Sauvé</i>
Band 2
Bélair Sylvain <i>De Grandpré Chait</i>
Fecteau Jonathan <i>De Grandpré Chait</i>
Poupart Armand <i>Poupart & Poupart (ORL) ◇</i>
Thomas Sebastien <i>Mac-Seing Thomas (ORL) ◇</i>
Wayland Paul <i>Dufresne Hébert Comeau (ORL) ◇</i>
Up-and-coming individuals
Pelegrin Guillaume <i>Fasken*</i>

The editorial is in alphabetical order by firm name.

BCF LLP

What the team is known for BCF handles a range of contentious zoning and land use mandates, including expropriation cases, damage claims and annulment proceedings. The team acts on behalf of private individuals, promoters and construction companies.

Notable practitioners

Simon Pelletier and Isabelle Landry are key client contacts.

Bélanger Sauvé

What the team is known for Bélanger Sauvé is a Québec-based law firm that is highly regarded for its representation of municipalities, demonstrating top-drawer expertise in zoning, land use and expropriation. The municipal law team advises clients on issues pertaining to rezonings and developments, including approvals and bylaw amendments. It is further noted for its in-depth knowledge of municipal taxation. The firm offers services out of Montréal, Trois-Rivières, Joliette and Rouyn-Noranda.

Notable practitioners

Marc Lalonde is a top Montréal real estate lawyer who is well reputed for his work in the zoning and land use space. Marc-André LeChasseur is a prominent real estate lawyer in the Québec market, highly valued for his expertise in zoning and land use.

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon advises major national financial institutions, as well as domestic and foreign investors, on large and high-value real estate acquisition transactions in Québec, including both single-asset and portfolio deals. The Montréal commercial real estate team's experience includes infrastructure, residential and mixed-use projects, as well as commercial properties and hotels.

Strengths

"They are thorough and pragmatic, and it is easy to deal with them."

"They are very responsive with short turnaround times and they always meet deadlines."

"They bring an extremely deep understanding, an ability to summarise clearly the key legal elements of a situation and to hone in on the key commercial aspects."

"We truly appreciated their help and cooperation, they were very well prepared."

Work highlights Blake, Cassels & Graydon acted for Sycamore Partners on the USD400 million acquisition of Lowe's Canadian retail business.

Notable practitioners

Daniel Ferreira is well known for his experience in commercial real estate, including acquisitions, project financing and leasing transactions. He is based in Montréal. **Strengths:** "He is available, solution-oriented and has good written communication skills." "He has abundant experience and knowledge in his field and diligently responds to all our requests." Neil Katz assists both domestic and international companies with a variety of complex real estate transactions. Based in Montréal, he acts for a range of real estate investors, including pension funds, REITs and asset managers.

Strengths: "Neil provides top-notch service for his clients, offering timely and practical advice. He has a knack for distilling complex issues into digestible summaries, highlighting the key concerns and suggesting reasonable solutions." Jean-Simon Lamarre advises clients on the acquisition of residential, retail and industrial assets, as well as assisting with financing matters.

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais operates a well-respected real estate practice, with a team that frequently assists clients with significant property transactions. The firm's expertise also extends to real estate development projects and leasing agreements. BLG acts for a broad client base, including those in hospitality and property management, as well as financial institutions and pension funds.

Strengths

"The lawyers are strategic and solution-oriented."

Work highlights BLG represented Fonds immobilier de solidarité FTQ and Montez in the CAD630 million sale of a two-thirds interest in a portfolio of multi-residential properties.

Notable practitioners

Sylvie Bouvette advises on commercial real estate transactions, with further experience in real estate project development. She is based in BLG's Montréal office. **Strengths:** "She is a very competent lawyer who brings knowledge and experience to the cases."

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg is a market-leading law firm with outstanding depth of expertise in commercial real estate, with the ability to handle a wide range of transactions and development projects in Mon-

tréal. The team is acclaimed for its involvement in acquisition and disposition transactions, financings and joint ventures, and has significant experience representing pension funds, REITs and private developers. It regularly represents international clients in connection with major projects in Montréal, as well as advising Québec-based real estate investors on matters further afield. The lawyers are highly rated for their handling of major mixed-use developments, including master-planned community projects, and are equally well placed to advise on residential, retail and office property transactions.

Strengths

"They are some of the best and brightest lawyers that have been advising us on very complex and sensitive matters."

"Their industry knowledge is exceptional and I am very comfortable to let them lead negotiations."

"The team is extremely responsive with a very experienced and seasoned team of attorneys. They always deliver and are very much available."

"They have profound legal and market knowledge of the real estate industry; when new laws or regulations arise they are the first I call to get their opinion. They are also always ready to help, no matter how time-sensitive the case is."

"We chose and continue to choose the Davies team not only because the lawyers are highly knowledgeable, but they are also great business advisers."

Work highlights Davies Ward Phillips & Vineberg advised 1100 Atwater Investments on the CAD84 million sale of an office complex to Blackstone Real Estate.

Notable practitioners

Montréal-based **Anthony Arquin** (see p.329) has market-leading expertise advising on development projects, commercial sales and purchases.

Strengths: *"Anthony Arquin is a class act. His knowledge on the market and his vast network alone set him apart from his peers, notwithstanding his breadth of legal expertise and sophistication on complicated matters."* *"His understanding of his area of expertise is very strong and he leads teams with compassion and efficiency."* **Elias Benhamou** (see p.329) has a reputation as one of the leading real estate transactional lawyers in Montréal. He boasts impressive experience in joint ventures, acquisitions and sales as well as redevelopment and project financing.

Strengths: *"Elias Benhamou is a pleasure to work with. He has exceptional business sense and gives practical advice."* *"He has deep experience in complex transactions."* **Joseph Jarjour** (see p.330) is well known for his real estate expertise and frequently assists financial institutions as well as investors and developers. **Strengths:** *"Joseph Jarjour provides excellent advice."* *"Joseph is very experienced and well respected so it is great to have him at the negotiation table."* **Sylvie Samson** (see p.332) regularly assists clients with acquisitions and sales across a range of assets, including commercial and residential. **Strengths:** *"Sylvie Samson is extremely sharp, responsive, and knows the market very well. She provides very good advice and understands the business. She is very focused and knows how to manage risk."* *"I hold Sylvie in very high esteem. She is client-oriented and a great problem solver. She is not afraid to give advice and has a broad knowledge*

and skill set."

De Grandpré Chait

What the team is known for De Grandpré Chait is a highly regarded Québec-based law firm with specialised real estate expertise. The team represents significant private and public clients in the retail, residential and industrial sectors, with notable experience assisting with shopping centre and hotel developments, acquisitions, leaseings and facilities expansions. It is further equipped to handle construction lending and other financing mandates. The firm is particularly well known for its work on significant transactions in the mid-market, as well as acting for national and international clients in the space. It is also esteemed for its land use planning and municipal law practice, acting exclusively for private sector clients on expropriations, rezoning and development approvals.

Strengths

"They provide exceptional service, and are prompt, accurate and very helpful."

"We appreciate their strong communication skills and the fact that they can handle highly complex transactions."

"We commend their responsiveness and problem-solving skills. They have a pragmatic approach to real estate law."

"We feel we are in the best of hands, and we are very confident in their expertise."

"They have very strong knowledge of the subject matters, especially when we need to rely on them for province-specific technicalities."

Work highlights De Grandpré Chait acted for CPH Master Limited Partnership on the CAD794 million sale of six office buildings located in Montréal, Toronto and Vancouver.

Notable practitioners

Marc Rubin is one of the best-known real estate lawyers in Montréal. He upholds a terrific reputation for his experience advising on a wide range of complex transactions. **Strengths:** *"Marc Rubin is at the top of his game and his knowledge of real estate law is unsurpassed. He cares about his clients and is always available whenever we need him. His dedication to his clients is impressive."* *"Marc is like a member of our team. We view Marc's opinion as integral to any successful transaction."* *"Marc Rubin is an excellent lawyer and at the very pinnacle of his craft. He is amongst the finest in North America without doubt."* *"He is incredibly available and seeks to solve issues as well as prevent issues. He is by far the most caring lawyer and is a very seasoned real estate lawyer."* *"His expertise and practical business sense are amazing of course, but he is also warm and down-to-earth."* **Marc Beauchemin** advises on the full gamut of zoning and land use issues, including complex regulatory and administrative matters. He assists with multiple major developments in Montréal, covering both residential and commercial purposes. **Strengths:** *"He is a leading authority in his field."* *"Marc Beauchemin is one of the most recognised lawyers in the sector. He has developed expertise in judicial review and specific planning issues."* **Sylvain Bélair** is well respected for his expertise in zoning and land use. His Montréal-based practice includes a strong emphasis on expropriation. **Jonathan Fecteau** is

the head of the zoning/land use department at the firm. Based in Montréal, his experience includes handling expropriation and land use matters both in contentious and non-contentious settings.

Strengths: *"Jonathan has a strong ability to understand complex elements."* *"He is very intelligent and has extensive knowledge in his field. We highly rely on him to guide us through this process. He is also very strategic."* **Piero Biasini** has a growing reputation for his expertise in real estate acquisitions and financing transactions in Québec and other provinces across Canada. **Strengths:** *"Piero is a fantastic lawyer, he is very knowledgeable and reliable."* *"I really appreciate his practicality and he is also very responsive."* *"He is amazing, he is a very personable lawyer with a lot of experience and he always had our best interest at heart."* Montréal-based **Fredric Carsley** is well known for his real estate expertise and is adept at handling single-asset acquisitions. **Strengths:** *"Fredric is a seasoned professional with a breadth of experience and his advice is always on point."* **Deirdra Corber** assists domestic clients with sales and acquisitions of offices and residential assets. **Strengths:** *"She is very responsive and practical."*

Fasken

What the team is known for Fasken operates a large and trusted real estate team in Montréal and Québec City with deep and broad experience in the sector. The firm is widely lauded for its leading financing expertise, and its lawyers regularly structure complex lending agreements for banks and institutional investors in connection with major real estate and construction projects. The team also advises on major real estate transactions including sale-leasebacks and joint venture developments, and operates an active commercial leasing practice. It frequently acts for clients throughout the real estate industry on condominium, retail and office developments. The lawyers additionally assist with zoning and expropriation cases.

Strengths

"We received tremendous support over the years from them. They are quick on their feet, they provide solutions tailored to us and give spot-on advice."

"They have a very solid understanding of the market in Québec. They are very knowledgeable, practical and attentive."

"They have a nice team to work with and are quick to respond."

"The lawyers are very experienced, hands-on and always easy to reach."

Work highlights Fasken assisted Groupe Petra with a CAD104 million refinancing by Citibank.

Notable practitioners

Richard Clare maintains an impressive reputation for his experience in commercial real estate transactions, including acquisitions and financing mandates. **Nicolas Leblanc** is a Montréal-based real estate lawyer who is particularly noted for his recent work on high-value transactions and development projects. **Strengths:** *"He is a pleasure to work with and offers creative solutions."* *"He is very communicative and effective, and provides very timely services."* *"Nicolas Leblanc is brilliant, knowledgeable and approachable."* Montréal-based **Elias Retsinas** is an experienced real

estate lawyer with broad capabilities covering real estate acquisitions and refinancings. **Strengths:** “Elias is our go-to guy, he is always available to join a call in order to find creative solutions.” “He is business-minded and provides great customer service.” **Mariella Lo Papa** is well placed to advise on leasing transactions as well as real estate sales and purchases. She is based in Montréal, and her clients range from construction companies to retailers and financial services companies. **Strengths:** “Mariella was extremely responsive and helpful with a difficult counterparty.” “She is very responsive and always follows up; she shows great attention to detail.” **Guillaume Pelegrin** (see p.331) enters the rankings for the first time this year. He represents clients in contentious zoning, land use and expropriation cases. **Strengths:** “He is an experienced and caring lawyer.” **Marie-Andrée Thibault** advises both domestic and international clients with acquisitions, financings and dispositions. **Strengths:** “She provides excellent client service and response time.”

KRB Lawyers

What the team is known for KRB Lawyers is a Québec-based law firm with solid real estate capabilities, advising on property acquisitions, financing and refinancing, lease agreements and development projects. With a diverse client base, featuring a number of significant private investors, the law firm is adept at handling both commercial and residential property issues.

Strengths

“KRB’s partners have expertise in all areas of real estate and have proven their ability to handle and guide us through complex acquisitions, financing and environmental issues. The partners bring a high level of expertise and sophistication.”

“Very simply put, they understand business. They understand that beyond drafting and negotiating agreements and all the legal work that this entails, there is often a business relationship between the parties involved in a transaction that must also be taken into account. They value relationships and this is a very important attribute that we look for in external counsels.”

“Their advice is always on point with regards to complex and sophisticated matters and they are always quick to react to our demands.”

“I find that all lawyers at the firm are very solution-oriented and as a client I feel very well looked after.”

Notable practitioners

Co-founder of KRB Lawyers **Christopher Karambatsos** (see p.330) acts for a range of clients in the real estate space, including an impressive number of private investors and trusts. Based in Montréal, he routinely advises on acquisitions, financings and lease agreements. **Strengths:** “Christopher is a very knowledgeable lawyer with tremendous reach and a great market awareness.” “His dedication, responsiveness, ability to understand our legal and commercial needs and his deep expertise are unmatched.” “He is the most available lawyer I have seen and he understands business aspects as well as the law.” **Diana Lyrantzis** (see p.331) assists with a range of commercial transactions, including lease negotiations, acquisition finance and development projects, as well as land acquisitions. Her

clients include property managers, development companies and REITs. **Strengths:** “Diana is a very sophisticated negotiator with a tremendous knowledge of real estate and all applicable laws.” “She is great at finding practical solutions and keeping all parties engaged in open dialogue.” “She is delivering exceptional results for her clients.” **Marie-Claude David** (see p.330) assists domestic clients with the acquisition of residential and commercial real estate assets. **Strengths:** “In addition to her knowledge, problem-solving skills and legal expertise, she is very nice, respectful, quick and efficient and adopts a business approach that is key to a successful transactions.” “Marie-Claude David is efficient and always on time. She is very organised and thorough.” **Vincent Robert** acts for lenders and borrowers on financing and refinancing transactions. **Strengths:** “He is smart as a whip and extremely efficient.”

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is a distinguished law firm with a well-integrated real estate practice in Québec. Its real estate lawyers assist major pension funds and institutional investors with complex transactions, as well as representing local developers. The team offers notable lending capacity, as well as advising on the acquisition, development, leasing and disposition of real estate assets. It is also highly valued for its title experience and land use planning work, regularly assisting key clients with zoning and planning approvals for large developments. The law firm provides deep expertise in the senior housing and hospitality sectors.

Strengths

“The lawyers are very diligent and focused with good processes and systems in place. The team consistently goes above and beyond.”

“We have a lot of trust in them. They are very responsive and experts in their field. We get along very well.”

“They offer great client service, they are very responsive and knowledgeable. And they are also able to accommodate our needs.”

“The lawyers are among the best in the field and McCarthy is our go-to firm for our complex or larger deals.”

“There is a good range of talent available at the firm to handle most situations.”

Work highlights McCarthy Tétrault advised Hydro-Quebec Pension Plan and Carbonleo Real Estate on a CAD170 million joint acquisition of 50% of Quartier Dix30 shopping centre.

Notable practitioners

James Papadimitriou maintains a leading position in the market and advises a broad spectrum of clients on real estate transactional and financing matters. He is head of the firm’s real property and planning practice for the Québec region. **Strengths:** “James is excellent all around. He is a smart lawyer who provides sound business advice. He is always available to help his clients and he goes the extra mile.” “He is extremely experienced and sophisticated in his approach. He is very service-focused and committed to establishing and maintaining strong working relationships.” “He is experienced and can quickly solve any issues.” “He is very competent and a thought leader.” **Annie**

Gagnon-Larocque is adept at handling real estate transactions including project financings, acquisitions and developments. **Strengths:** “Annie works her way through situations in a calm and intelligent manner and gets great results.” “She is very knowledgeable and reliable.” **Mary Pagonis** impresses for her capabilities in real estate development and finance work. She is based in the firm’s Montréal office, and her clients range from significant property investors and REITs to international financial institutions. **Strengths:** “Mary is very responsive and involved in the case.” “She is very reliable and thorough.” **Matthew Pekofsky** represents clients in a broad spectrum of transactional activity and development mandates. **Strengths:** “He is knowledgeable, experienced, thorough and responsive.” “Matthew Pekofsky is always willing to help us and is solution-driven.”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is a distinguished international firm with a solid presence in the Québec real estate space. The team is well regarded for its work on traditional real estate transactions, including acquisitions and dispositions, and is also active on significant multi-use residential and commercial developments. With partners based in both Montréal and Québec City, the firm is well equipped to handle the real estate aspects of large infrastructure projects and high-value financing matters throughout the province. Its client roster comprises prominent pension funds, REITs and private companies.

Strengths

“I think their main strength is their expertise in all fields and areas of law. The entire team can handle complex cases.”

“The team’s responsiveness and service level are exceptional.”

“They always made themselves available.”

Work highlights Norton Rose Fulbright advised Canada Mortgage and Housing Corporation on various capital markets programmes and federal affordable housing initiatives.

Notable practitioners

Miguel Manzano (see p.331) is co-head of the firm’s real estate team in Québec. He is held in high esteem for his experience advising on sales and acquisitions as well as sale-leaseback transactions. **Strengths:** “He is very easy to work with and I trust his advice and recommendations.” **Jean-Nicolas Prévost** (see p.331) operates a broad real estate practice, advising on acquisitions, finance and project development, as well as the establishment of new investment funds. **Strengths:** “He is truly technically capable and very resourceful. He is able to handle all complex cases. He did a perfect job.”

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is a large full-service law firm that represents clients from the commercial, retail and residential sectors in high-value acquisitions, financings and joint venture transactions, benefiting from the firm’s national platform to advise on matters in Montréal and further afield. The Québec real estate group frequently advises real estate devel-

opers, institutional investors and publicly traded REITs on large regional and multi-jurisdictional files, including major infrastructure projects. The team offers further capabilities with renewable energy and power production projects.

Strengths

"They provide impeccable service. They are also highly efficient and business-oriented."

"They are readily available and very knowledgeable."

Work highlights Stikeman Elliott advised Slater Group and Cogir Management Corporation on its CAD43 million acquisition of three senior residences.

Notable practitioners

Neil Bindman advises on a range of mandates in the real estate space. He serves as of counsel in the firm's Montréal office.

Other Ranked Lawyers

Montréal-based **Yan Besner** regularly advises on financing and leasing transactions. He has particular expertise in representing retailers in commercial real estate dealings.

Strengths:

"Yan is trustworthy, smart, eager to get the work done, readily available and a wonderful person overall. I cannot recommend Yan enough."

Montréal-based **Stefan Fews** is rated for his experience advising on real estate investment projects, joint ventures and secured financing transactions.

Strengths:

"Stefan is one of a kind. He's got an amazing business sense and he is super precise."

Stéphane Lalonde of Cain Lamarre Casgrain Wells is a Montréal-based lawyer who acts for a range of investors and developers in the real

estate space, advising on acquisition and finance matters.

Valérie Mac-Seing is a Montréal-based founding partner at Mac-Seing Thomas. She is recognised in the field for her expertise assisting with property acquisition and financing transactions.

Montréal-based **Armand Poupart** advises on administrative and municipal law. His clients include a variety of supralocal authorities.

Sebastien Thomas of Mac-Seing Thomas is highly regarded for his work in planning as well as land transfer and land use.

Paul Wayland serves as managing partner of Dufresne Hébert Comeau and enters the rankings for the first time this year. He routinely acts on behalf of public authorities on a range of zoning and land use cases.

Leaders' Profiles in Real Estate

ARQUIN, Anthony

Davies Ward Phillips & Vineberg LLP,
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Featured in Real Estate (Québec)

Practice Areas: A partner in the Commercial Real Estate practice and practice coordinator for the Montréal office, Anthony advises on commercial real estate sales and purchases, development projects and joint ventures for public & private corporations in Canada and internationally. He has significant experience in working on mixed-use complexes and commercial co-ownerships. He provides clients with creative and practical solutions informed by a thorough understanding of trends in both business & real estate. Developers, managers and pension funds count on Anthony for his negotiating and drafting skills, and he is a trusted adviser to a broad array of real estate companies. He takes an active role in fostering and supporting Québec's real estate industry and its young leaders. He is a director of the Urban Development Institute of Québec and member of its Economic Development Committee; director at the Montreal Real Estate Foundation for Kids; and mentor at CREW M, an association that promotes, supports and recognizes the success of women in commercial real estate. Select Recognition: Chambers Canada; The Legal 500 Canada; Lexpert Rising Star: Leading Lawyers Under 40; The Canadian Legal Lexpert Directory; Lexpert Rising Stars: Leading Lawyers Under 40; Best Lawyers; Lexpert Special Edition: Infrastructure; Who's Who Legal.

BAILEY, Rose

Torys LLP, Toronto
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Featured in Real Estate (Ontario)

Practice Areas: Rose's practice focuses on commercial law in the areas of finance, commercial real estate, renewable energy assets and projects, and securitizations. She brings a wealth of experience to lending and bond financing transactions, joint ventures and the acquisition and financing of businesses, real estate, energy assets and mortgage portfolios. Clients benefit from Rose's nuanced perspective of the market, having advised both lenders and borrowers on domestic and international financing transactions, as well as acting on many public transactions involving REITs and public bond offerings. Rose has numerous clients with whom she shares a long history. For example, she has worked with Brookfield Asset Management and each of its energy, property and infrastructure platforms and First Capital Realty on its acquisitions, joint ventures, financings and development projects over the years. Rose also works closely with many of the Canadian lending institutions and their advisory groups.

BAKER, Denise
WeirFoulds LLP, Toronto
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Featured in Real Estate (Ontario)

Practice Areas: Denise Baker is the Co-Managing Partner at WeirFoulds. Her practice focuses on municipal and land use planning issues and related litigation. She has acted on behalf of municipalities, private landowners and resident groups. She predominantly

advises landowners and municipalities with respect to land use planning and development matters including municipal finance matters, Planning Act applications and appeals and Heritage Act matters. Denise appears regularly before municipal councils, Committees of Adjustment, the Ontario Land Tribunal, as well as appearing before the Ontario Court of Justice and the Divisional Court. She is actively involved in using mediation and negotiation to effectively resolve disputes between parties.

Career: Ontario Bar, 2003

BAUER, Robert T.

Davies Ward Phillips & Vineberg LLP,
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Featured in Projects (Nationwide - Canada), Real Estate (Ontario)

Practice Areas: Bob is head of Davies' Commercial Real Estate and Infrastructure practices. He brings more than 45 years of expertise and industry knowledge to high-profile and business-critical commercial real estate development projects, infrastructure projects, public-private partnerships, project financing and joint venture work — in Canada, the United States, Europe and Asia. Clients trust Bob to advise on transformative and landmark projects. He is instrumental in the successful development of large projects in diverse sectors, ranging from hospitals to commercial casino projects to cross-border rail tunnels, toll roads and airport developments. Select Recognition: Chambers Global; The Best Lawyers in Canada's Toronto Public Finance Law Lawyer of the Year 2017 and Toronto Real Estate Law Lawyer of the Year 2016; IFLR1000; The Legal 500 Canada; Lexpert Special

Edition: Infrastructure; The Canadian Legal Lexpert Directory; Who's Who Legal: Government Contracts, Real Estate; and ranked among the world's top 30 real estate counsel by Expert Guides' The Best of the Best.

BENHAMOU, Elias

Davies Ward Phillips & Vineberg LLP,
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Featured in Real Estate (Québec)

Practice Areas: A senior partner, Elias provides clients with business-minded advice on commercial real estate development, acquisitions, joint ventures, financing, construction and leasing. He also has significant development experience in secured syndicated lending and mortgage financing. For more than 30 years, he has worked on many of Québec's largest real estate transactions, advising some of the most active private and institutional real estate owners and developers, as well as major national retailers. Elias is a speaker and moderator at prominent real estate conferences and a guest lecturer at the McGill Graduate School of Urbanism. He chairs the Opinion Committee for commercial matters in the Montréal office as well as the Space Planning Committee for Davies' Montréal office renovation. He is a trustee of the Phi Foundation for Contemporary Art and a board member of the PHI Centre. Select Recognition: Chambers Canada; IFLR1000; Lexpert Special Edition: Infrastructure; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada, Real Estate Law Lawyer of the Year 2018, Montréal; Who's Who Legal: Canada.

BOLITHO, Michael

Norton Rose Fulbright, Calgary
403.267.8205
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Featured in Real Estate (Alberta)

Practice Areas: Michael Bolitho practises commercial real estate law, including commercial leasing (both on behalf of landlords and tenants), commercial acquisitions and dispositions, condominium development, real estate development, drafting and negotiating construction contracts, real estate advice on mergers and acquisitions, and real estate-based financing. He has had a leading role representing landlords and tenants on large commercial leasing transactions involving build-to-suit, office, retail and industrial premises. He has extensive experience representing vendors and purchasers on the acquisition and disposition of office towers, retail projects, industrial projects, corporate campus facilities and development sites. Mr. Bolitho has acted as the team lead for real estate on numerous significant mergers and acquisitions transactions. He acts as the team lead for real estate for a number of firm clients whose businesses involve a multitude of business sectors.

BORSOOK, Lisa A

WeirFoulds LLP, Toronto
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Featured in Real Estate (Ontario)

Practice Areas: Lisa Borsook is one of the most recommended commercial leasing and infrastructure lawyers in the country, widely recognized for her knowledge, experience and commitment to her clients and the profession. She is currently the executive partner of WeirFoulds LLP and was the firm's managing partner from 2007 to 2012. She is also currently co-chair of the Commercial Leasing Practice Group and a member of the firm's Corporate Group and Women Lawyers Group. For more than 25 years Lisa has used her extensive management, legal and business experience to run her successful and vibrant practice that includes a vast array of clients, both large and small, local, regional, national and international, as well as numerous governments and government agencies, in connection with their infrastructure, retail, industrial, office and brownfields properties. Lisa is well-known to her clients for her strategic focus, exceptional problem-solving skills, entrepreneurial business sense and management skills that build trust, harmony and consensus.

Career: Ontario Bar, 1982

COSTIN, Abraham

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Featured in Real Estate (Ontario)

Practice Areas: Practice covers a full range of transactions, including leasing, acquisitions, development and financing. Acts for both large and small developers, pension funds and financial

institutions. Practice also includes insolvency and realisation work related to real property.

Career: Ontario Bar, 1982.

Professional Memberships: Fellow of the American College of Mortgage Attorneys. Co-Chair of the Advisory Board of the American College of Real Estate Lawyers Advanced Commercial Leasing Institute. Member of the ADR Institute of Canada. Speaker at the ICSC Canadian Law Conference.

DAVID, Marie-Claude
KRB Lawyers, Montréal
m.david@krblaw.ca

Featured in Real Estate (Québec)

Practice Areas: Real Estate Banking and Finance

Career: Marie-Claude is a Partner in KRB's Real Estate group with previous experience at a top-tier Canadian law firm. Her practice is focused on commercial real estate law and financing transactions. Marie-Claude's experience includes the acquisition, disposition, financing and leasing of shopping centres, office towers, and other major real estate assets. Additionally, she has represented both lenders and borrowers in a variety of financing transactions, including syndicated loans, acquisition financings, project financings, and asset-based financings.

Professional Memberships: Barreau du Québec

ENGELL, Bruce

WeirFoulds LLP, Toronto
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Featured in Real Estate (Ontario)

Practice Areas: Bruce Engell's practice focuses on land use and environmental issues, disputes and related litigation matters. Bruce is Co-chair of WeirFoulds' Municipal, Planning and Land Development Practice Group. His practice focuses on issues respecting the development, use and ownership of land, including municipal, planning, and environmental matters, title and lease disputes, industrial contamination, waste management facilities, road allowances and building permits. He has appeared as counsel in many significant court and Ontario Municipal Board matters. Bruce is author of Ontario Planning Practice: Annotated Statutes and Regulations, an annotated loose-leaf publication, and co-author of the book, Remedies and the Sale of Land, 2nd ed.

Career: Ontario Bar, 1989

GHERBAZ, Sabrina A

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Featured in Real Estate (Ontario)

Practice Areas: As co-head of the firm's Commercial Real Estate Practice, Sabrina represents prominent Canadian real estate owners, developers and financial institutions on their large commercial real estate matters and infrastructure and energy projects. Sabrina's work includes transit-oriented and mixed-use developments, public-private partnership transactions,

project and infrastructure development, asset-based purchase and sale transactions, real estate investment trusts and commercial leasing. Sabrina also regularly advises clients on project, mortgage and construction financing. Her experience in large commercial developments extends beyond Canada to Europe and Mexico.

HOWARD, Gregory J.

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Featured in Real Estate (Ontario)

Practice Areas: A senior partner with over 40 years of experience practising commercial real estate and corporate law, Greg is widely recognized as one of the leading lawyers in Canada in his areas of expertise. He advises clients on commercial real estate acquisitions and dispositions, joint ventures, development projects, project financing, commercial leasing, REITs, private equity funds, workouts, strategic planning and corporate matters. He represents leading Canadian and international real estate owners, investors, developers, financial institutions and public agencies in their significant transactions and projects, both in Canada and internationally, and has acted on many of the most notable Canadian real estate transactions and development projects. Select Recognition: Chambers Canada; The Legal 500 Canada; The Best Lawyers in Canada; Who's Who Legal: Real Estate; Expert Guides' Best of the Best; Martindale-Hubbell's highest rating, AV preeminent.

JARJOUR, Joseph

Davies Ward Phillips & Vineberg LLP, Montréal
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Featured in Real Estate (Québec)

Practice Areas: Joseph is a partner whose practice focuses on real estate development, acquisitions and dispositions, joint ventures, financing and construction. He advises leading owners, investors and developers on complex and multi-layered real estate transactions and development projects. He also regularly acts for lenders or borrowers in connection with secured (mortgage) lending matters, as well as in respect of construction and project financings. Clients can count on Joseph as a key team member who thoroughly understands their business model and transactional concerns and who, over the past two decades, has been involved in many of Montréal's most high-profile real estate transactions and development projects. Joseph is a member of Davies' Management Committee and was, for a number of years, a member of the Montréal office Recruitment, Evaluation, Talent Management and Workplace Harassment Prevention committees. He is also a member of the board of directors and the corporate secretary of the Festival du Nouveau Cinema de Montréal, one of Québec's most prestigious film festivals. Select Recognition:

The Canadian Legal Expert Directory; The Best Lawyers in Canada; Chambers Canada.

JEFFERY, Steven

Blaney McMurtry LLP, Toronto
+1 416.593.3939
sjeffery@blaney.com

Featured in Real Estate (Ontario)

Practice Areas: Steven Jeffery practices in the areas of corporate/commercial law and real estate financing and development. He has significant experience in all aspects of debt financing, including securitization work. He acts for real estate companies and lenders in the acquisition, disposition, development, construction and financing of commercial, residential and mixed-use condominium projects.

Career: Called to the Bar of Ontario, 1984; LL.M., Osgoode Hall Law School, 1999; LL.B., University of Toronto Law School, 1982

Professional Memberships: Law Society of Upper Canada; Canadian Bar Association Ontario

KARAMBATSOS, Christopher

KRB Lawyers, Montréal
(514) 613-5833 ext. 100
Chris@krblaw.ca

Featured in Real Estate (Québec)

Practice Areas: Corporate and Commercial Mergers and Acquisitions Real Estate Banking and Finance

Career: Chris Karamatsos is a Partner in KRB's Business Law Group. He specializes in finance, mergers and acquisitions, real estate, commercial partnerships and special projects. He is the founder of KRB and leads domestic and global initiatives of the firm. Recognized nationally as a leader across diverse areas of practice, Mr. Karamatsos is known for providing clients with differentiated insight, sophisticated value-add business and legal counsel, and disciplined execution across a broad range of domestic and international transactions, including in connection with U.S. cross-border M&A and Canada law advisory services to foreign entities. In addition to managing an active practice, Mr. Karamatsos is closely involved in the management of firm operations, including business development and growth strategy. He has played a critical role in establishing KRB as one of the fastest growing law firms in Canada both provincially and nationally (The Globe & Mail, Canadian Business, L'Actualité), with offices in three major Canadian cities.

Professional Memberships: Barreau du Québec American Bar Association (ABA) American College of Mortgage Attorneys (ACMA) Association for Corporate Growth (ACG) Quebec M&A Club Canada

LAMBERT, Annette

Norton Rose Fulbright, Calgary
Featured in Real Estate (Alberta)

Practice Areas: Annette Lambert represents a variety of clients, including power and energy companies, real property and commercial and industrial developers, chartered banks, institutional and private lenders, and

a number of other commercial and industrial participants. Annette advises on a broad range of commercial real property matters, including financing, acquisitions and divestitures, project and infrastructure development, and industrial and commercial leasing. She consults at strategic levels on her clients' business transactions, working with them throughout transactions and getting to know and understand their businesses. Annette believes in being innovative and proactive in providing solutions-based practical advice to clients and has developed trusted relationships with the clients she works with.

LOMBARDI, Gabriella

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Featured in Real Estate (Ontario)

Practice Areas: Gabriella is a senior partner in the Commercial Real Estate and Corporate practices. She has extensive experience in a broad range of transactions involving commercial property such as acquisitions, dispositions, development of major real estate projects, including mixed-use properties, joint ventures, secured financings and commercial leasing. Gabriella advises clients in diverse industries such as the self-storage facilities sector, the renewable energy sector, the forestry sector, the mining sector, the hospitality sector and, more broadly, in the commercial real estate sector, including all commercial property asset types. She has represented major Canadian pension funds, Canadian and international private equity funds and investors and institutional investors with respect to acquisitions, dispositions and development of commercial property and fund investments. Select Recognition: Chambers Canada; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada; Who's Who Legal: Canada.

LYRINTZIS, Diana

KRB Lawyers, Montréal
diana@krblaw.ca

Featured in Real Estate (Québec)

Practice Areas: Real Estate Banking and Finance Environmental Corporate and Commercial Mergers and Acquisitions

Career: Head of KRB's Real Estate group, Diana is an attorney whose corporate/commercial transactional practice focuses on commercial real estate, banking and finance, environmental law and M&A. Prior to joining KRB, she was a Partner at a top-tier Canadian law firm. She has been providing strategic advice to clients for over a decade with respect to their secured lending and commercial real estate transactions with regards to a variety of asset classes, including industrial, commercial and multi-residential as well as in various industry sectors including manufacturing, pulp and paper, and renewal energy. Diana's banking and finance practice focuses on real estate lending, acquisition financing, and the financing

of the commercial operations of her clients via traditional and asset-based lending structures. Her real estate practice focuses on acquisition, divestiture, development, redevelopment and repositioning of real estate assets, and on the negotiation of complex leasing matters. Diana's clients appreciate her practical approach to risk management in a transactional context. She has key experience in advising her clients with regards to environmental transactional and compliance risk and regularly advises on matters relating to brownfields liability and redevelopment. Diana's corporate/commercial practice centers around structuring joint ventures, partnerships, co-ownerships, and other business relationships for her real estate and other corporate clients, in addition to drafting and negotiating their commercial agreements.

Professional Memberships: Barreau du Québec

MANZANO, Miguel F.

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Featured in Real Estate (Québec)

Practice Areas: Miguel Manzano's practice focuses on acquisitions, real estate, joint ventures, project finance and commercial contracts. His experience includes acting in sale and leaseback financings of aircraft, helicopters and software and in project financings for creating a wind farm in Quebec and a copper mine in Spain. Mr. Manzano was involved in the sale of several landmark Montreal office buildings and has extensive experience in international transactions such as bid preparation for construction projects, joint ventures and equity participations in toll highways and public utilities in Latin America. In addition to French and English, Mr. Manzano speaks fluent Spanish and Italian.

MARTIN, Steven

Davies Ward Phillips & Vineberg LLP, Toronto
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Featured in Real Estate (Ontario)

Practice Areas: Steven focuses on commercial real estate transactions, including joint ventures, development of major commercial and residential projects, purchase and sale transactions, sale-leasebacks, commercial leasing, and real estate financings. His real estate clients include REITs, developers, pension funds, retailers and other institutional investors. Over the last decade, Steven has gained substantial expertise in advising on large infrastructure projects, including public-private partnerships. As lead counsel, Steven has acted for clients on numerous successful P3 bids in industries as diverse as transportation, maintenance facilities, hospitals, social infrastructure, wastewater treatment facilities and driver examination centres. Select Recognition: Chambers Canada; Lexpert Special Edition: Infrastructure; The

Canadian Legal Lexpert Directory; Who's Who Legal: Canada; Who's Who Legal: Real Estate; The Best Lawyers in Canada; The Legal 500 Canada.

MIELCAREK, Pawel

Davies Ward Phillips & Vineberg LLP, Toronto
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Featured in Real Estate (Ontario)

Practice Areas: Pawel is a partner in the Commercial Real Estate practice at Davies in Toronto. He advises clients on development projects, joint ventures, commercial real estate and financing transactions, acquisitions and dispositions, commercial leasing and renewable energy projects. He provides advice to financial institutions as well as large real estate developers and investors in Ontario and across Canada. He also works for pension fund clients, REITs and other institutional investors. Pawel is a member of Davies' Toronto Student Committee. Select Recognition: The Canadian Legal Lexpert Directory; The Best Lawyers in Canada; Chambers Canada.

PELEGRIN, Guillaume

Fasken, Montréal
gpelegrin@fasken.com

Featured in Real Estate (Québec)

Practice Areas: Guillaume Pelegrin's practice covers all aspects of public and administrative law. He helps his clients achieve compliance in complex regulatory environments, assists them in obtaining permits and authorizations, and represents them in litigation before all levels of court in civil, administrative, criminal and expropriation matter

PRÉVOST, Jean-Nicolas

Norton Rose Fulbright, Québec
jean-nicolas.prevost@nortonrosefulbright.com

Featured in Real Estate (Québec)

Practice Areas: Jean-Nicolas Prévost practises business law with a focus on corporate, real estate and banking law. An important part of his practice involves drafting and negotiating sale and purchase, development, management and administration agreements for commercial transactions. He has experience in the development of innovative corporate structures, setting up investment funds and drafting agreements between shareholders, investors or creditors. Mr. Prévost has represented institutional and private lenders and borrowers in financing transactions. He also has extensive experience in real estate law and commercial leasing.

RABY, Stephen

Norton Rose Fulbright, Calgary
(403) 267-8226
steve.raby@nortonrosefulbright.com

Featured in Real Estate (Alberta)

Practice Areas: Steve Raby maintains a dynamic commercial real estate practice, acting for developers, lenders, vendors and purchasers, landlords and tenants and for one of Calgary's leading residential developers. Mr. Raby has extensive experience in all aspects of commercial real estate transactions,

municipal planning and subdivision, leasing law, condominium law, construction law and mortgage law.

RAWLINSON, Graham

Torys LLP, Toronto
(416) 865-7397
grawlinson@torys.com

Featured in Real Estate (Ontario)

Practice Areas: Co-head of Torys' Commercial Real Estate Practice, Graham is known for his extensive experience in commercial real estate and infrastructure transactions, including real estate joint ventures, acquisitions, divestitures, project finance, development, leasing, construction and secured lending. Graham regularly acts for public and private businesses in some of their most complex and transformational real estate transactions. He brings market insight and real estate experience through his longstanding work in the seniors housing, retail, office and hospitality sectors.

REINER, David G

Davies Ward Phillips & Vineberg LLP, Toronto
416.367.7478
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Featured in Real Estate (Ontario)

Practice Areas: David is a partner in Davies' Commercial Real Estate, Corporate and Infrastructure practices. As a seasoned leader of complex real estate-centred transactions, he specializes in joint ventures and significant acquisitions and dispositions involving both stabilized properties and development projects. He also has extensive experience advising on large infrastructure projects. David is a trusted adviser to some of the world's largest real estate developers, asset and property managers, pension funds and investment funds. He advises clients on domestic and cross-border matters with respect to all property types and has been instrumental in transactions regarding some of the most iconic properties across the country. Select recognition: The Legal 500 Canada (Leading Individual); The Canadian Legal Lexpert Directory; The Best Lawyers in Canada.

ROY, Allyson

Fasken, Toronto

Featured in Real Estate (Ontario)

Practice Areas: Allyson Roy is a partner in Fasken's Toronto office and Vice-Chair of the Real Estate Law practice group in Ontario. She maintains a largely transaction based practice focused on commercial acquisitions, dispositions and real property financings. Allyson represents international, cross-border and domestic clients in a variety of industries. She routinely acts for property owners, private institutional investors, asset managers, public or para-public organizations, developers, pension funds and pension fund advisors in sophisticated real estate acquisitions and dispositions involving limited partnerships, co-ownerships and joint ventures, portfolios of properties, multi-tenanted properties, and sale and leaseback arrangements. Her expertise

extends to real property secured lending transactions, where she acts for both borrowers and lenders on bilateral and syndicated acquisition, construction, term and take-out financing.

SAMSON, Sylvie
Davies Ward Phillips & Vineberg LLP,
Montréal

Featured in Real Estate (Québec)

Practice Areas: A partner in the Commercial Real Estate practice, Sylvie advises public and private clients on the full spectrum of commercial real estate transactions, including acquisitions and dispositions, financings, project development and joint ventures for a wide range of commercial, retail, office, industrial, multi-residential and condo properties. Her clients range from high-profile REITS to pension funds, as well as real estate developers and managers. A frequent writer and speaker, she regularly gives conferences on real estate topics and presides various events in real estate. She also gives back to the community by teaching the real estate law portion of the Real Estate Management Certification Course at the John Molson School of Business and the Urban Development Institute of Québec (IDU). She serves on the IDU's Young Ambassadors Committee and is an active member of CREW M, an association that promotes, supports and recognizes the success of women in commercial real estate. Select recognition: The Legal 500 Canada; Best Lawyers: Ones to Watch.

SCHAFFER, Charlene
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cschafer@torys.com

Featured in Real Estate (Ontario)

Practice Areas: Charlene maintains a comprehensive real estate practice focused on commercial transactions, particularly in the real estate private equity, fund and joint venture spaces. She advises domestic, cross-border and international clients in all real estate sectors, regularly representing pension fund owners, fund sponsors, fund investors, managers, private equity funds, REITs, sovereign wealth funds, developers, local and international institutional investors, universities, major lenders and borrowers, landlords and tenants. Charlene has extensive experience in the creation, promotion, management of and investment in both open-end and closed-end domestic, national and international real estate private equity funds, limited partnerships, joint ventures and co-ownerships, development-related matters and property and asset management advice. She frequently acts on transactions involving acquisitions and dispositions of single property and portfolio investments, sale/leaseback arrangements, as well as single lender and syndicated construction, servicing, term and take-out financing. Charlene regularly advises clients on the real estate components of their mergers and acquisitions transactions, in addition to her advice relating to industrial and

office leasing negotiations, construction-related mandates, regulatory, compliance matters and land transfer tax advice. Her transactional, tax and regulatory experience helps clients efficiently and strategically structure and negotiate complex agreements, such as purchase and sale, limited partnership and co-ownership, credit, management services, development and construction management, reciprocal easement and operating, limiting distance, and tieback and crane swing agreements, as well as ground, major office and industrial leases. She also works on transit-oriented communities and mixed-use developments, demonstrating her ability to support large-scale, complex projects with multiple stakeholders.

WOLFSON, Shawn
Blaney McMurtry LLP, Toronto
416.593.3930

Featured in Real Estate (Ontario)

Practice Areas: As the firm's Managing Partner, Shawn combines his expert negotiation skills with a proven ability to solve problems and build strong teams to ensure that his clients and colleagues alike receive strong leadership and results. Broad experience leads to creative solutions Shawn Wolfson is a dealmaker's real estate lawyer. Clients who want to move projects forward count on his ability to see past tactics and get deals done. Shawn's practical, results-oriented approach has earned him the appreciation of clients and the admiration of colleagues. Shawn has

been involved in some of Ontario's leading real estate projects, acting for local, national and international developers, investors, lenders, retailers, lessors and lessees. He has a wealth of experience drafting and negotiating complex purchase agreements and easements, loan agreements and commercial leases. Working on behalf of diverse real estate participants has given Shawn the ability to see transactions from all sides and generate creative, flexible solutions. In addition to his transactional work, Shawn often consults on the real estate aspects of litigation and on complex title and conveyancing issues and construction lien matters. Focus on your business With a background in business, accounting and finance, Shawn is deeply committed to understanding each client's individual concerns and goals. He structures deals that complement business models and achieve objectives. Shawn works closely with clients, keeping lines of communication open to ensure that any small problems are resolved before they can become big problems.

Career: Called to the Bar of Ontario, 2002

Professional Memberships: Law Society of Ontario Ontario Bar Association International Council of Shopping Centres (ICSC)

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Restructuring/Insolvency

Restructuring/Insolvency

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Bennett Jones LLP
Blake, Cassels & Graydon LLP
Cassels Brock & Blackwell LLP
McCarthy Tétrault LLP
Stikeman Elliott LLP
Thornton Grout Finnigan LLP
Torys LLP
Band 3
Borden Ladner Gervais LLP
Davies Ward Phillips & Vineberg LLP
Fasken
Norton Rose Fulbright
Band 4
Aird & Berlis LLP
Chaitons LLP
Dentons Canada LLP
Gowling WLG (Canada) LLP
McMillan LLP
Band 5
Fishman Flanz Meland Paquin LLP
Miller Thomson LLP
Reconstruct LLP
Band 6
Goldman Sloan Nash & Haber LLP
Lawson Lundell LLP
Owen Bird
Woods LLP

Alphabetical order within each band. Band 1 is highest.

Band 1

Goodmans LLP

What the team is known for Goodmans is a premier Toronto law firm recognised for its leading expertise in the restructuring and insolvency space across Canada. It represents an impressive range of commercial clients, with notable experience advising bondholders and acting on large international insolvencies. The firm houses a distinguished bench of lawyers who offer deep and broad expertise to both debtors and creditors, as well as notable skill advising on matters arising within regulated industries, including telecoms, energy and resources. The restructuring and insolvency team also assists clients engaged in the real estate, retail and manufacturing sectors.

The Goodmans group is active on restructurings under both the CCAA and CBCA.

Strengths

“Goodmans provide an exceptional service level and responsiveness, which is not a surprise given their strong team.”

“It’s an outstanding group of practitioners.”

“The team is smart and efficient in restructurings.”

Work highlights Goodmans LLP acted as counsel to FTI Consulting Canada as the court-appointed monitor of Harte Gold in its CCAA proceedings.

Notable practitioners

Toronto-based **Gale Rubenstein** is a seasoned restructuring and insolvency lawyer with vast experience handling matters in this field.

Strengths: *“Gale is phenomenal and nationally revered.”* **Robert Chadwick** is deeply experienced in assisting clients with recapitalisation transactions, strategic reviews and CCAA proceedings.

He is based in Toronto. **Strengths:** *“Rob is a super talented and practical lawyer.”* *“He has an ability to summarise difficult situations, set strategy and solve problems.”*

Brendan O’Neill is held in high regard for his expert representation of court-appointed monitors in CCAA proceedings, and also acts for sponsor funds in recapitalisation transactions.

He is based in Toronto. **Strengths:** *“Brendan demonstrates an excellent combination of deal acumen and knowledge.”*

Co-head of Goodmans’ corporate restructuring group, **Joseph Pasquariello** frequently advises monitors and special managers in CCAA proceedings. Based in Toronto,

he has notable experience relating to some of the most significant matters in the Canadian market. **Chris Armstrong** is a well-regarded practitioner in the restructuring field, with experience advising debtor companies undergoing CCAA proceedings, as well as noteholders, trustees and loan agents.

He is based in Toronto. **Strengths:** *“Chris is a fantastic lawyer who gets in the trenches with you.”* *“He’s a knowledgeable practitioner.”*

Joseph Latham is a respected Toronto lawyer who frequently acts as counsel to court-appointed monitors. He also has experience acting for debtor-in-possession lenders on CCAA-related matters.

Strengths: *“Joe has a strong understanding of the law but also an ability to figure out how to use it practically.”* *“A great practitioner who’s well respected.”*

Caroline Descours is based in Toronto, where she regularly assists with CBCA proceedings and refinancing transactions. **Strengths:** *“Her technical and economic acumen is invaluable*

in creating efficient solutions.” *“She’s a fantastic partner.”*

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt operates an outstanding restructuring and insolvency practice that is recognised for its consummate ability to manage a wide variety of complex restructuring and insolvency mandates on behalf of an impressive portfolio of financial advisers, private equity firms and major hedge funds.

The group offers strong coverage across Canada, with highly praised restructuring and insolvency lawyers in its Calgary, Montréal, Vancouver and Toronto offices. It also has an impressive track record of acting for debtors and court-appointed monitors on CCAA filings, and is active on both high-end and mid-market transactions.

The team has notable experience acting for lenders on high-profile insolvency proceedings, as well as handling bondholder mandates and retail insolvency matters.

Strengths *“Osler’s group provides excellent service.”* *“The team are fantastic – they demonstrate commercial and legal savvy.”*

“They are a knowledgeable firm that can handle all complex and sophisticated legal matters.”

“The Osler team has extensive knowledge and the resources to deal with matters swiftly.”

Work highlights Osler, Hoskin & Harcourt LLP acted as counsel to Just Energy Group and its affiliates in connection with their proceedings under the CCAA.

Notable practitioners **Tracy Sandler** represents numerous prominent companies in high-profile CCAA proceedings, and also acts for receivers. She is based in Toronto.

Strengths: *“Tracy has a tremendous amount of respect from the market.”* *“She is diligent, engaging and very intelligent. She is pragmatic and an effective advocate.”* *“Tracy is extraordinarily detailed and provides very practical and actionable advice.”*

Marc Wasserman is consistently active on high-value and highly significant cross-border restructuring matters. He has acted on mandates arising in industries as diverse as cannabis, manufacturing, transportation and tobacco. Based in Toronto,

Wasserman leads the national insolvency and restructuring group at Osler. **Strengths:** *“Marc is skilled and very technical too.”* *“Marc is great with clients. He is also a smart, commercial and strong*

Restructuring/Insolvency	
Senior Statespeople and Eminent Practitioners	
Senior Statespeople: distinguished older partners	Rubenstein Gale <i>Goodmans LLP</i>
McCarthy Patrick T <i>Borden Ladner Gervais LLP</i>	Eminent Practitioners
Mendelsohn Max <i>McMillan LLP*</i>	Sandrelli John <i>Dentons Canada LLP</i>
Leading Individuals	
Band 1	Weerasooriya Tushara <i>McMillan LLP*</i>
Bish David <i>Torys LLP*</i>	Weisz Steven J. <i>Cozen O'Connor (ORL) ◇</i>
Chadwick Robert J <i>Goodmans LLP</i>	Band 5
Gorman Howard A <i>Norton Rose Fulbright*</i>	Béliveau Luc <i>Fasken</i>
Huff Pamela L. J. <i>Blake, Cassels & Graydon LLP</i>	Cohen David F W <i>Gowling WLG (Canada) LLP</i>
O'Neill Brendan <i>Goodmans LLP</i>	Duchesne Marc <i>Borden Ladner Gervais LLP</i>
Sandler Tracy <i>Osler, Hoskin & Harcourt LLP</i>	Fishman Avram <i>Fishman Flanz Meland Paquin LLP</i>
Thornton Robert I <i>Thornton Grout Finnigan LLP</i>	Fontaine C. Jean <i>Stikeman Elliott LLP</i>
Wasserman Marc <i>Osler, Hoskin & Harcourt LLP</i>	Gibbons Bryan C. <i>Lawson Lundell LLP</i>
Zych Kevin <i>Bennett Jones LLP</i>	Gottlieb Matthew P <i>Lax O'Sullivan Lissus Gottlieb (ORL) ◇</i>
Band 2	Graff Steven <i>Aird & Berlis LLP</i>
Abitan Sandra <i>Osler, Hoskin & Harcourt LLP</i>	Kennedy Rebecca <i>Thornton Grout Finnigan LLP</i>
Bourassa Kelly <i>Blake, Cassels & Graydon LLP</i>	Krüger Josef <i>Borden Ladner Gervais LLP</i>
Chaiton Harvey <i>Chaitons LLP</i>	Lachance Christian <i>Davies Ward Phillips & Vineberg*</i>
Dietrich Jane <i>Cassels Brock & Blackwell LLP</i>	Lamek Edmond <i>DLA Piper (Canada) LLP (ORL) ◇</i>
Gage James D <i>McCarthy Tétrault LLP</i>	Mahar Kyla <i>Miller Thomson LLP</i>
Jacobs Ryan <i>Cassels Brock & Blackwell LLP</i>	Morin Luc <i>Norton Rose Fulbright*</i>
MacParland Natasha <i>Davies Ward Phillips & Vineberg*</i>	Oliver Jeffrey <i>Cassels Brock & Blackwell LLP</i>
Miller D.J. <i>Thornton Grout Finnigan LLP</i>	Rigaud Sylvain <i>Woods LLP</i>
Pillon Elizabeth <i>Stikeman Elliott LLP</i>	Rosenberg Kenneth <i>Paliare Roland Rosenberg (ORL) ◇</i>
Rogers Linc <i>Blake, Cassels & Graydon LLP</i>	Sahni Raj <i>Bennett Jones LLP</i>
Taylor Ashley J <i>Stikeman Elliott LLP</i>	Salmas John <i>Dentons Canada LLP</i>
Zweig Sean <i>Bennett Jones LLP</i>	Band 6
Band 3	Brousson Colin D <i>DLA Piper (Canada) LLP (ORL) ◇</i>
Bomhof Scott A <i>Torys LLP*</i>	Cumming Thomas <i>Gowling WLG (Canada) LLP</i>
Brotman Stuart <i>Fasken</i>	Descours Caroline <i>Goodmans LLP</i>
Buttery Mary <i>Osler, Hoskin & Harcourt LLP</i>	Kandestin Gerald <i>Kugler Kandestin (ORL) ◇</i>
Collins Sean F <i>McCarthy Tétrault LLP</i>	Kauffman Aubrey <i>Fasken*</i>
DeMarinis Tony <i>Torys LLP*</i>	Kraft Kenneth <i>Dentons Canada LLP</i>
Ferland Denis <i>Davies Ward Phillips & Vineberg LLP*</i>	Lenz Ken <i>Bennett Jones LLP</i>
Jackson Kibben <i>Fasken</i>	Pasparakis Orestes <i>Norton Rose Fulbright*</i>
Kukulowicz Shayne R <i>Cassels Brock & Blackwell LLP</i>	Renner Natalie <i>Davies Ward Phillips & Vineberg LLP*</i>
Martel Guy P <i>Stikeman Elliott LLP</i>	Reynaud Joseph <i>Stikeman Elliott LLP</i>
Pasquariello Joseph <i>Goodmans LLP</i>	Vauclair Sylvain A <i>Woods LLP</i>
Riendeau Alain <i>Fasken</i>	Williams Lance <i>McCarthy Tétrault LLP</i>
Rubin Peter <i>Blake, Cassels & Graydon LLP</i>	Up-and-coming individuals
Schwill Robin B. <i>Davies Ward Phillips & Vineberg LLP*</i>	Burr Chris <i>Blake, Cassels & Graydon LLP</i>
Williams Leanne M. <i>Thornton Grout Finnigan LLP</i>	Bychawski Peter <i>Blake, Cassels & Graydon LLP</i>
Band 4	Calvaruso Martino <i>Osler, Hoskin & Harcourt LLP</i>
Armstrong Chris <i>Goodmans LLP</i>	Chochla Dylan <i>Fasken*</i>
Benchetrit George <i>Chaitons LLP</i>	Esaw Kathryn <i>Osler, Hoskin & Harcourt LLP</i>
Chow Milly <i>Blake, Cassels & Graydon LLP</i>	Fell Caitlin <i>Reconstruct LLP</i>
Cobb Evan <i>Norton Rose Fulbright*</i>	Hiebert Lisa <i>Borden Ladner Gervais LLP</i>
Dacks Jeremy <i>Osler, Hoskin & Harcourt LLP</i>	Kashuba Kyle <i>Torys LLP*</i>
De Lellis Michael <i>Osler, Hoskin & Harcourt LLP</i>	Kour Sharon <i>Reconstruct LLP</i>
Forté Mario J <i>Goldman Sloan Nash & Haber LLP</i>	Levine Natalie E. <i>Cassels Brock & Blackwell LLP</i>
Gauthier Virginie <i>Gowling WLG (Canada) LLP</i>	Meyer Kelsey <i>Bennett Jones LLP</i>
Konyukhova Maria <i>Stikeman Elliott LLP</i>	Nicholson Lee <i>Stikeman Elliott LLP</i>
Latham Joseph <i>Goodmans LLP</i>	Nicholson Rachel <i>Thornton Grout Finnigan LLP</i>
MacFarlane Alex <i>Borden Ladner Gervais LLP</i>	Perreault Jocelyn <i>McCarthy Tétrault LLP</i>
Maerov Adam C <i>McMillan LLP*</i>	Plunkett Kyle <i>Aird & Berlis LLP</i>
Mann David W <i>Dentons Canada LLP</i>	Reid James <i>Miller Thomson LLP</i>
Meredith Heather <i>McCarthy Tétrault LLP</i>	Shakra Michael <i>Bennett Jones LLP</i>
Moffat Grant <i>Thornton Grout Finnigan LLP</i>	Shalviri Aryo <i>Blake, Cassels & Graydon LLP</i>
Prophet Clifton <i>Gowling WLG (Canada) LLP</i>	Tickle Vicki <i>Cassels Brock & Blackwell LLP</i>
Rostom Waël <i>McMillan LLP*</i>	Associates to watch
Slavens Adam <i>Torys LLP*</i>	Hildebrand Claire <i>Blake, Cassels & Graydon LLP</i>
Stam Jennifer <i>Norton Rose Fulbright*</i>	Mann Jessie <i>Torys LLP*</i>
Tardif Alain <i>McCarthy Tétrault LLP</i>	

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

strategic thinker.” Osler’s Montréal managing partner **Sandra Abitan** is noted for the wealth of her experience in relation to retail insolvency matters. She is widely acknowledged as one of the leading lawyers in this field in Québec. **Strengths:** “She is technically strong and effective.” “Sandra is very customer-centric. She is knowledgeable and very thorough in legal and commercial matters.” **Mary Buttery KC** is based in Vancouver and has a respected practice representing clients in the mining and real estate spaces through CCAA proceedings and advising on receiverships. **Strengths:** “Mary has done excellent work on a number of matters and is really well respected in the industry.” “She’s great in court.” **Jeremy Dacks** is a respected litigator who often acts on major CCAA proceedings. He is based in Toronto, where he has a wealth of experience assisting with litigation matters up to the Ontario Superior Court and Ontario Court of Appeal. **Strengths:** “Jeremy is extremely thoughtful and insightful and he offers practical advice.” “His client service is amazing – he really cares about the result and protects his clients.” **Michael De Lellis** handles a variety of work which includes acting for distressed companies in CCAA proceedings. He is based in Toronto. **Strengths:** “Michael has great business judgement and he is practical.” “He’s a really strong lawyer.” **Martino Calvaruso** practises from the Toronto office and acts for clients in both CCAA and Chapter 11 proceedings. **Strengths:** “He is incredible – he’s very thoughtful and strategic.” “Martino is extremely responsive.” Toronto-based **Kathryn Esaw** represents debtors, creditors and lenders in a number of insolvency matters, including proceedings under the CCAA. **Strengths:** “She is fantastic – she is thorough, intelligent and pragmatic.” “Kathryn is a very capable and hard-working lawyer.”

Band 2

Bennett Jones LLP

What the team is known for Bennett Jones is extremely well positioned to advise on large-scale insolvency matters in the oil and gas and mining sectors. The firm demonstrates notable strength in bondholder work, as well as advising debtors, court officers and international investors. It is also acknowledged for its aptitude in cross-border matters involving US Chapter 11 proceedings, with the team’s industry expertise covering matters in the real estate, financial services and non-profit sectors. The firm is involved in a considerable number of litigious mandates in the field and stands out for its bench strength in both Calgary and Toronto. Lawyers in the Calgary office regularly act for strategic buyers in the energy sector, while the Toronto office offers creditor-side experience across diverse industries.

Strengths

“Bennett Jones have a very strong and in-depth understanding of the core legal issues involved in a Canadian restructuring and strong understanding of cross-border matters too.”

“They always bring a very strong team to address highly complex issues.”

“Bennett Jones has a very knowledgeable and expe-

Restructuring/Insolvency

rienced team.”

Work highlights Bennett Jones successfully carried out a sale process and closed a reverse vesting order transaction on behalf of Glenogle, following CCAA proceedings.

Notable practitioners

Kevin Zych is a highly respected figure in Canada’s restructuring and insolvency space. He possesses significant experience advising companies on CCAA filings, as well as acting for lenders and agents. He co-heads the Bennett Jones team from his base in Toronto. **Strengths:** “Kevin is a very sound practitioner and knows how to bring his experience to bear in highly complex situations.” “He is an all-star and a big name in the industry.” Interviewees highlight **Sean Zweig** for his expert handling of multi-stranded, cross-border files. He is based in Toronto. **Strengths:** “Sean an excellent lawyer – he is very practical and results-oriented.” “He is a very skilled communicator and understands the business side of insolvencies.” **Raj Sahni** is based in Toronto and has strong experience in cross-border restructurings. **Strengths:** “Raj is a very strong negotiator.” “In addition to his very strong legal and business skills, he is very personable.” Calgary-based **Ken Lenz KC** has a host of experience in CCAA proceedings. He has particular experience in energy sector mandates. **Strengths:** “Ken is very knowledgeable, responsive and detail-oriented.” Calgary-based **Kelsey Meyer** maintains an excellent and rapidly growing insolvency litigation practice, which is focused on restructuring matters. **Strengths:** “Kelsey is very detail-oriented, stays on top of matters and is very responsive.” “She’s an excellent lawyer.” **Michael Shakra** is a rising star in the insolvency market. His practice exhibits strength in domestic and cross-border restructurings across a number of industries. **Strengths:** “Michael is very diligent, well versed and capable. He is able to make decisions that drive processes forward.” “He’s incredible – he’s very commercial and smart from a legal and business perspective.”

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon maintains a well-established restructuring and insolvency department with standout lawyers in Toronto, Montréal, Calgary and Vancouver. The team has a particularly strong presence representing major banks both domestically and internationally. It is widely acknowledged for its impressive track record of assisting clients from the financial services, mining and natural resources sectors with large CCAA and cross-border Chapter 11 proceedings. The firm is well placed to advise lenders, receivers and troubled businesses, and fields additional expertise in litigation, which includes experience before the Supreme Court of Canada.

Strengths

“Blakes brings a really deep team and they are very collaborative.”

“The group has very broad experience and they always offer practical solutions.”

“Blakes’ members have an exceptional ability to solve any problem efficiently.”

Work highlights Blake, Cassels & Graydon counselled Pure Gold Mining on its CCAA protection

filing.

Notable practitioners

Toronto-based **Pamela Huff** heads the nationwide restructuring and insolvency team at Blakes. She acts on a broad array of insolvency matters involving companies in sectors such as tobacco, construction and retail. **Strengths:** “She is very respected in the industry. She is strategic, very well connected and mindful of business issues.” “Pam is practical and smart.” Head of Blakes’ restructuring and insolvency group in Calgary, **Kelly Bourassa** centres her practice on the representation of banks and financial institutions and has notable experience advising lending syndicates. She also demonstrates strength assisting with insolvency matters in the oil and gas space. **Strengths:** “Kelly does great work on the complex files.” “She is an experienced lawyer who is highly organised and has a very good commercial sense.” **Linc Rogers** maintains an impressive practice which sees him represent court-appointed monitors as well as companies undergoing insolvency proceedings. He is based in Toronto. **Strengths:** “Linc is very thoughtful and efficient.” “He is an excellent practitioner who succinctly cuts to the heart of problems.” “He articulates issues very clearly and solves problems.” Vancouver-based **Peter Rubin** is commended for his assured handling of several prominent CCAA proceedings and counts a number of financial institutions among his clients. **Strengths:** “Peter is really solutions-oriented and collaborative.” “He is thoughtful, logical and commercial in his approach to complex matters.” **Milly Chow** has notable experience acting for financial institutions and lending syndicates on restructuring and insolvency mandates. She is based in Toronto. **Strengths:** “Milly is a solid practitioner who is a pleasure to work with.” “She is very technically strong.” **Chris Burr** is a Toronto-based partner with a growing presence in the space. He has notable experience acting on debt enforcement and liquidation proceedings. **Strengths:** “Chris is very responsive, switched on and easy to work with.” Vancouver-based **Peter Bychawski** is noted for ably representing mining companies and banks as part of his restructuring and insolvency practice. **Strengths:** “Peter is an exceptional writer and communicator.” Toronto-based partner **Aryo Shalviri**’s flourishing practice encompasses a range of restructuring matters. He is experienced in handling distressed M&A and commercial reorganisations on behalf of a broad clientele. **Strengths:** “Aryo is very practical and solutions-oriented.” “His technical skills are excellent.” **Claire Hildebrand** is a Vancouver-based associate with enviable experience acting for creditors and monitors. **Strengths:** “She is an excellent lawyer and she’s incredibly hard-working.”

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell demonstrates a solid presence in Canada’s national restructuring and insolvency market, offering significant multi-jurisdictional expertise, with a focus on Canada-US cross-border restructurings. The firm acts for a variety of clients in the mining and energy sectors, with notable experience working on behalf of both creditors and distressed companies. Cassels Brock & Blackwell

also acts for trustees in various roles, including as monitors and receivers. The expansion of the restructuring and insolvency teams in Calgary and Vancouver has bolstered the strong practice in Toronto.

Strengths

“Cassels’ group has a high level of experience, and the team are well respected in their areas of expertise.”

“They are always excellent and have a strong team.”

“The lawyers are practical and solutions-oriented.”

Work highlights Cassels Brock & Blackwell acted as counsel to Alvarez & Marsal in its capacity as receiver-manager of Robus.

Notable practitioners

Toronto-based **Jane Dietrich** attracts high praise for her consummate handling of highly significant CCAA proceedings. **Strengths:** “Jane is very practical, solutions-oriented and well respected.” “She is very capable, hard-working and excellent in court.” Based in Toronto, **Ryan Jacobs** has notable experience in US-related matters, and has represented notable debtor clients in the energy sector in CCAA proceedings. He also has a noteworthy creditor practice. **Strengths:** “He is well connected and well respected in the legal market.” “Ryan is extremely talented.” Toronto-based **Shayne Kukulowicz** chairs the restructuring and insolvency group at Cassels Brock & Blackwell. He advises an array of clients, including lenders and monitors, and has experience handling recapitalisation matters. His insolvency expertise is complemented by a significant grasp of bank lending and speciality finance. **Strengths:** “He’s a really solid lawyer.” **Jeffrey Oliver** has a commendable restructuring and insolvency practice focused on the real estate and energy sectors. He is based in Calgary. **Strengths:** “He is practical and solutions-oriented.” “Jeffrey’s a solid practitioner.” **Natalie Levine** is a partner in the firm’s Toronto office. Her high-quality restructuring practice is active across a variety of industries and includes notable expertise in the representation of US-based clients. **Strengths:** “Natalie’s a strong lawyer.” **Vicki Tickle** is a partner in the Vancouver office with considerable strength in this space. She has experience working for monitors and lenders on CCAA proceedings. **Strengths:** “She’s great – she’s very talented and highly regarded in the market.”

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault has a strong national restructuring and insolvency team with a significant creditor-side practice. It regularly advises restructuring officers and monitors, as well as undertaking large debtor mandates. McCarthy Tétrault offers notable cross-border capabilities and experience relating to pensions and investment funds, and stands out for its recent involvement in energy sector insolvency matters, in addition to acting on mandates in the manufacturing and automotive industries. The firm’s clients benefit from its multidisciplinary offering and expertise in litigation, tax and corporate law, while its national breadth allows it to provide local support across Canada.

Strengths

“The McCarthy lawyers are consistently excellent in

the sophistication of their advice and their ability to see through highly complex transactions and legal matters.”

“McCarthy Tétrault has advanced practitioners in all relevant practice areas and deep bench strength to handle complex insolvency matters in each of their Toronto, Montréal, Calgary and Vancouver offices.” “The firm is strategic and very strong at cross-border work too.”

Work highlights McCarthy Tétrault represented CannTrust in its CCAA proceedings and bankruptcy proposal proceedings.

Notable practitioners

James Gage advises monitors and trustees in addition to companies undertaking restructuring proceedings. He heads up the bankruptcy and restructuring practice at McCarthy Tétrault and is based in Toronto. **Strengths:** “He has a highly developed ability to think strategically.” **Sean Collins** acts for monitors and receivers, as well as other stakeholders, on major restructurings. He splits his time between Calgary and Vancouver. **Strengths:** “Sean is diligent and a deep thinker.”

Heather Meredith is based in Toronto, where she is regularly involved in major restructuring and insolvency matters. She has notable experience acting for the agents of lending syndicates. **Strengths:** “Heather is very knowledgeable on insolvency and maintains a commercial sense on files.” **Alain Tardif** has an array of experience acting for monitors and creditors in CCAA proceedings. He is based in Montréal, where he is often cited as a standout lawyer. **Strengths:** “Alain is excellent at delivering service and he is extremely knowledgeable in his field.”

Lance Williams is a Vancouver-based partner with notable cross-border restructuring experience, including acting for clients in the mining and forestry spaces. **Strengths:** “He is a very intentional and strategic thinker. He provides advice tailored to the problem.” “Lance demonstrates a high level of sophistication and commercial understanding.” Based in Montréal, **Jocelyn Perreault** is developing a strong reputation in the restructuring space. **Strengths:** “Jocelyn is an excellent insolvency practitioner and he is very practical.”

Strengths: “Lance demonstrates a high level of sophistication and commercial understanding.”

Based in Montréal, **Jocelyn Perreault** is developing a strong reputation in the restructuring space. **Strengths:** “Jocelyn is an excellent insolvency practitioner and he is very practical.”

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is a distinguished national law firm with strong restructuring and insolvency capabilities in Montréal and Toronto ably supported by its offices in Calgary and Vancouver. The group offers extensive experience advising debtors and court-appointed monitors on complex CCAA matters, as well as representing clients in parallel US Chapter 11 and Chapter 15 proceedings. The firm also acts for the purchasers of distressed assets. Stikeman Elliott is particularly active on mandates in the retail, mining, oil and gas, and real estate sectors. **Strengths**

“Stikeman have large depth and breadth and are very up to date on market conditions.”

“It’s an excellent firm and team, with a very strong group in the restructuring and insolvency space.”

“I would hire them on anything, as their bench strength is so strong.”

Work highlights Stikeman Elliott represented EY in its role as the court-appointed monitor for

Laurentian University as it entered into CCA proceedings.

Notable practitioners

Elizabeth Pilon heads the firm’s restructuring and insolvency group in Toronto. She has a well-respected practice that sees her advising clients on a wide range of CCAA and insolvency proceedings. Her clients include monitors and trustees. **Strengths:** “Elizabeth is very intelligent and great in court.” Toronto-based **Ashley Taylor** regularly acts on significant, high-profile CCAA proceedings. He has notable experience in the healthcare sector where he has advised a variety of notable CCAA applicants on their CCAA proceedings. **Strengths:** “Ashley looks for practical advice to find solutions.” “He is excellent in court.”

Montréal-based **Guy Martel** is experienced in acting for clients on a wide array of domestic and cross-border restructuring and insolvency matters. **Strengths:** “Guy has worked on a lot of complex files and has found innovative solutions.” “He is a very strong practitioner who is prepared to advance the practice in new and interesting ways.” **Maria Konyukhova** is a respected lawyer who is sought out by a variety of clients to advise on reorganisation and winding-up proceedings. She is based in Toronto. **Jean Fontaine** is a prominent, Montréal-based commercial litigator who regularly handles insolvency disputes, representing the likes of trustees and financial institutions. Montréal-based **Joseph Reynaud** has an established reputation for his work in the insolvency litigation space and has represented clients hailing from an impressive array of industries. **Strengths:** “He is quite incredible. He’s a professional and he’s very practical.” **Lee Nicholson** enjoys a burgeoning reputation for his insolvency and restructuring practice, with clients benefiting from the impressive breadth of his CCAA experience. **Strengths:** “Lee is a hard-working and thoughtful lawyer who is very engaged and responsive on his files.”

Montréal-based **Joseph Reynaud** has an established reputation for his work in the insolvency litigation space and has represented clients hailing from an impressive array of industries. **Strengths:** “He is quite incredible. He’s a professional and he’s very practical.” **Lee Nicholson** enjoys a burgeoning reputation for his insolvency and restructuring practice, with clients benefiting from the impressive breadth of his CCAA experience. **Strengths:** “Lee is a hard-working and thoughtful lawyer who is very engaged and responsive on his files.”

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Thornton Grout Finnigan LLP

What the team is known for Thornton Grout Finnigan is a distinguished commercial litigation, restructuring and insolvency boutique based in Toronto, with notable experience representing banks, financial institutions and accountancy firms, as well as regulatory bodies and pension plans. The firm’s deep bench of dedicated lawyers offers noteworthy strengths acting as debtors’ counsel on major Canadian insolvencies. Its recent workload includes pharmaceutical, tobacco and cannabis insolvencies. The team also handles mandates in the mining and oil and gas industries. **Strengths**

“TGF is a fantastic firm with strong practitioners.”

“The lawyers have exceptional knowledge and give practical advice.”

“They are terrific to work with. They are very practical and they have good depth on the team too.”

Work highlights Thornton Grout Finnigan counselled Laurentian University of Sudbury through its CCAA restructuring.

Notable practitioners

Toronto-based **Robert Thornton** is rated highly for his prowess in major restructurings and insolvencies. His clientele consists of corporations,

monitors and creditors, among others. **Strengths:** “He is very creative and incredibly hard-working.”

“He is a signature practitioner in the industry. He is well regarded and has a strong authoritative presence.” **D.J. Miller** has extensive experience advising court-appointed receivers, lenders and creditors on CCAA proceedings. She is based in Toronto. **Strengths:** “She is a very strong advocate.” **Leanne Williams** is noted for her experience in major CCAA proceedings and is highly sought after by major commercial banks, among other clients. She is based in Toronto. **Strengths:** “Leanne is a very practical lawyer. She is able to resolve many matters before they become bigger problems.” “She is practical and writes well too.”

Grant Moffat is a Toronto-based lawyer who maintains a broad practice, encompassing regular roles advising on highly contentious insolvency mandates. **Strengths:** “He is superb helping clients through files, Grant’s attention to detail is excellent.” **Rebecca Kennedy** advises on a range of CCAA proceedings and has especially notable experience in the cannabis space. **Strengths:** “She is very practical and an astute negotiator.” Toronto-based partner **Rachel Bengino** focuses on sophisticated restructuring and insolvency matters. Her client base includes lenders, debtors and purchasers, among others. **Strengths:** “She is a really strong lawyer, a true up-and-comer.”

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Torys LLP

What the team is known for Torys is a highly regarded law firm with impressive competencies in the restructuring and insolvency space. The team assists a prestigious portfolio of corporate clients with debt restructuring, exit financing and recapitalisation transactions. It often represents leading financial institutions and banks, as well as businesses in the manufacturing and retail sectors. The restructuring and insolvency group is well placed to advise on cross-border files, including Chapter 11 and Chapter 15 proceedings. It offers impressive expertise out of Toronto and an expanding practice in Calgary. **Strengths**

“Torys has a deep and experienced professional team to handle national mandates.”

“The Torys team is experienced in handling complex and sophisticated matters across industries and borders.”

“The lawyers have excellent market knowledge and practical commercial skills.”

Work highlights Torys continued to advise JT Canada as the lender in the receivership proceedings of a Canadian division of Japan Tobacco International.

Notable practitioners

David Bish (see p.341) has experience acting for information officers in major CCAA proceedings and also represents monitors and creditors. He heads the restructuring and insolvency team and is based in Toronto. **Strengths:** “He is super smart, technical and a great advocate.” “David is very practical, business-minded and driven towards achieving successful outcomes for clients.” “Dave Bish is a technical guru.” Respected insolvency practitioner **Scott Bomhof** (see p.341) has experience acting for lenders, court officers and real estate companies. He has advised on high-value

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matters occurring in sectors such as tobacco and construction. He is based in Toronto. **Strengths:** “Scott is technically strong and analytical.” “He is an excellent practitioner who is focused on achieving positive outcomes.” Toronto-based **Tony DeMarinis** (see p.341) has noteworthy experience as special counsel on high-value matters. He serves as chair of Torsy’s corporate restructuring and advisory practice. **Strengths:** “Tony is creative and has a measured approach.” **Adam Slavens** (see p.343) frequently advises clients on high-value CCAA and receivership proceedings from his base in Toronto. **Strengths:** “Adam is an experienced restructuring lawyer who has a demonstrated depth of experience and a broad range of tools at his disposal. Adam is able to navigate through complex issues with a steady hand and clear vision.” **Kyle Kashuba** (see p.342) offers particularly strong expertise in restructuring and insolvency issues arising in the oil and gas and mining sectors. **Strengths:** “His knowledge of insolvency law is strong. He is very diligent and gets to solutions very fast.” “He is known for providing very practical advice for clients.” **Jessie Mann** (see p.342) is a Calgary-based associate with impressive experience acting for clients in a broad array of complex restructuring and insolvency mandates. **Strengths:** “Jessie has extreme attention to detail.”

Band 3

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais has a distinguished national insolvency practice with impressive experience acting for clients from the banking, construction, mining and energy sectors, and a substantial caseload of oil and gas insolvency matters. BLG demonstrates significant strength in Western Canada, with offices in both Calgary and Vancouver complementing the firm’s Toronto and Montréal offering. It is valued for its representation of secured lenders and debenture holders, as well as court officers, in both high-end and mid-market receiverships and bankruptcy filings. The firm is regularly active on high-profile, cross-border liquidations.

Strengths

“The BLG team is very knowledgeable and customer-focused.”

“They are a spectacular firm with a thorough knowledge of the law.”

Work highlights Borden Ladner Gervais LLP acted for the first-ranking secured creditor, Bank of Montréal, in the appointment of an interim and national receiver to Leading Edge Geomatic.

Notable practitioners

Patrick McCarthy KC is a highly seasoned restructuring and insolvency lawyer with a particular focus on the energy sector. He has considerable experience in cross-border insolvency work, acting for receivers, monitors and trustees, and is well versed in CCAA proceedings. He is based in Calgary. **Alex MacFarlane** possesses experience acting on high-value CCAA proceedings and representing insurance companies and receivers. He is based in Toronto. **Strengths:** “Alex is great in court. He gives strategic advice and

he crafts a plan for your goals.” Montréal-based **Marc Duchesne** has a considerable presence in the commercial litigation and regulatory space in Québec. His clients include numerous banks and other financial institutions. **Strengths:** “He is an outstanding lawyer and is very well respected.” **Josef Krüger** is based in Calgary and possesses a particular knowledge of restructuring and insolvency issues in the energy sector. **Strengths:** “Josef is a fantastic litigator. He is excellent in court and is very persuasive.” Vancouver-based **Lisa Hiebert** advises a broad range of clients, including financial institutions, on CCAA restructurings and bankruptcy proceedings. **Strengths:** “She has a really practical approach to files and she is solutions-oriented.”

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg is well respected for its ability to represent a wide range of key stakeholders in major restructuring mandates. The restructuring and insolvency group advises debtors, creditors and court-appointed monitors on both domestic and cross-border matters. Davies is also frequently sought after to advise purchasers on distressed M&A deals. The firm has a strong presence in Toronto which is supported by insolvency specialists in Montréal. The New York office also assists with cross-border matters.

Strengths

“They have a very large and balanced team.”

“Davies demonstrate an exemplary ability to handle complex and sophisticated matters.”

“Davies is an absolutely top-notch firm and they specialise in solving the most challenging problems. They always have an eye on the business realities for their clients.”

Work highlights Davies acted for several partners and creditors of Groupe Sélection in their CCAA proceedings, including for Revera, the majority owner of 25 of the 48 residences operated by Groupe Sélection.

Notable practitioners

Natasha MacParland (see p.342) remains active on major mandates including high-value CCAA proceedings, and her clients include both creditors and monitors. She is based in Toronto. **Strengths:** “Her advice is flexible and pragmatic.” “Natasha is technically strong and highly regarded. She knows how to weed through the technical side and she understands the commercial side too.” “Natasha is a thoughtful, pragmatic and astute practitioner. She has a practical approach and brings to bear her experience, intelligence and creativity in order to solve complex legal problems.” **Denis Ferland** (see p.342) acts on high-profile restructurings, and on insolvency proceedings arising in sectors such as mining, retail and manufacturing. He is a key restructuring and insolvency lawyer in Davies’ Montréal office. **Strengths:** “He is really thoughtful, practical and business-oriented.” “Denis is a very competent insolvency lawyer who does a great job for his clients in fighting the right battles.” **Robin Schwill** (see p.343) is based in Toronto, where his work includes advising debtors and monitors on CCAA filings. **Strengths:** “He takes sophisticated issues and lays them out as simply as a children’s story. Beyond that, he has a

sense of humour and an eye to business realities that make him an indispensable partner for any intense transaction situation.” **Christian Lachance** (see p.342) enjoys an excellent reputation in the restructuring and insolvency space in Montréal. **Strengths:** “He is very thoughtful and practical.” Interviewees especially highlight **Natalie Renner** (see p.343) for her capable handling of restructuring and insolvency matters in Canada’s nascent cannabis industry. **Strengths:** “Using her commercial awareness as well as her legal background, Natalie guided the matter to a fair conclusion.”

Fasken

What the team is known for Fasken has a highly regarded national team with substantial experience of mining and retail insolvency. The firm is also active on matters in the construction sector, advising a wide range of clients including lenders and debtors on complex debt recovery proceedings, liquidations, receiverships and informal workouts. It often acts for distressed companies during CCAA proceedings. Fasken is particularly well known for its strengths in Vancouver and Montréal, and leverages the firm’s international platform to advise on mandates involving European and African components.

Strengths

“Fasken are always up to date with pertinent information. They are very thorough lawyers and no issue is too complex for them to handle.”

“They have the roster to address complex files.”

“The entire Fasken team are very practical. They have technical expertise and provide pragmatic advice that fits the situation.”

Work highlights Fasken continued to act for Voyager Digital as its Canadian counsel in connection with the recognition of its Chapter 11 proceedings under the CCAA.

Notable practitioners

Stuart Brotman heads the insolvency and restructuring practice at Fasken. He is consistently active on significant, high-value matters, with his work including major restructuring and insolvency mandates in mining, logistics and retail. He has experience representing lenders, receivers and information officers, among other clients. He is based in Toronto. **Strengths:** “Stuart is an excellent lawyer – he is practical and technically sound.” “Stuart is an outstanding lawyer, especially in the field of insolvency law.” **Kibben Jackson** possesses exceptional insolvency experience across a range of industries, including mining and real estate. He is based in Vancouver. **Strengths:** “Kibben comes up with practical solutions.” “He is a very effective communicator and litigator.” **Alain Riendeau** has notable experience advising insolvent companies as well as monitors and creditors under CCAA and CBCA restructuring proceedings. He is based in Montréal. **Strengths:** “Alain has great experience and a solid business sense.” **Luc Béliveau** advises clients on a range of high-value CCAA and receivership proceedings from his base in Montréal. **Strengths:** “Luc is a good lawyer with a good business mind as well.” **Aubrey Kauffman** (see p.342) is based in Toronto. He has a wealth of experience acting on behalf of banks and other creditors in high-value insolvency proceedings. **Dylan Cho** (see p.341) **chla** (see p.341) is developing an

excellent restructuring and insolvency practice. He has experience assisting on significant CCAA proceedings. **Strengths:** “Dylan is a tremendous lawyer. He is very engaged and proactive.” “He provides practical advice and is technically very strong.”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is an international law firm with considerable strengths across a wide variety of restructuring and insolvency matters in Canada. The group is very highly regarded in Alberta for its focus on energy insolvencies, although the firm also has a very strong presence in Québec and a notable profile in Vancouver. It advises on CCAA, CBCA and US Chapter 15 proceedings, as well as debtor-in-possession financing and distressed M&A transactions. Norton Rose’s restructuring and insolvency team represents a range of major banks and financial institutions.

Strengths

“Norton Rose is a go-to firm for complex situations. They are all highly intelligent, experienced and hard-working.”

“The team come up with creative solutions to complex problems.”

“They understand the issues and urgency of emergent restructuring issues.”

Work highlights Norton Rose Fulbright continued to act as Canadian counsel to MidCap in the CCAA recognition proceedings of Revlon. MidCap were senior secured revolving lenders to Revlon.

Notable practitioners

Howard Gorman KC (see p.342) acts for receivers and trustees, as well as noteholders. He possesses particular experience acting on mandates in sectors such as energy and real estate. He is a senior partner in Norton Rose’s Calgary office.

Strengths: “He is very practical, highly experienced and leverages this experience to find practical solutions to complex situations.” **Evan Cobb** (see p.341) is noted for acting on major CCAA proceedings and has experience representing trustees and monitors. He is based in Toronto.

Strengths: “Evan is extremely knowledgeable, thorough and acute in his client representation.” Toronto-based **Jennifer Stam** (see p.343) is an experienced restructuring and insolvency practitioner who frequently advises clients on CCAA proceedings. **Strengths:** “She is practical and focused on getting the job done in a way that is beneficial to clients.” “Jennifer is extremely knowledgeable, dedicated and has the perfect approach to restructuring situations.” **Luc Morin** (see p.343) is a talented restructuring and insolvency lawyer who is noted for his representation of trustees and monitors in CCAA proceedings. He is the head of the firm’s restructuring practice in Canada, as well as being managing partner of the Montréal office. **Strengths:** “Luc is very talented, strategic and a brilliant individual.” **Orestes Pasparakis** (see p.269) is a highly talented litigator who offers a wealth of experience in contentious proceedings.

Band 4

Aird & Berlis LLP

What the team is known for Aird & Berlis is a notable player in Canada’s mid-market restructuring and insolvency space. The team regularly acts for secured lenders and other creditors, as well as representing bondholders in cross-border transactions. The firm’s international restructuring and insolvency experience includes handling mandates involving Africa and the UK. Based in Toronto, the firm also has substantial experience advising on matters involving distressed real estate assets and acting for clients in the retail sector.

Strengths

“Aird & Berlis are routinely involved in complex insolvency matters and their command of the subject area is excellent.”

“They have a very strong team and offer clients the full suite of insolvency practitioners.”

“They are sensitive to the commerciality of the advice they provide and they pursue practical outcomes.”

Work highlights Aird & Berlis acted for Disney in relation to its joint production with Cirque Du Soleil, which filed for CCAA protection in 2020.

Notable practitioners

Steven Graff has a notable presence in the financial services sector. He is well versed in acting for creditors on restructuring mandates, with experience representing lenders, bondholders and shareholders. He is based in Toronto. **Strengths:** “Steven is a very effective lawyer, especially in large contentious situations.” “He makes things happen and is very creative in his thinking. He is technically very strong.” **Kyle Plunkett** has developed a strong reputation for his experience acting for monitors and trustees in CCAA proceedings, as part of a broad insolvency and restructuring practice. **Strengths:** “Kyle is well liked by clients for his service. He is very hard-working.” “He has a strong reputation for being result-oriented and very practical.”

Chaitons LLP

What the team is known for Chaitons is recognised for its strength in mid-market corporate restructuring and bankruptcy matters and related litigation. The firm offers notable experience representing a range of stakeholders in insolvency, including liquidators, creditors and court-appointed monitors. It acts for a diverse portfolio of clients from the manufacturing, automotive, transportation, retail and financial services sectors. The group is based in Toronto and has appeared before all levels of court in Ontario, as well as the Supreme Court of Canada. The team is also experienced in cross-border work with the US market.

Strengths

“Chaitons is a highly competent firm with very reputable clients and involvement in major litigation.”

Notable practitioners

Harvey Chaiton is experienced acting on CCAA proceedings, representing the full gamut of stakeholders, including creditors such as financial institutions and private equity firms. He is based in Toronto. **Strengths:** “Harvey is a very

measured individual and he works very hard for his clients.” Toronto-based **George Benchetrit** offers clients the benefit of more than two decades of experience and advises on a range of matters. His practice spans all aspects of insolvency, bankruptcy and corporate restructuring.

Dentons Canada LLP

What the team is known for Dentons Canada advises domestic and international clients on a variety of restructuring and insolvency mandates, with notable expertise in US Chapter 15 proceedings. The restructuring and insolvency team is well regarded for its track record of acting for banks, accounting firms and debtor corporations, as well as for its significant mining and real estate insolvency expertise. It is also active on restructurings in the manufacturing sector, in addition to assisting with the sale and purchase of distressed assets. With significant national depth, Dentons is noted for its particular strength in Western Canada.

Strengths

“The lawyers have very good business sense and are excellent advocates.”

“Dentons are very commercially aware and have an understanding of the current market environment and players.”

Work highlights Dentons continued to counsel Alvarez and Marsal Canada as receiver of real estate properties formerly owned by Strategic Group.

Notable practitioners

Vancouver managing partner **John Sandrelli** regularly acts on CCAA proceedings and represents clients such as monitors and receivers. **Strengths:** “He is a very seasoned and experienced lawyer. He is strategic and identifies issues very quickly.” “He has a wealth of experience in this space and is a very well-respected individual.” **David Mann KC** advises a host of clients including receivers, syndicate agents, lenders and debtors on insolvency mandates. He co-leads Dentons’ Canadian restructuring, insolvency and bankruptcy group from his base in Calgary. Toronto-based **John Salmas** has a notable profile acting for banks, trusts and other financial institutions. His clientele includes several receivers and syndicate agents, and he has considerable experience acting for stakeholders on cross-border insolvencies. **Strengths:** “John is thoughtful in his approach and works diligently to address client concerns.” **Kenneth Kraft** is an experienced practitioner with particular expertise in insolvency mandates. Operating out of Toronto, he is co-leader of the firm’s restructuring, insolvency and bankruptcy group.

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG provides comprehensive restructuring and insolvency expertise across its Canadian offices, including substantial insolvency litigation capabilities. The group fields a strong national practice, with significant strength in Toronto complemented by its Calgary, Montréal and Vancouver offices, and has notable cross-border experience handling mandates that concern the US Bankruptcy Code. The team advises debtors, receivers and court-appointed monitors on bankruptcies and receiver-

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ships across various industries, including oil and gas, retail, agriculture and financial services. It also regularly acts as counsel to several major Canadian banks.

Strengths

"Gowlings has an excellent restructuring group with a variety of highly skilled practitioners."

"It is a knowledgeable and experienced team."

Work highlights Gowling represented Ernst & Young in its capacity as monitor of Old Steelco.

Notable practitioners

Toronto-based **Virginie Gauthier** has a broad practice which includes offering advice to information officers, debtors and financial institutions on an array of high-stakes insolvency matters.

Strengths: *"Virginie is an exceptional adviser with wide experience. She is both practical and innovative."* *"She is very highly respected in the industry and she is extremely pragmatic."*

Clifton Prophet heads the firm's financial institutions litigation group. He has a broad range of experience in major insolvency proceedings.

Strengths: *"His deep knowledge and experience with insolvency and restructuring litigation makes him a key member of the team."* *"Clifton is an extremely capable litigator and a strong advocate in court. He has an excellent command of the subject matter."*

David Cohen has a financial sector focus, leading the financial institutions and services practice within Gowlings, and regularly acts for lenders on restructuring and insolvency matters.

Strengths: *"David is practical, business-minded and very solutions-focused."*

Thomas Cumming leads the Gowling WLG restructuring and insolvency group in Calgary. He assists creditors and debtors, among others, with CCAA proceedings.

Strengths: *"Thomas is technically strong and has an excellent grasp of the concepts. He is also detail-oriented."*

McMillan LLP

What the team is known for McMillan is a national law firm with particular strength in Toronto, supported by its Calgary and Montréal offices. It is highly regarded for its representation of secured lenders in a range of distressed business situations. It also represents a number of major Canadian banks, in addition to acting for court-appointed monitors and receivers, and the purchasers of insolvent companies. The group stands out for its extensive experience of oil and gas and mining insolvency work, and is often involved in international matters.

Strengths

"McMillan are extremely adept at handling complex and sophisticated matters. They have a great practical approach and sense of the issues."

"It is a sophisticated team with deep expertise and lawyers who are pragmatic and commercially minded."

Work highlights McMillan continued to counsel the Bank of Nova Scotia as operating lender to North American Lamb Company and six of its subsidiaries, following its restructuring under the CCAA.

Notable practitioners

Montréal-based **Max Mendelsohn** (see p.342) is a senior figure in the Québec market who draws great respect from his peers. His experience includes advising distressed companies and

financial institutions on insolvency mandates, and his practice also encompasses a number of appointments as mediator and arbitrator.

Adam Maerov (see p.342) acts for a range of clients, including lenders and shareholders of distressed companies.

Strengths: *"Adam is a great lawyer and he gives very good advice."*

Wael Rostom (see p.343) has notable experience representing banks and financial institutions, and is often engaged on CCAA proceedings. He is based in Toronto.

Strengths: *"He has good communication skills and is very succinct in setting a plan of action."*

Toronto-based **Tushara Weerasooriya** (see p.343) is noted for her strong capabilities in restructuring and receivership proceedings.

Strengths: *"Tushara is strategic and commercial in her counsel."* *"She is a great help in finding solutions and she works collaboratively with others."*

Band 5

Fishman Flanz Meland Paquin LLP

What the team is known for Fishman Flanz Meland Paquin is a Montréal law firm with niche experience in commercial litigation, insolvency and restructuring. Its team advises Canadian and international financial institutions on a range of matters, including corporate workouts and bankruptcies. It is active on matters in the retail, mining and manufacturing sectors. The firm is active in the mid-market and its clients include debtors, creditors, monitors and receivers.

Strengths

"They have a very good core of lawyers and they are definitely creative thinkers."

Work highlights Fishman Flanz Meland Paquin represented the Quebec Class Action Plaintiffs in relation to the restructuring proceedings of the three largest Canadian tobacco companies, which filed for protection pursuant to the CCAA.

Notable practitioners

Montréal-based **Avram Fishman** serves as managing partner of Fishman Flanz. He is noted by sources for his regular involvement in insolvency matters relating to the tobacco industry.

Miller Thomson LLP

What the team is known for Miller Thomson handles a variety of restructuring and insolvency matters, representing debtors, creditors and court-appointed officers. The firm shows particularly strong expertise in emerging industries, such as cannabis and cryptocurrency, to supplement its excellent coverage of real estate and technology sectors. The team is notably strong in Toronto and has additional expertise in Calgary.

Strengths

"The firm provides effective and practical counsel."

"The Miller Thomson team are superb at navigating the legal and business aspects of a case."

"The team are innovative and well informed on the market landscape."

Work highlights Miller Thomson led the Eve Group, a licensed producer and distributor of cannabis, through a successful CCAA proceeding.

Notable practitioners

Kyla Mahar is based in the Toronto office of Miller Thomson LLP. She is highlighted for her noteworthy

experience representing clients in CCAA proceedings.

Strengths: *"Kyla is an incredibly strong advocate and a good negotiator."* *"She is very creative and has the ability to provide good oversight of the options available."*

James Reid is developing a strong reputation for his work on CCAA and CBCA proceedings from his Calgary base.

Strengths: *"James is extremely hard-working and a proactive lawyer."*

Reconstruct LLP

What the team is known for Reconstruct LLP is a newly formed insolvency and restructuring boutique which has notable experience assisting distressed debtors with insolvency proceedings. The Toronto-based group is frequently called upon to advise on proceedings under CCAA and BIA. The firm is additionally adept at handling commercial litigation mandates. Its recent workload includes cannabis, tobacco and pharmaceutical insolvencies.

Strengths

"Reconstruct is a high-end, bespoke boutique."

"The team are very knowledgeable and capable in dealing with complex matters."

Work highlights Reconstruct continued to act as debtor's counsel to Medifocus on its restructuring under the CCAA.

Notable practitioners

Caitlin Fell is a founding partner of Reconstruct LLP. She is experienced in multi-jurisdictional proceedings under the CCAA and BIA, and acts for debtor corporations, purchasers and court officers, among others.

Strengths: *"Caitlin is a very strong lawyer and strategic thinker."*

Sharon Kour maintains an excellent restructuring practice which incorporates strength in CCAA and BIA matters. She is a founding partner of Reconstruct LLP.

Strengths: *"Sharon has very good instincts, she is client-focused and her written materials are always excellent."* *"She shows strong understanding of the legal issues at hand."*

Band 6

Goldman Sloan Nash & Haber LLP

What the team is known for Goldman Sloan Nash & Haber is a respected Toronto law firm which is adept at representing clients in CCAA proceedings. The group often acts for court officers, debtor companies and mezzanine lenders. It demonstrates notable experience providing counsel to insurance companies regarding the restructuring of project arrangements. Financial advisory firms also number among the firm's clients.

Strengths

"The team are very strong practitioners who provides fantastic answers and is very well respected."

Notable practitioners

Mario Forte regularly acts for insurance companies and other financial institutions with regard to noteworthy restructuring and insolvency matters.

Strengths: *"Mario is a very strong practitioner who provides fantastic answers and is very well respected."*

Lawson Lundell LLP

What the team is known for Lawson Lundell draws from its outstanding reputation in western Canada to act on an array of CCAA and BIA mat-

ters. It offers highly rated practitioners throughout its Calgary and Vancouver offices, who provide expertise to clients across the real estate, hospitality, insurance and financial services sectors.

Strengths

"Lawson Lundell's experience and knowledge shines through each and every day."

"The firm has a strong and experienced insolvency team that is capable of handling complex issues."

"They not only possess deep legal knowledge, but they also have industry-specific expertise, which enables them to offer comprehensive guidance that is tailored to our unique needs."

"It is a highly skilled and knowledgeable team that provides sound advice in all areas of engagement."

Work highlights Lawson Lundell acted for Aviva Insurance, as the second-ranking secured creditor, in the CCAA proceedings of the Terrace House Project.

Notable practitioners

Bryan Gibbons is a high-quality restructuring lawyer whose client base is composed of banking and financial institution clients. **Strengths:** *"Bryan provides tailored advice and possesses a deep understanding of the law and industry trends. He provides insightful legal guidance and commercially sound solutions."*

Owen Bird

What the team is known for Owen Bird is a Vancouver law firm with commendable restructuring and insolvency experience. The firm services the full range of participants in restructuring and

insolvency mandates, including lenders, debtors and monitors.

Notable practitioners

Harvey Delaney in Vancouver is a key contact.

Woods LLP

What the team is known for Woods LLP is a litigation boutique with particular capabilities in restructuring and insolvency. The team provides skilled counsel across a range of industries, including mining, real estate and transport. Based in Québec, the firm acts for monitors, lenders and shareholders on major provincial and national matters.

Notable practitioners

Sylvain Rigaud has notable experience advising on major CCAA proceedings. He is based in Montréal. **Sylvain Vauclair** has notable experience assisting clients with CCAA proceedings. His clientele includes monitors, debtors, creditors and trustees, among others.

Other Ranked Lawyers

Colin Brousson of DLA Piper has a busy insolvency practice, acting for a range of parties involved in the insolvency process including creditors, monitors and receivers. He is co-chair of the firm's Canadian restructuring and insolvency group.

Matthew Gottlieb is recognised by sources for his litigation work in the insolvency space. Based in

Toronto, he is a founding partner of litigation boutique Lax O'Sullivan Lissus Gottlieb.

Strengths:

"Matthew is very thorough and quick-thinking."

"He is a tremendous advocate in court."

Gerald Kandestin is highlighted by sources for his considerable experience in restructuring and insolvency issues. He is particularly active representing lenders. He is a founding partner of Montréal law firm Kugler Kandestin.

Edmond Lamek has a wealth of experience guiding prominent companies through their CCAA proceedings and also acts for receivers and monitors. He is based in the Toronto office of DLA Piper.

Strengths:

"He is very creative and always tries to find a solution."

"Edmond is very practical and has a keen business sense."

Sources value Toronto-based **Kenneth Rosenberg** of Paliare Roland Rosenberg Rothstein LLP for his particular niche acting for class action litigants, such as unions and pension fund investors, in insolvency proceedings.

Toronto-based **Steven Weisz** of Cozen O'Connor is noted by sources for his litigation focus and deep expertise in creditor-side work.

Strengths:

"Steven is very considered and thoughtful in his approach and advice."

Leaders' Profiles in Restructuring

BISH, David

Torys LLP, Toronto
416.865.7353
dbish@torys.com

Featured in Restructuring/Insolvency (Nationwide - Canada)

Practice Areas: As the head of Torys' Corporate Restructuring and Advisory Practice, David regularly advises across all aspects of bankruptcy, proposals, wind-ups, liquidations, reorganizations, restructurings, receiverships and security enforcement, and advises boards of directors on corporate governance issues in distressed circumstances. He has extensive expertise in plenary and ancillary cross-border insolvency and restructuring matters, and brings a wealth of experience to commercial financing, private equity and M&A transactions. David's long track record as corporate and litigation counsel to a wide range of parties — leading corporations, financial institutions, distressed investors and accounting firms — gives him a nuanced perspective of stakeholder interests on large, complex insolvency and restructuring transactions, helping clients navigate

challenges and advance their business objectives.

BOMHOF, Scott A

Torys LLP, Toronto
(416) 865-7370
sbomhof@torys.com

Featured in Restructuring/Insolvency (Nationwide - Canada)

Practice Areas: Scott advises clients in all aspects of corporate restructuring and insolvency, including court proceedings under the Companies' Creditors Arrangement Act and the Bankruptcy and Insolvency Act, plans of arrangement under the Canada Business Corporations Act, sales proceedings, debtor-in-possession/interim financing loans, and receiverships, as well as out-of-court transactions involving negotiated workouts, recapitalizations, debt exchanges, re-financings, distressed investments and acquisitions. Scott's broad experience spans a range of sectors and industries, including real estate, construction and life sciences.

CHOCHLA, Dylan

Fasken, Toronto

Featured in Restructuring/Insolvency (Nationwide - Canada)

Practice Areas: Dylan Chochla is a partner in the Toronto Insolvency and Restructuring group. His practice focuses on corporate bankruptcy, insolvency and restructurings under the Bankruptcy and Insolvency Act, the Companies' Creditors Arrangement Act, and under provincial and federal corporate statutes. He regularly represents clients in court and has appeared before the Ontario Superior Court of Justice, the Ontario Court of Appeal and the Supreme Court of British Columbia.

COBB, Evan

Norton Rose Fulbright, Toronto
(416) 216-1929
evan.cobb@nortonrosefulbright.com

Featured in Restructuring/Insolvency (Nationwide - Canada)

Practice Areas: Evan Cobb's practice covers all aspects of corporate and commercial law, with a particular focus on bankruptcy, insolvency and restructuring. Mr. Cobb represents clients in

both informal restructuring matters as well as proceedings under the Companies' Creditors Arrangement Act and the Bankruptcy and Insolvency Act. He regularly acts for debtors, creditors and court-appointed officers in both domestic and cross-border restructuring and insolvency matters.

DEMARINIS, Tony

Torys LLP, Toronto
(416) 865-8162
tdemarinis@torys.com

Featured in Restructuring/Insolvency (Nationwide - Canada)

Practice Areas: As Chair of Torys' Canadian Corporate Restructuring and Advisory Practice, Tony advises a wide range of prominent clients on all aspects of corporate financial restructurings or insolvencies, including negotiated workouts, recapitalizations, debt exchanges, re-financings, distressed investments and acquisitions, court proceedings under the federal Companies' Creditors Arrangement Act or Bankruptcy and Insolvency Act, plans of arrangement under the Canada Business Corporations Act, sales auctions,

bridge and debtor-in-possession loans, and receiverships. Tony's clients include public companies seeking to re-finance or restructure debt, lenders and lending syndicates, ad hoc bondholder groups, bridge and debtor-in-possession lenders, financial sponsors, distressed business purchasers, exit lenders, receivers, monitors and information officers. He has deep expertise across many industry sectors, including energy, mining, oil and gas, retail, entertainment, manufacturing, financial services, real estate, media, tobacco, forestry, agriculture, telecommunications and technology.

FERLAND, Denis
Davies Ward Phillips & Vineberg LLP,
Montréal
514-841-6423
dferland@dwpv.com
*Featured in Restructuring/Insolvency
(Nationwide - Canada)*

Practice Areas: Denis is a partner specializing in financial restructuring, bankruptcy, insolvency and the related litigation as well as commercial litigation. He offers practical and proactive advice to large multinationals, banks and financial institutions, creditors, debtors and court officers (trustees, monitors and receivers). Over his career, he has acted in many of Québec's most significant restructuring and insolvency matters, helping to pave the way for countless reorganizations and transactions (often with an international component). Denis is a frequent speaker on bankruptcy & insolvency issues and has presided over several insolvency and bankruptcy conferences. He is also a long-time instructor for the Chartered Insolvency and Restructuring Professional Qualification Program. Denis is the President of the Board of Directors of the select Insolvency Institute of Canada and one of the few members of the North America Committee of the exclusive International Insolvency Institute. Member of the Canadian Bar Association, American Bar Association (Bankruptcy Division), Turnaround Management Association and INSOL International. Select Recognition: Chambers Global; Benchmark Canada; IFLR1000; The Lexpert/American Lawyer Guide to the Leading 500 Lawyers in Canada; Lexpert Special Edition: Finance and M&A; Lexpert Special Edition: Litigation; Canadian Legal Lexpert Directory; Best Lawyers in Canada; Lawdragon 500 Leading Global Restructuring & Insolvency Lawyers.

GORMAN, Howard A
Norton Rose Fulbright, Calgary
403.267.8144
howard.gorman@nortonrosefulbright.com
*Featured in Restructuring/Insolvency
(Nationwide - Canada)*

Practice Areas: Howard Gorman practises primarily in the areas of insolvency and restructuring and civil litigation. His practice has developed with emphasis on workout and recovery, insolvency, oil and gas and commercial disputes. Mr. Gorman has acted on behalf of numerous secured

and unsecured creditors, insolvent or financially challenged corporations and individuals and insolvency practitioners in their capacity as receivers, trustees and monitors. His practice has resulted in numerous reported appearances at the Alberta Court of Queen's Bench and the Court of Appeal of Alberta, as well as the bankruptcy courts in Alberta, Ontario and other provinces throughout Canada.

KASHUBA, Kyle
Torys LLP, Calgary
403.776.3744
kkashuba@torys.com
*Featured in Restructuring/Insolvency
(Nationwide - Canada)*

Practice Areas: Kyle's practice focuses on disputes, insolvencies and restructurings across Canada and the U.S., with an emphasis on financial insolvency and corporate restructuring in the oil and gas sector. Kyle brings a wealth of experience in commercial litigation and corporate disputes, having acted on numerous major matters involving the Companies' Creditors Arrangement Act, the Bankruptcy and Insolvency Act, receivership proceedings, international commercial arbitration, mediation and other forms of alternative dispute resolution involving distressed companies. Kyle works closely with insolvency professionals and has represented many of them in their capacities as monitors, receivers and trustees. His experience also extends to representing secured and unsecured creditors, purchasers and prospective purchasers, and financially challenged public and private corporations. He was notably appointed as amicus curiae counsel to the Court of Appeal of Alberta in a complex insolvency case. Beyond insolvency and restructuring matters, Kyle also represents clients in major contractual disputes, shareholder disputes, franchise litigation, judgment-debt enforcement, builder's lien and construction claims, and the defence of professional negligence claims.

KAUFFMAN, Aubrey
Fasken, Toronto
+1 416 868 3538
akauffman@fasken.com
*Featured in Restructuring/Insolvency
(Nationwide - Canada)*

Practice Areas: Aubrey Kauffman's practice is focused on advocacy matters related to domestic and cross-border bankruptcy, insolvency and restructuring proceedings. A highly seasoned litigator and advisor, Aubrey has acted in many high-profile insolvency proceedings, advising a variety of stakeholders including court officers, debtors, directors and officers, creditors at all levels of the capital structure and government agencies.

LACHANCE, Christian
Davies Ward Phillips & Vineberg LLP,
Montréal
514 841 6576
clachance@dwpv.com
*Featured in Restructuring/Insolvency
(Nationwide - Canada)*

Practice Areas: Christian is a member of the Dispute Resolution practice and coordinator of the Montréal office's Financial Restructuring & Insolvency practice. He specializes in financial restructuring and insolvency litigation, as well as corporate and commercial litigation. He advises trustees, receivers, lenders and retailers on some of Canada's most complex and intricate restructuring cases and regularly works with companies in difficult financial circumstances. Christian is the president of the Liaison Committee of the Superior Court, Commercial Chamber of the Barreau de Montréal, and, since 2013, has lectured at the University of Sherbrooke and McGill University law faculties on Bankruptcy and Insolvency Law. He is a member of the Emerging Issues and Law Reform Committee of the Insolvency Institute of Canada. In 2020, Christian received the Benchmark Canada Impact Case of the Year Award and the IFLR Canada Restructuring and Insolvency Lawyer of the Year Award. Select Recognition: IFLR1000; Lexpert Rising Stars: Leading Lawyers Under 40; Lexpert Special Edition: Litigation; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada; Chambers Canada.

MACPARLAND, Natasha
Davies Ward Phillips & Vineberg LLP,
Toronto
416.863.5567
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*Featured in Restructuring/Insolvency
(Nationwide - Canada)*

Practice Areas: Natasha is a partner who provides clients with smart solutions for their complex insolvency and restructuring challenges. She is a skilled corporate commercial lawyer with wide-ranging litigation experience and regularly leads complex, high-profile restructuring mandates, often with cross-border elements. She advises on a variety of debt restructuring, bankruptcy and insolvency, corporate debtor/creditor rights enforcement, turnarounds, workouts, and plans of arrangement under the Companies' Creditors Arrangement Act. Clients regularly consult her for strategic advice and risk analysis on deal structuring and lending. She has deep and innovative deal experience in distressed acquisitions and financings. She is a member of the International Insolvency Institute. Natasha co-authors a regular column in Rebuilding Success magazine on important insolvency decisions and co-authors Davies Insolvency Now, a quarterly report on key trends and developments. She chaired the 2020 and 2021 Annual IIC conference. She is a guest lecturer at Osgoode Hall Law School, the University of Toronto Faculty of Law and Schulich School of Law. Select Recognition: 2019 TMA Toronto Women of Excellence Award, Today's Leader; Chambers Global; The Legal 500 Canada; IFLR1000; Lexpert Rising Stars: Leading Lawyers Under 40; The Canadian Legal Lexpert Directory; The

Best Lawyers in Canada; Who's Who Legal: Restructuring & Insolvency.

MAEROV, Adam C
McMillan LLP, Calgary
403.215.2752
adam.maerov@mcmillan.ca
*Featured in Restructuring/Insolvency
(Nationwide - Canada)*

Practice Areas: Adam Maerov leads the Alberta restructuring team from McMillan LLP's Calgary Office. Adam is driven by his commitment to developing practical, tailored strategies and solutions to his clients' most complex business problems. Adam's practice includes all aspects of restructuring including distressed acquisitions, workouts, reorganizations, receiverships and security enforcement. Representative transactions include significant domestic and cross-border restructuring matters in the energy sector and other industries across Canada. In 2018, Adam led the McMillan team that intervened on behalf of the Canadian Association of Insolvency and Restructuring Practitioners in the Redwater Energy appeal before the Supreme Court of Canada. Adam is a leader in the American Bar Association Business Bankruptcy Committee where he is the International Coordinating Committee Director and a Co-Chair of the International Subcommittee. Adam is the recipient of the 2018 Kathryn R. Heidt Memorial Award presented by the Business Law Section of the American Bar Association. In 2019 Adam was invited to join the Insolvency Institute of Canada, Canada's premiere private sector insolvency organization.

MANN, Jessie
Torys LLP, Calgary
jmann@torys.com
*Featured in Restructuring/Insolvency
(Nationwide - Canada)*

Practice Areas: Jessie's practice encompasses all areas of restructuring and bankruptcy, acting for a wide range of parties, including insolvent corporations, creditors, court-appointed receivers, monitors and trustees in bankruptcy, in large and complex insolvencies and restructurings. Jessie also practices corporate and commercial law, with an emphasis on power, oil and gas and infrastructure transactions. She has experience assisting clients on a broad range of commercial projects and transactions, including general corporate and commercial matters, project development, internal reorganizations, asset acquisitions and dispositions and mergers and acquisitions. Jessie's related experience includes drafting and analyzing corporate, transactional and project agreements, as well as conducting corporate due diligence.

MENDELSON, Max
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514.987.5042
max.mendelsohn@mcmillan.ca
*Featured in Restructuring/Insolvency
(Nationwide - Canada)*

Practice Areas: Max Mendelsohn, widely renowned as a pragmatic deal-maker, advises commercial

enterprises and acts as a mediator and arbitrator in commercial disputes and shareholder disengagements. He is a member of the Insolvency and Restructuring Group in Montreal, and has served on the Boards of public and private corporations. Fellow of the Insolvency Institute and member of the International Insolvency Institute. Recognized in Lexpert's 500 leading lawyers in Canada, the Chambers Global Directory of the world's leading lawyers and the International Who's Who of Insolvency and Restructuring Lawyers. Recipient of Lexpert's Zenith award, TMA Lifetime achievement award and designation of Avocatus Emeritus from the Barreau du Québec (Bar of Quebec).

MORIN, Luc

Norton Rose Fulbright, Montréal
514.847.4860

luc.morin@nortonrosefulbright.com

*Featured in Restructuring/Insolvency
(Nationwide – Canada)*

Practice Areas: Luc Morin is the Canadian head of bankruptcy, financial restructuring and insolvency. His practice focuses on bankruptcy, insolvency and corporate restructuring. Over the years, Luc has earned multiple distinctions for the high quality of his professional work. Luc is also president of the executive committee of the Canadian Bar Association – Insolvency Section, and was invited to join the Insolvency Institute of Canada in 2018, an invitation-only organization dedicated to the promotion of insolvency excellence in Canada regrouping the most senior and experienced insolvency professionals in Canada.

PASPARAKIS, Orestes

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Featured in Litigation (Ontario), Restructuring/Insolvency (Nationwide – Canada)

See under Litigation & Dispute Resolution for profile.

RENNER, Natalie

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416-367-7489

nrenner@dwpv.com

*Featured in Restructuring/Insolvency
(Nationwide – Canada)*

Practice Areas: Natalie has a broad commercial practice focusing on insolvency, corporate reorganizations, asset sales and acquisitions, creditor rights

enforcement and proceedings under the Companies' Creditors Arrangement Act and the Bankruptcy and Insolvency Act. She also advises on banking, finance and corporate matters. Her clients – including financial institutions, corporations, strategic investors and accounting firms – appreciate Natalie's business-minded solutions and expertise at identifying and resolving their important concerns. Natalie is a frequent lecturer on insolvency and commercial law matters at Osgoode Hall Law School, including for the Osgoode Professional Development and the Professional LLM programs. She also co-authors the Insolvency chapter of Bullen & Leake & Jacob's Canadian Precedents of Pleadings. Natalie is a director of the Turnaround Management Association and a member of their Diversity & Inclusion Committee. She is also a member of the International Women's Insolvency and Restructuring Federation and recently joined the Insolvency Institute of Canada. Select Recognition: Lexpert Rising Stars; IFLR1000; The Canadian Legal Lexpert Directory; The Best Lawyers in Canada.

ROSTOM, Waël

McMillan LLP, Toronto

(416) 865-7790

wael.rostom@mcmillan.ca

*Featured in Restructuring/Insolvency
(Nationwide – Canada)*

Practice Areas: Waël Rostom is co-Leader of the Firm's Restructuring and Insolvency Group. Waël's practice focuses on all matters relating to corporate insolvencies including workouts, court-supervised restructurings, bankruptcies, receiverships, the purchase and sale of distressed businesses, lending transactions, DIP financing and other forms of distressed investing. Over the years, Waël has represented a broad range of numerous high profile domestic and cross-border insolvency and restructuring proceedings. Clients have included publically traded companies, directors and officers, shareholders, banks, financial institutions, hedge funds, private equity funds, asset based lenders, customers and suppliers. Waël has also advised privately appointed and court appointed receivers, trustees in bankruptcy and court appointed monitors. Waël is a recognized lawyer to Chambers and Partners, Who's Who Legal and Best Lawyers. Chambers and Partners has noted that Waël is recognized for his strong market presence

and quoted sources as saying: "He's very technical and very committed" and "is a phenomenal lawyer who is very commercial and very savvy".

SCHWILL, Robin B.

Davies Ward Phillips & Vineberg LLP,
Toronto

(416) 863-5502

rschwill@dwpv.com

*Featured in Restructuring/Insolvency
(Nationwide – Canada)*

Practice Areas: Head of Davies' Financial Restructuring & Insolvency practice, Robin advises on corporate turnarounds, workouts and restructurings, distressed asset sales and acquisitions, debtor-in-possession financings, and secured and unsecured creditor rights enforcement. Known for his creative and focused advice, he acts on numerous integrated cross-border proceedings and represents debtors, boards, purchasers, secured and unsecured creditors, receivers, monitors and trustees in bankruptcy. Robin is a member of the Insolvency Institute of Canada, INSOL International and the Turnaround Management Association, as well as a past chair of the Ontario Bar Association's Insolvency Law Section. He is also a periodic lecturer at Osgoode Hall Law School, where he lectures on the topics of secured transactions, bankruptcy and insolvency. Select Recognition: Chambers Global; IFLR1000; The Legal 500 Canada; The Best Lawyers in Canada; Who's Who Legal: Canada.

SLAVENS, Adam

Torys LLP, Toronto

416.865.7333

aslavens@torys.com

*Featured in Restructuring/Insolvency
(Nationwide – Canada)*

Practice Areas: Adam advises and represents creditors, investors and purchasers, restructuring corporations, equity holders and official court-ordered appointees in the financial restructurings of distressed companies in out-of-court workouts and refinancings as well as formal proceedings under the Companies' Creditors Arrangement Act and arrangements under the Canada Business Corporations Act.

STAM, Jennifer

Norton Rose Fulbright, Toronto

+1 416 202 6707

jennifer.stam@nortonrosefulbright.com

*Featured in Restructuring/Insolvency
(Nationwide – Canada)*

Practice Areas: Jennifer Stam is a restructuring and insolvency lawyer. Her practice focuses on commercial insolvency, corporate restructuring, corporate law, bankruptcy and financial services. Jennifer offers a broad range of services including in-and out-of-court restructurings, acquisitions, commercial financing transactions and enforcement matters. She has acted as counsel for debtors, secured and unsecured lenders, purchasers and court officers in several complex national and international matters. Jennifer regularly publishes, teaches and speaks in this area of law. She is the 2020 president of the Toronto chapter of the Turnaround Management Association and an active member of the Insolvency Institute of Canada.

WEERASOORIYA, Tushara

McMillan LLP, Toronto

416.865.7262

tushara.weerasooriya@mcmillan.ca

*Featured in Restructuring/Insolvency
(Nationwide – Canada)*

Practice Areas: Tushara is a partner in the Firm's Restructuring and Insolvency Group. Her practice is focused on the transactional aspects of reorganizations under the Companies' Creditors Arrangement Act, receiverships, workouts, and distressed M&A transactions. She acts for a wide range of clients, including debtors, secured lenders, hedge funds, private equity firms, purchasers and court officers. Tushara has advised on numerous high-profile and complex domestic, cross-border and international restructuring proceedings. An experienced deal lawyer, Tushara also frequently represents private equity firms and financial institutions in a variety of financing transactions, including secured lending, sponsored finance and debtor-in-possession (DIP) financing. In 2022, she became the secretary for the Insolvency Section of the International Bar Association. A dedicated promoter of diversity initiatives both inside and outside the firm, Tushara chairs McMillan's Equity, Diversity and Inclusion Council. She also chairs McMillan's Strategic Planning Group and is a member of the board of partners.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Retail

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Retail

Retail
Leading Firms
Band 1
McCarthy Tétrault LLP
Osler, Hoskin & Harcourt LLP
Band 2
Stikeman Elliott LLP
Leading Individuals
Band 1
Nathans Lara McCarthy Tétrault LLP
Band 2
Frith Andraya Osler, Hoskin & Harcourt LLP
Kotsopoulos Savvas Osler, Hoskin & Harcourt LLP
Moffatt Kelly Osler, Hoskin & Harcourt LLP
Paura Mario Stikeman Elliott LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault has a highly skilled retail and consumer markets group assisting clients with all aspects of their retail operations, including both transformational and day-to-day matters. The team draws on the firm's wider expertise in M&A, IP, real property, privacy, technology and customs to support an impressive roster of luxury brands and multinational retail chains, as well as clients operating in the food and beverage sector. The firm is well placed to assist retailers with Canadian and international expansion plans. It has notable experience representing retail clients in commercial litigation, often involving issues of labour and employment and fraudulent practice.

Strengths

"The team at McCarthy Tétrault provides very practical, knowledgeable and relevant advice."

"The lawyers are easy to deal with, thoughtful and responsive."

Work highlights The team at McCarthy Tétrault advised Beiersdorf on its definitive agreement to buy Chantecaille Beauté.

Notable practitioners

Lara Nathans has a strong track record assisting household-name brands with their Canadian expansion plans, as well as advising on a range of commercial issues. She is based in the firm's Toronto office. **Strengths:** *"Lara Nathans looks for different ways the firm can provide value-added services. She is very detail-oriented, listens well and is consistently patient."*

Osler, Hoskin & Harcourt LLP

What the team is known for Osler is a top Canadian law firm housing a highly regarded retail group, with a particularly strong reputation for both franchising and privacy. Osler, Hoskin & Harcourt demonstrates impressive strength in retail insolvency, as well as leasing, advertising and high-stakes disputes. It is well placed to assist multinational retailers with their Canadian operations, drawing on its experience in corporate and real property transactions, as well as e-commerce issues. The firm provides support to a wide variety of household-name brands, and has a strong record assisting leading American companies with their Canadian expansion programmes.

Strengths

"The lawyers at Osler, Hoskin & Harcourt are top of the field and very up-to-date about franchising law."

"The team has a solid sampling of associates and partners with a broad spectrum of expertise in various practice areas providing a range of options."

Work highlights The team at Osler, Hoskin & Harcourt advised DoorDash on its Canadian expansion strategy and leasing agreements.

Notable practitioners

Toronto-based **Andraya Frith's** client base of major retailers benefits from her expertise in franchising, as well as her knowledge of privacy, advertising and e-commerce. Based in Toronto, **Savvas Kotsopoulos** has notable experience in real estate transactions, including the acquisition of sites and negotiation of various leases for major Canadian retailers. He also assists with the management of real estate portfolios. **Strengths:** *"Savvas Kotsopoulos has acumen and expertise;*

everything is looked after in every area of our company." **Kelly Moffatt** heads the firm's marketing and distribution practice and acts for a broad spectrum of retailers, manufacturers and marketing agencies. **Strengths:** *"She is responsive, very knowledgeable and great at spotting legal issues and working along with other experts to provide a complete analysis. Timing in the dynamic retail industry is key, so having a responsive partner to count on makes the difference."*

Band 2

Stikeman Elliott LLP

What the team is known for Stikeman Elliott has a distinguished retail group with a strong real estate offering, assisting clients with commercial leasing, development and acquisitions across Canada. The group is equally well placed to advise on corporate transactions and financings, as well as matters concerning privacy, employment and advertising. The team also assists brands with store concession agreements, as well as competition and price-fixing matters.

Strengths

"What I appreciate about the lawyers at Stikeman Elliott is their responsiveness and the sense of the materiality and presence and course of action."

"They are good at helping me confirm and identify issues and reach initial next steps, and they do this efficiently and quickly."

"The attorneys' proposed solutions and analysis of core transactional issues are always valuable."

Work highlights The team at Stikeman Elliott acted for Lowe's Companies on the sale of its Canadian retail business to Sycamore Partners.

Notable practitioners

Mario Paura has experience assisting retailers with a range of real estate matters, including sale-leaseback transactions. He heads up the Toronto office's real estate team, as well as acting as co-head of the national group. **Strengths:** *"Mario Paura is a wonderful person and lawyer."*

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Startups & Emerging Companies

Startups & Emerging Companies

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Startups & Emerging Companies Nationwide

Startups & Emerging Companies
Leading Firms
Band 1
Osler, Hoskin & Harcourt LLP
Band 2
Dentons Canada LLP
Fasken
Band 3
LaBarge Weinstein LLP
Norton Rose Fulbright
Band 4
Blake, Cassels & Graydon LLP
blue HF Legal LLP
Cassels Brock & Blackwell LLP
Gowling WLG (Canada) LLP
McCarthy Tétrault LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Spencer Keith Fasken
Leading Individuals
Band 1
Bayne Chad Osler, Hoskin & Harcourt LLP
Band 2
Longo Mark Osler, Hoskin & Harcourt LLP
Smith James Upside Venture Law (ORL) ◇
Young Justin Osler, Hoskin & Harcourt LLP
Band 3
Bharmal Ally Fasken
Firsten Jamie Goodmans LLP (ORL) ◇
Grant Vanessa Norton Rose Fulbright *
Guindi, Ad E Shahir Osler, Hoskin & Harcourt LLP
Hollinger Michael Dentons Canada LLP
Irwin Chase Dentons Canada LLP
Jacques Christian Osler, Hoskin & Harcourt LLP
Johnson Andrea Dentons Canada LLP
Lake Konata Torsy LLP (ORL) ◇ *
Perey André Osler, Hoskin & Harcourt LLP
Saulgrain Julien blue HF Legal LLP
Shaw Will Fasken
Shewchun Marc Fasken
Up-and-coming individuals
Bourgeois Julien Dentons Canada LLP
Jamieson David Osler, Hoskin & Harcourt LLP
Rizvi Zain Davies Ward Phillips & Vineberg LLP (ORL) ◇ *
Somani Aly Cassels Brock & Blackwell LLP
Trivun Marko Blake, Cassels & Graydon LLP
Zuniga Daniel Cassels Brock & Blackwell LLP
Associates to watch
Karnik Eashan McCarthy Tétrault LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is a prominent national full-service law firm with leading experience acting for both nascent companies and high-profile investors. The emerging and high-growth companies group regularly advises growth equity funds, venture capital players, accelerator programmes, incubators and private entrepreneurs on a range of financing matters. It is also well respected for its representation of startup and scale-up technology and life sciences companies, including acting on later-stage M&A and other transactions. The team offers nationwide services to clients with expertise across its Toronto, Vancouver and Montréal offices. Additionally, it is well positioned to assist clients with cross-border mandates, with strong links to the USA via its New York office.

Strengths

"Osler's group are incredibly pragmatic and thoughtful around the issues that companies face."
"The team are extremely knowledgeable and are true experts."

Work highlights Osler advised Sheertex on its CAD101 million Series C financing round led by a major clothing company.

Notable practitioners

Toronto-based **Chad Bayne** is renowned for his deep expertise in the startup space. He continues to represent startup companies in investment rounds at various stages of their growth, as well as in acquisitions. **Strengths:** "Chad is one of the top lawyers in our ecosystem and an incredible partner to the companies he works with." "Chad's an amazing lawyer." **Mark Longo** regularly provides guidance to emerging companies and venture capital funds in early and late-stage financing rounds. He co-chairs the firm's emerging and high-growth companies practice in Vancouver. **Strengths:** "Mark really takes control of the process and keeps matters moving efficiently." Vancouver-based **Justin Young** acts for a broad client base, which includes emerging technology companies, angel investors and venture capital funds. He has great experience in guiding startup companies through M&A transactions as well as financing rounds throughout their life-cycles. **Strengths:** "Justin is amazing to work with." Montréal-based **Shahir Guindi, Ad E** is routinely engaged in company and investor-side work, with

an emphasis on life science, emerging tech and AI clients. **Strengths:** "Shahir delivers great market advice and great guidance." "He's very good at high-level strategy." Montréal-based **Christian Jacques** advises startup companies on financial transactions, and is highlighted for his work with venture capital and angel investors. Toronto-based **André Perey** focuses on M&A and financing of foreign and Canadian startups and growth-stage companies. He advises clients from a diverse range of sectors including the software, digital media, online commerce and financial services industries. **Strengths:** "André is a solid partner." **David Jamieson** has a fast-developing reputation for acting for emerging and high-growth companies in corporate formation and governance matters, as well as venture capital and private equity financing transactions. He is based in Toronto. **Strengths:** "David is responsive, knowledgeable and resourceful."

Band 2

Dentons Canada LLP

What the team is known for Dentons is a global law firm recognised for its strong track record acting for emerging technology players in various stages of growth. Its Canada-based venture tech and emerging growth companies team boasts a broad client base and utilises its tech expertise to act for venture and angel investors as well as target companies. The group advises on shareholder agreements, IPOs, capital raising and M&A matters, with experience across various sectors including fintech, virtual reality and artificial intelligence. It is additionally experienced in handling cross-border mandates.

Strengths

"The team are excellent and can handle complex matters. They have a wide breadth of experience."
"Dentons has a very strong team of expertise. Any problem is addressed in a very timely and skilful manner."

"The firm's group is very responsive and the service is great."

Work highlights Dentons acted as legal counsel to Miovision in connection with its acquisition of MicroTraffic.

Notable practitioners

Michael Hollinger is a Toronto-based lawyer who draws upon his experience in a range of M&A mat-

Startups & Emerging Companies

ters to advise startup companies as well as angel, seed and venture capital investors. **Strengths:** “Michael offers tremendous support and knowledge.” “He is very knowledgeable and efficient.” Ottawa-based **Chase Irwin** has experience acting on a range of transactions for company and investor-side clients, including seed financings, sales and acquisitions. **Strengths:** “He is excellent to work with.” “Chase is highly knowledgeable on deals, market and investors.” Ottawa-based **Andrea Johnson** is a respected lawyer who frequently acts for an array of technology and emerging growth companies. She assists clients with investment from private equity and venture capital firms, as well as assisting with regulatory matters. **Strengths:** “Andrea is extremely capable in managing complex matters and she provides clear and understandable guidance.” **Julien Bourgeois’s** practice is based in Ottawa. He is noted for his considerable experience advising emerging companies, investors and funds on a range of matters, including M&A transactions and financings. **Strengths:** “Julien is very responsive and detail-oriented.”

Fasken

What the team is known for Fasken is highly regarded for its ability to service early-stage companies throughout development, with noteworthy experience advising emerging technology companies and software developers. The firm’s startup and emerging company services practice also offers expertise to early-stage entrepreneurs, venture capital funds and private equity firms looking to invest in this space. It regularly handles seed and pre-seed financings as well as later-stage rounds, acting for both emerging companies and investors, and holds additional experience in debt financing as well as M&A transactions. The firm also handles related IP and tax matters, and is particularly well known for its key strengths in Vancouver and Montréal.

Strengths

“Fasken has experienced, thoughtful attorneys. They draw on the firm’s broader expertise to ensure complex and sophisticated matters are well handled.”

Work highlights Fasken provided counsel to Novarc Technologies on negotiations and drafting related to the Series A investment it received from Graham Partners Growth.

Notable practitioners

Keith Spencer’s reputable practice sees him engaged on behalf of both startup and mature technology companies. He serves as of counsel in the firm’s Vancouver office. **Ally Bharmal** assists with transactions as well as financing involving high-growth companies from a variety of sectors, including the food and beverage and agritech spaces. He is based in Vancouver. **Strengths:** “Ally is extremely responsive.” “He is a pleasure to work with.” **Will Shaw** is the co-leader of the emerging technology group in Toronto. He is renowned for his ability to provide counsel to venture capital firms and early-stage companies on a broad range of issues, such as acquisitions and financings. **Strengths:** “Will is an excellent attorney who has spent many years honing his knowledge and expertise.” “He’s a great lawyer.” **Marc Shew-**

chun’s practice is based in Toronto and his clients stem from a variety of sectors, including food and beverages and technology. He has considerable experience advising clients on early-stage financings. **Strengths:** “Marc is a delight to work with. He’s knowledgeable and responsive.”

Band 3

LaBarge Weinstein LLP

What the team is known for LaBarge Weinstein is a distinguished boutique business law firm valued for its ability to provide bespoke services to venture capital firms, early-stage public companies, private equity funds and technology startups. It also represents startups and emerging companies in other industries including cannabis and gaming. The firm regularly advises on securities offerings, IPOs, corporate formation and M&A, among other areas of expertise. Headquartered in Ottawa, the firm also has offices in Toronto and Vancouver.

Notable practitioners

Debbie Weinstein is a key contact at the firm.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is a full-service law firm held in high regard for its international reach, advising early-stage companies on a range of M&A, financing and IP matters. It is recognised for its expertise across various speciality areas within life sciences and technology, including biotech, fintech and big data as well as cannabis. The emerging tech services group acts for a range of clients including investors, startups and scale-ups. It has developed a particular niche in its representation of AI and machine learning technology startups.

Strengths

“The Norton Rose team are knowledgeable, responsive and efficient.”

Notable practitioners

Toronto-based **Vanessa Grant** (see p.236) leverages her experience in the tech and life sciences industries to advise emerging companies on corporate finance concerns.

Band 4

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a renowned firm in the market. Its team has a notable ability to provide high-quality counsel to both investors and early-stage companies on a number of matters. The group is highlighted for its strength in advising clients on financings, restructurings and high-value acquisitions. The team supports clients across numerous sectors including technology, food and beverages, and health sciences.

Strengths

“The Blakes group is able to handle complicated transactions with efficiency.”

“The group has a deep knowledge of the startups industry.”

“The team is great. They are fast, efficient and provide attention to detail.”

Work highlights Blake, Cassels & Graydon advised Bolt Technologies on its CAD75 million Series C raise in a preferred share financing co-led by Yaletown Venture Partners.

Notable practitioners

Toronto-based **Marko Trivun** focuses his practice on advising investors on growth-stage financings. **Strengths:** “Marko has lots of experience in the startup industry and can provide efficient and sophisticated services.”

blue HF Legal LLP

What the team is known for blue HF legal is a business and technology law firm that is well regarded for its startups and emerging companies practice in Montréal. The team is noted for its capabilities in venture capital financing and equity investments, as well as for its work on a range of corporate and commercial matters, including technology contracts.

Notable practitioners

Montréal-based **Julien Saulgrain** is well respected for the legal assistance he provides to both high-growth companies and investors.

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell is a highly regarded firm in the market, with offices across the country, including in Toronto, Vancouver and Calgary. The team boasts considerable strength in handling issues arising from the technology and life science sectors. Its clients include high-growth companies and venture capital funds. The group demonstrates its ability to handle a wide spectrum of issues, including financings, acquisitions and shareholder agreements.

Strengths

“Cassels has a deep bench of lawyers who are always responsive.”

“The firm has a great team.”

Notable practitioners

Alykhan Somani of Cassels Brock & Blackwell acts for startups and emerging companies in many sectors, assisting with financing and incorporation issues. He is based in Toronto. **Strengths:** “It’s a pleasure working with Aly.” **Daniel Zuniga** is the co-chair of the high growth and venture capital group. He is held in high regard for his ability to provide counsel to venture capital firms and startups on investments, financings and acquisitions. **Strengths:** “He is great to work with and very responsive.” “Daniel is very timely in responding to requests and he’s very knowledgeable.”

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG is an established national law firm recognised for its significant expertise across a wide range of matters relating to the technology sector, counting software, online retail, fintech, artificial intelligence and blockchain companies among its clients. It acts for venture capital funds, private equity players and other institutional investors on financing matters, as well as providing advice to emerging companies on a wide range of IP issues, market entry issues and M&A transactions. The group benefits from its office in the Kitchener Waterloo area to form relationships with ear-

Leading Individuals **Startups & Emerging Companies**

ly-stage technology clients and accelerator programmes.

Strengths

"Gowlings' wealth of expertise serves as a valuable asset, contributing to the firm's ability to handle complex legal matters with confidence and efficiency."

"Gowlings are multifaceted and they are able to utilise their expansive resources to address needs."

Work highlights Gowing WLG advised ACTO Technologies on a USD18 million Series B Preferred Share financing, led by Questa Capital.

Notable practitioners

Ottawa-based Lorraine Mastersmith is a key contact for the group.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault boasts a strong team in this space. Its practitioners are routinely called upon by startup organisations to provide counsel on high-value financings. The team has additional strength in assisting clients with acquisitions. The matters handled by the group stem from a number of sectors, including healthcare, retail, life sciences and technology.

Strengths

"The team excel in handling complex transactions

and they offer excellent service and responsiveness."

"The firm's service is always very high quality."

"McCarthy has a strong team who can support complex needs."

Work highlights McCarthy Tétrault advised 420 Premium Markets on its acquisition of five retail stores from Canopy Growth Corporation.

Notable practitioners

Eashan Karnik focuses his practice on assisting startups with a range of issues arising from developing their business. His experience includes representing clients in venture financings and joint ventures, as well as advising on regulatory issues.

Strengths: *"Eashan is awesome to work with."*

"He's an excellent legal adviser."

Konata Lake (see p.349) is the head of the emerging companies and venture capital group at Torys. He is noted for his ability to advise both venture capital investors and startup companies on investments, joint ventures and acquisitions, among other issues.

Strengths:

"He's great to work with."

"Konata is an incredible partner. He is able to help with a wide variety and complexity of legal needs."

Toronto-based **Zain Rizvi** (see p.349) of Davies Ward Phillips & Vineberg has a broad practice that involves assisting investors and startup organisations with financings, acquisitions and investments.

Strengths:

"Zain is incredible to work with. He's very personable but also very sharp, and he can dive deep into an issue very quickly when it arises."

Vancouver-based **James Smith** of Upside Venture Law practises in the area of venture financing and general M&A transactions for emerging companies. He has experience assisting clients in the technology and retail sectors.

Other Ranked Lawyers

Toronto-based **Jamie Firsten** of Goodmans acts for emerging companies on financial transactions, including clients from a range of industries such as software and gaming, as well as investor-side clients.

Strengths:

"Jamie is a strong lawyer. He is tactical, strategic and in the details."

Leaders' Profiles in Startups & Emerging Companies

GRANT, Vanessa

Norton Rose Fulbright, Toronto
+1 416.216.4056
vanessa.grant@nortonrosefulbright.com

Featured in Startups & Emerging Companies (Nationwide - Canada), Life Sciences (Nationwide - Canada)

See under Life Sciences for profile.

LAKE, Konata

Torys LLP, Toronto
klake@torys.com
Featured in Startups & Emerging Companies (Nationwide - Canada)

Practice Areas: As the head of Torys' Emerging Companies and Venture Capital Group and a member of Torys' M&A and Technology Groups, Konata regularly advises founders, investors and other strategic and financial parties in all aspects of investing and divestiture transactions, including shareholders arrangements, majority and minority equity investments, and joint ventures. Having practiced for over two years in New York, Konata provides comprehensive advice in cross-border transactions, helping clients expand their footprint in Canada, the U.S. and internationally.

RIZVI, Zain

Davies Ward Phillips & Vineberg LLP, Toronto
zrizvi@dwpv.com
Featured in Startups & Emerging Companies (Nationwide - Canada)

Practice Areas: Zain's practice focuses on corporate, securities and technology matters. He regularly assists U.S. and Canadian-based companies and investors in the technology sector and other growth industries in navigating a broad range of significant corporate transactions, including public and private company mergers and acquisitions and venture capital. He also advises emerging and growth stage companies throughout the business life cycle, from formation and governance issues through to strategic partnerships and exit opportunities. Zain is sought after for his diverse expertise in areas of relevance for technology companies, including day-to-day corporate matters, privacy, cybersecurity, blockchain and financial regulatory requirements. Zain was formerly an adjunct professor for the University of Toronto's Global Professional Master of Laws program in Innovation, Law and Technology, and is frequently a speaker on topics impacting technology companies.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Tax

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

Contents:

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Tax

Tax
Leading Firms
Band 1
Blake, Cassels & Graydon LLP
Davies Ward Phillips & Vineberg LLP
Osler, Hoskin & Harcourt LLP
Band 2
Bennett Jones LLP
Goodmans LLP
McCarthy Tétrault LLP
Stikeman Elliott LLP
Torys LLP
Band 3
Aird & Berlis LLP
Norton Rose Fulbright
Thorsteinssons LLP
Band 4
Borden Ladner Gervais LLP
Dentons Canada LLP
Fasken
Felesky Flynn LLP
Gowling WLG (Canada) LLP
Band 5
Baker McKenzie
Deloitte Legal Canada LLP
DLA Piper (Canada) LLP
EY Law LLP
KPMG Law LLP
McMillan LLP
<i>* Indicates individual with profile.</i>
<i>◇ (ORL) = Other Ranked Lawyer.</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a top-tier, full-service national law firm with offices in Ottawa, Toronto, Montréal, Calgary and Vancouver. Its prominent tax team is highly sought after for its experience in transactional planning, including a high volume of cross-border M&A work. The firm's diverse offering also features impressive capabilities in transfer pricing and commodity tax, as well as tax controversy and litigation. It has notable expertise across various industry sectors, including energy, infrastructure and transportation, and is also active in the private equity space.

Strengths

"Blake, Cassels & Graydon has a great team strength and breadth of knowledge across different service areas."

Tax
Senior Statespeople
Senior Statespeople: distinguished older partners
Cannon Douglas McCarthy Tétrault LLP
Trossman Jeffrey C. Blake, Cassels & Graydon LLP
Ulmer John M. Davies Ward Phillips & Vineberg LLP*
Leading Individuals
Band 1
Ahmed Firoz Osler, Hoskin & Harcourt LLP
Crosbie R Ian Davies Ward Phillips & Vineberg LLP*
Juneja Raj McCarthy Tétrault LLP
Lorito John Stikeman Elliott LLP
Marley Patrick Osler, Hoskin & Harcourt LLP
Sherman Mitchell Goodmans LLP
Smit Carrie Goodmans LLP
Wortsman Jerald M. Torys LLP*
Band 2
Bauer Thomas Bennett Jones LLP
Cardarelli Corrado Torys LLP*
Moch Darcy Bennett Jones LLP
Nikolakakis Angelo EY Law LLP
Roth Elie Davies Ward Phillips & Vineberg LLP*
Band 3
Bernstein Jack Aird & Berlis LLP
Bowman Alan Goodmans LLP
Johnston Nigel McCarthy Tétrault LLP
Kopstein Robert A. McCarthy Tétrault LLP
Kraus Dean A. Stikeman Elliott LLP
Nijhawan Anu Bennett Jones LLP
Northup Jon Goodmans LLP
Stepak Paul Blake, Cassels & Graydon LLP
Band 4
Anderson Chris Davies Ward Phillips & Vineberg LLP*
Brender Mark Osler, Hoskin & Harcourt LLP
Colborne Michael Thorsteinssons LLP
Gamble Ian Thorsteinssons LLP
Gupta Ash Gowling WLG (Canada) LLP
Johnson Gregory M. Bennett Jones LLP
Legge Dion Norton Rose Fulbright*
Mathieu Frank Stikeman Elliott LLP
Ranger Alain Fasken
Richards Gabrielle M.R. McCarthy Tétrault LLP
Rowe Edward Osler, Hoskin & Harcourt LLP
Shafer Jeffrey Blake, Cassels & Graydon LLP
Steeves Christopher J. Fasken
Suarez Steve Borden Ladner Gervais LLP
Tobin John J. Torys LLP*
Watson Gwen Torys LLP*
Worndl Barbara Aird & Berlis LLP
Band 5
Anderson Brett McCarthy Tétrault LLP
Bloom Brian Davies Ward Phillips & Vineberg LLP*
Carenza Paul Gowling WLG (Canada) LLP
D'Avignon Julie Stikeman Elliott LLP
Freeman Jarrett Goodmans LLP
Friedman Michael McMillan LLP*
Fritz Kevin DLA Piper (Canada) LLP
Gibney Paul Thorsteinssons LLP
Goguen Siobhan Felesky Flynn LLP
Gucciardo Francesco Aird & Berlis LLP
Jadd Mark Dentons Canada LLP
Kandev Michael Davies Ward Phillips & Vineberg LLP*
Krahn Reinhold Lawson Lundell LLP (ORL) ◇
Leopardi John Blake, Cassels & Graydon LLP
Maurice Craig Torys LLP*
McCay Patrick McCarthy Tétrault LLP
Miklaucic Natasha Borden Ladner Gervais LLP
Morand Stefanie McCarthy Tétrault LLP
Morier Drew Osler, Hoskin & Harcourt LLP
Nevsky Larry Dentons Canada LLP
Oliver Adrienne F. Norton Rose Fulbright*
Pankratz Alex Baker McKenzie
Segal Barry Norton Rose Fulbright*
Spiro Andrew Blake, Cassels & Graydon LLP
Thivierge Manon Osler, Hoskin & Harcourt LLP
Vaillancourt Marie-Emmanuelle Davies Ward Phillips*
Wong Andrew Torys LLP*
Up-and-coming individuals
Gheorghiu Laura Gowling WLG (Canada) LLP
Hanneman Carla KPMG Law LLP
Jankovic V. Daniel Blake, Cassels & Graydon LLP
Lennard John Stikeman Elliott LLP

"The lawyers are very knowledgeable, technical and very responsive. They are very easy to work with."

"The practitioners at Blake, Cassels & Graydon have a great ability to diagnose any commercial issue, and have a great sense of what is and isn't market and combining the two."

"The lawyers at Blakes have been able to help us

navigate through several very complicated and emerging tax issues."

"They demonstrate strong technical tax knowledge and provide practical solutions to complex issues."

Work highlights Blake, Cassels & Graydon team represented Redpath Sugar in transfer pricing litigation before the Tax Court of Canada.

Notable practitioners

Tax: Litigation
Leading Individuals
Star individuals
Meghji Al Osler, Hoskin & Harcourt LLP
Band 1
Du Pont Guy Davies Ward Phillips & Vineberg LLP *
Kroft Edwin Bennett Jones LLP
Williams Matthew Thorsteinssons LLP
Band 2
Belley Dominic Norton Rose Fulbright *
Bernier Jacques Baker McKenzie
Haymour Jehad Bennett Jones LLP
MacDonald Martha Torys LLP *
Tonkovich Mark Blake, Cassels & Graydon LLP
Band 3
Kutyán Justin KPMG Law LLP
Lindsay Patrick PwC Law LLP (ORL) ◇
Sandler Daniel EY Law LLP
Band 4
Chua Chia-yi McCarthy Tétrault LLP
Cloutier Nicolas McCarthy Tétrault LLP
Fournier Olivier Deloitte Legal Canada LLP
Heale Amanda Osler, Hoskin & Harcourt LLP
Le Saunier Pierre-Louis Stikeman Elliott LLP
Lubetsky Michael McMillan LLP *
Mihailovich Pooja Osler, Hoskin & Harcourt LLP
Nixon Margaret Stikeman Elliott LLP
Rowe Edward Osler, Hoskin & Harcourt LLP
Sorensen John Gowling WLG (Canada) LLP
Summerhill Louise R Aird & Berlis LLP
Woodyard Adrienne DLA Piper (Canada) LLP
Up-and-coming individuals
Dompierre Marie-France Davies Ward Phillips *
Koshal Anu McCarthy Tétrault LLP
Stade Christopher Aird & Berlis LLP
Associates to watch
Reynaud Patrick Torys LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Jeffrey Trossman is a seasoned Toronto-based tax lawyer who assists clients with complex and high-value M&A, disputes and tax audits. He continues to be sought out to work on high-profile deals and investments. Toronto-based **Mark Tonkovich** represents clients in high-profile tax enforcement and litigation files. He has worked on several longstanding disputes with the Canada Revenue Agency. **Strengths:** “I rate Mark Tonkovich very strongly. He is our lead contact partner and he brings valuable tax and litigation experience to the team.” “Mark is exactly who you want on your side in a complicated, lengthy and contentious matter. Under his pleasant manner is a fighting spirit that never misses a point or forgets the big picture.” “Mark is top-notch. He knows the law at the forefront of his mind and has a very good practical sense on how to navigate it.” Head of the firm’s tax group **Paul Stepak** is particularly well known for advising clients on tax planning and M&A transactions. He is based in Toronto. **Strengths:** “Paul Stepak is extremely technical, but practical as well.” “Paul is always thinking of our needs and always available to discuss any issues that come up. He’s a top-notch adviser that I would recommend over and over again.” **Jeffrey Shafer** is well versed in both contentious and non-contentious tax work, advising on transfer pricing and M&A

Tax: Indirect Tax
Leading Individuals
Bass Neil Aird & Berlis LLP
Gentile Angelo Aird & Berlis LLP
Halpern-Shavim Zvi Blake, Cassels & Graydon LLP
Kenigsberg Alan Osler, Hoskin & Harcourt LLP
Krelewetz Robert G. Millar Krelewetz LLP (ORL) ◇
Robertson David D EY Law LLP
Schwartz Randall McCarthy Tétrault LLP
Shooner Jean-Guillaume Stikeman Elliott LLP

transactions. He operates out of the firm’s Toronto office. **Strengths:** “Jeffrey Shafer delivers very insightful and fact-based advice on all matters, and we completely value his advice. We look at him as an extension of our team.” “I rate Jeffrey very strongly. He has demonstrated his understanding of the tax issues and has provided thoughtful advice throughout our work together.” “He is a really strong technical lawyer.” **John Leopardi** advises on the tax aspects of corporate transactions and reorganisations. **Strengths:** “John Leopardi has attention to detail, knowledge and business acumen, and is committed to our goals.” “John goes above and beyond to ensure clients are happy and aware of all aspects of the problem before anything is executed.” **Andrew Spiro** is a respected practitioner who handles a range of tax matters including those arising from transactions. **Strengths:** “Andrew has a strong understanding of the market and where it is headed.” **Daniel Jankovic** is an up-and-coming lawyer who often works with clients on tax aspects of transactions. **Strengths:** “Daniel Jankovic is very knowledgeable and extremely dedicated to us as a client.” “Whenever we need support, Daniel is always at the top of our list. We trust his technical skills and ability to research.” **Zvi Halpern-Shavim** is best known for his expertise as it relates to indirect tax. **Strengths:** “Zvi Halpern-Shavim has strong technical knowledge of legislation, and does the same diligent work on both small and large files.” “Zvi is excellent with tax advice and understands how it applies to our business.”

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg houses an outstanding team of tax experts, providing advice to prominent players across a variety of sectors, including healthcare, telecommunications, mining and real estate. With leading lawyers based in Toronto and Montréal, the firm is frequently involved in novel tax structuring work in relation to major domestic and cross-border M&A deals, as well as private equity fund formation. The team also has a solid tax litigation practice and benefits from the additional support offered by its tax group in New York.

Strengths

“The team at Davies Ward Phillips & Vineberg provides extremely strong technical advice about complex tax structures, and is very knowledgeable about market practices. The team gives valuable practical advice focused on problem solving.”

“Davies Ward Phillips & Vineberg is generally responsive and cohesive. The lawyers work as a team and have each other’s backs.”

“We count on the team at Davies for our most complex and sophisticated tax matters. It is our ‘go-to’

firm for these situations.”

“I find the lawyers to be extremely timely, extremely client-focused.”

“They’re very practical and business-orientated. The lawyers at Davies are the gold standard in this area.”

Work highlights Davies Ward Phillips & Vineberg advised Apotex Pharmaceutical Holdings on the tax aspects of its sale to SK Capital Partners.

Notable practitioners

John Ulmer (see p.360) is a highly esteemed tax attorney with notable expertise pertaining to international taxation, as well as advising on the tax aspects of private equity transactions. He is based in Toronto. Toronto-based **Ian Crosbie** (see p.358) is held in high regard for his handling of complex and high-value matters for a top roster of clients. He has considerable knowledge of the tax aspects of private equity matters. **Strengths:** “Ian Crosbie is very bright, creative and experienced. He is technical and good at reviewing agreements.”

Guy Du Pont (see p.359) is recognised as one of the country’s most highly regarded contentious tax lawyers. Based in Montréal, he is frequently sought out for representation in high-stakes litigation, investigations and audit files. **Strengths:** “Guy Du Pont is the litigation expert you want in your corner when things go sour.” “Guy is a lead strategist. He brings the negotiation skills and a ton of experience. He’s a must-have on any litigation file.” “He is good and has so much experience that is hard to beat and negotiation is very strong.” Toronto-based **Elie Roth** (see p.359) has considerable experience advising on commercial transactions, including M&A, in sectors such as pharmaceuticals and real estate. He also is well respected for his private wealth law practice. **Strengths:** “Elie Roth is a brilliant tax lawyer and litigator.” “Elie is extremely impressive and his involvement in our issues allows us to excel very quickly because he is incredibly astute and efficient.” **Chris Anderson** (see p.358) provides counsel on the tax aspects of various commercial transactions, including high-profile mergers. He is based in Toronto. **Strengths:** “Chris Anderson is an excellent adviser with exceptional technical expertise. He consistently provides accurate and practical tax advice, as well as very timely communications.” “Chris is just an encyclopedia of knowledge; he is very business-minded.” Montréal-based **Brian Bloom** (see p.358) is noted for his experience in high-value private equity tax disputes. He has experience representing an array of clients in the retail industry. Montréal-based **Michael KandeV** (see p.359) is sought out for his tax counsel on commercial transactions, with a strong track record in cross-border acquisitions and investments.

Strengths: “Michael KandeV has consistently delivered a great client experience over the years. He is very talented and sophisticated, and it’s a real pleasure to work with him.” “Michael is very much a creative thinker, and he’s really added value to our transaction.” **Marie-Emmanuelle Vaillancourt** (see p.360) works on a range of matters, including tax aspects of complex and high-value transactions. **Strengths:** “Marie-Emmanuelle Vaillancourt has strong, technical tax skills, as well as a good business acumen and knowledge of our industry.” “Marie-Emmanuelle is very imaginative

in tax planning solutions.” **Marie-France Dompierre** (see p.359) is an up-and-coming practitioner who works with clients on complex tax disputes. **Strengths:** “Marie-France Dompierre has a very good analytical mind, is quick in understanding and evaluating our file and is able to explain the legal technical aspects to us in a simple and understandable way.” “Marie-France is extremely knowledgeable of case law and is also extremely determined to execute a great case.”

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt is renowned for its exceptional tax group, with strength and depth in both tax planning and dispute resolution. Much admired for the breadth of its subject matter and geographical coverage, the firm is particularly well regarded for its litigation expertise as well as advising on big-ticket M&A and transactions. It is also noted for its robust sales tax practice and its work on international taxation and transfer pricing issues. The department’s impressive client list includes significant players from a variety of sectors including manufacturing, energy, real estate, technology and financial services.

Strengths

“The team at Osler, Hoskin & Harcourt understands our business and works with others in similar industries, so we are able to get timely as well as forward-thinking advice.”

“Osler team brings a wealth of experience, and is methodical and strategic with their approach to complex and sophisticated matters.”

“The lawyers’ industry experience and technical knowledge and thoroughness is excellent.”

“Osler is the pre-eminent litigation team in terms of depth and breadth.”

“I am very happy with the lawyers’ responsiveness, availability and practical approach to things.”

Work highlights The team at Osler, Hoskin & Harcourt advised TELUS International on the tax aspects of its USD1.23 billion acquisition of WillowTree.

Notable practitioners

Al Meghji in Toronto is widely exalted as a luminary in the field of tax disputes. He has represented numerous blue-chip clients, including standout names in natural resources, financial services and retail. **Strengths:** “Al Meghji is the best in the industry.” “Al is a top litigator in Canada, he is good in strategy and understands elements too.” **Firoz Ahmed** advises on the full gamut of matters in the tax space, including high-value acquisitions, in addition to complex corporate restructuring mandates. He is based in Toronto. **Strengths:** “Firoz Ahmed is very bright and comes up with creative solutions.” “Firoz is very efficient, and he cuts to the chase to deliver well-done products. He has a strong technical knowledge and experience to deal with all sorts of issues.” “He is technically very strong on all matters.” Co-head of the firm’s tax group in Toronto **Patrick Marley** enjoys a stellar reputation and is particularly noted for his expertise in international transactions, as well as advising on major corporate listings and commercial agreements. **Strengths:** “Patrick Marley comes up with practical solutions and understands various business aspects and considerations, which

gets us to the best place we can be.” “Patrick is a great resource; he is knowledgeable and easy to understand.” **Mark Brender** provides tax counsel to his clients on various transactions and investments. He stands out for his role in high-profile M&A deals, including the acquisition of distressed assets. Brender leads the tax group in Montréal. **Strengths:** “Mark Brender is very bright and he has technical knowledge.” **Amanda Heale** is an esteemed tax litigator, with experience acting for clients on international tax and transfer pricing litigations. **Strengths:** “Amanda Heale grasped our complex issues instantly and provided valuable input on how best to defend our position.” **Pooja Mihailovich** has strong skills in tax litigation, including matters relating to the Income Tax Act. **Strengths:** “Pooja Mihailovich is very thorough and diligent.” **Edward Rowe** is a highly experienced lawyer who regularly advises clients on tax disputes and tax audits. Based in Calgary, he is particularly active working for clients in the energy and agricultural industries. **Strengths:** “Edward Rowe has great technical skills with practical application.” “Edward is technically very sharp and has an encyclopedic knowledge of income tax. He is thoughtful, a good listener, and gives cautious, measured alternatives on how to proceed.” **Drew Morier** is well placed to advise clients on the tax aspects of corporate transactions. **Strengths:** “Drew Morier is technically very strong; he cuts to the issue immediately and provides practical advice.” **Manon Thivierge** regularly works on tax issues concerning transactions such as M&A and dispositions. **Alan Kenigsberg** handles a range of indirect tax matters and often advises clients on sales tax-related issues. **Strengths:** “Alan Kenigsberg is amazing at handling complex and emerging issues, and responds with valuable industry insight and technical guidance.” “Alan is an exceptional adviser and resource for our company.”

Band 2

Bennett Jones LLP

What the team is known for Bennett Jones is a well-respected law firm with solid tax departments in Calgary and Toronto, offering impressive depth in both its transactional and litigation capabilities, as well as commodity tax. The team is also reputed for its adeptness in restructuring matters, with notable cross-border capabilities. The oil and gas, mining and energy industries are a particular focus of the practice. Its lawyers continue to act for financial institutions and real estate and pharmaceutical companies.

Strengths

“The team at Bennett Jones has exceptional advisory capabilities and maintains a highly valuable skill set. The lawyers instinctually understand very complex issues and are able to distil it down commercially.”

“The tax team is very thorough with the various complex, multi-faceted transactions.”

“The Bennett Jones tax team is exceptional. The lawyers are extremely knowledgeable, practical and outstanding contributors to the tax community.”

“The lawyers’ advice consistently includes practical

commercial considerations and implications.”

“The Bennett Jones lawyers made it easier for us and helped us find a solution. They are very knowledgeable and willing to listen, and are easy to work.”

Work highlights Bennett Jones assisted Cresco Labs with the tax aspects of its USD2 billion acquisition of Columbia Care.

Notable practitioners

Edwin Kroft KC remains one of Canada’s pre-eminent tax litigators. He possesses a wealth of contentious experience on issues spanning the enforcement of Canada Revenue Agency settlements, tax exemptions and disputes stemming from transactions. **Strengths:** “Edwin Kroft is probably the best litigator I have ever worked with. He is the type who tries to find you the best settlement. He is extremely knowledgeable and creative in finding ways to defend client positions.” “Ed is able to break down issues into digestible chunks and knows how to communicate them to everyone in their own language so they understand it.” “I like how direct Ed is; he can answer succinctly and provides a lot of good information.” Toronto-based **Thomas Bauer** provides tax counsel to clients on various issues, including acquisitions and sales, rights offerings and restructurings. He has significant experience acting for clients in the mining sector. **Strengths:** “Thomas Bauer has exceptional intellectual capabilities, unmatched deal structuring experience and is a problem solver rather than a problem identifier.” “Tom is really a top-notch tax lawyer. He is able to deal with complex situations, and at the same time can translate really difficult tax concepts in a way that we can understand.” Calgary-based **Jehad Haymour** has a practice focused on tax litigation and possesses extensive experience appearing before the country’s tax authorities and courts. He acts for major clients in the oil and gas sector. **Strengths:** “It is always a pleasure working with Jehad. His breadth of knowledge and experience is extremely valuable. He consistently provides advice which aligns with expectations, values and risk tolerance.” “Jehad Haymour is very strong technically.” “Jehad is excellent on tax litigation, good at keeping his ear to the ground on that.” **Darcy Moch KC** is sought out for his counsel on corporate tax and commercial transactions. He is based in Calgary, from where he co-chairs the firm’s tax and estates department. **Strengths:** “Darcy Moch is responsive, strategic and business-minded.” Calgary-based **Anu Nijhawan** advises clients on M&A transactions, financings and refinancings. She has been engaged in a number of standout deals in the energy, construction and power-generation sectors. **Strengths:** “Anu Nijhawan is able to expeditiously handle complex matters and deliver the advice in a precise, comprehensive and understandable way.” “Anu is a very strategic thinker and skilled negotiator. She is able to assist preparing for issues and she can reasonably forecast scenarios.” Calgary-based **Gregory Johnson** offers diverse tax advice to clients, with a particular practice focus on commercial transactions, including cross-border and offshore restructuring mandates. **Strengths:** “I had a great experience working with Gregory Johnson. He is very thorough and has the in-depth knowledge required to complete the agreement we intended.” “Greg provides good and practical solutions that arise in the con-

text of transactions and public offerings.” “He tries to give more practical solutions and he will explain why certain solutions are important.”

Goodmans LLP

What the team is known for Goodmans is a Toronto law firm with a dynamic tax structuring team that is particularly well regarded for its significant expertise in domestic and cross-border M&A matters. The team is also well respected for its tax planning advice on capital markets and private equity investment deals, and also acts on corporate restructuring work. It is known for its significant experience in the energy, financial services, mining and real estate sectors.

Strengths

“Goodmans lawyers are very experienced and knowledgeable in complex matters.”

“The lawyers are very experienced, practical and they do an excellent job of representing clients’ interests.”

Work highlights Goodmans assisted Rogers Communications with the tax aspects of its CAD26 billion acquisition of all of the issued and outstanding Class A and Class B shares of Shaw Communication.

Notable practitioners

Mitchell Sherman continues to be regarded as a leading transactional tax lawyer, advising on an impressive number of high-profile, cross-border deals. **Strengths:** “Mitchell Sherman is extremely knowledgeable and easy to talk to about any tax issues.” “Mitchell is a brilliant individual and able to quickly understand the issues even if dealing with a new industry.” **Carrie Smit** stands out for her elite-level tax advice on complex capital markets transactions and high-stakes corporate restructuring mandates. She has also been engaged in significant cross-border M&A deals. **Strengths:** “Carrie Smit is excellent; she is a prolific speaker and writer in the tax community. She is a delight to work with.” “Carrie is a very calm, intelligent and strong practitioner.” **Alan Bowman** is an experienced tax lawyer who advises on a range of M&A transactions with a notable focus on the mining sector. He has also worked on several major restructuring files. **Strengths:** “Alan Bowman has a national practice and he acts on diverse, strategic deals.” **Jon Northup** offers considerable experience advising on the tax aspects of corporate transactions and has a particular focus on the REIT sector. He also has a solid track record advising on financing agreements and the formation of investment funds. **Strengths:** “Jon Northup is a pleasure to deal with and practical.” **Jarrett Freeman** is rapidly developing his reputation in the tax field. He is held in particularly high regard for his work on corporate transactions.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault possesses a robust tax practice offering national reach out of its Vancouver, Calgary, Toronto and Montréal offices. The team provides tax controversy and litigation support, as well as corporate, sales and commodity tax advice. The firm frequently acts for clients in the telecommunications, real estate and energy industry sectors, as well as impressive names in insurance, private

equity and investment funds.

Strengths

“The tax team is absolutely amazing and very knowledgeable. The lawyers go out of their way to assist us and make us feel like we are their only client.”

“The team at McCarthy Tétrault has a great mix of tax technical experts and litigators, and holds a strong legal and industry expertise.”

“The commercial awareness of the McCarthy Tétrault tax group is excellent. The lawyers understand the transaction objectives and are very effective at working to find a tax solution.”

Work highlights The lawyers at McCarthy Tétrault advised Rio Tinto on the tax aspects of its USD3.3 billion acquisition of the remaining 49% stake in Turquoise Hill Resources.

Notable practitioners

Toronto-based **Douglas Cannon** is a highly experienced lawyer who possesses wide-ranging tax experience, including on acquisitions, dispositions and financings. **Raj Juneja** is highly regarded for his advice on the tax aspects of commercial transactions, with an excellent roster of clients in the energy and mining sectors. Based in Toronto, he is the head of the firm’s national tax practice.

Strengths: “Raj Juneja is the best lawyer for tax in Canada. He is outstanding; he is practical, business-orientated and a creative problem solver.”

“Raj is the lead partner with extensive technical knowledge. He collaborates extremely well with other advisers and knows our structure inside out.”

“Raj provides effective and efficient tax solutions to complicated problems and distils the answers into something that can be understood by non-tax professionals.”

Nigel Johnston impresses with his strong following of private equity and investment fund clients, advising on structured products and cross-border investments. He is based in Toronto.

Robert Kopstein provides wide-ranging counsel on tax planning, disputes and advisory matters. Based in Calgary, he is particularly noted for his strong following of major oil and gas clients.

Strengths: “Robert Kopstein has excellent technical skills and is one of the most creative thinkers I’ve worked with in tax matters.”

Chia-yi Chua regularly represents clients in tax litigations as well as wider proceedings before the Tax Court of Canada. **Strengths:** “Chia-yi Chua is very client-focused, extremely knowledgeable, very strategic and has very good methodical thinking through the life cycle of the matter.”

“Chia-yi has amazing strategic abilities.” **Nicolas Cloutier** is an experienced tax practitioner who handles a range of disputes. His clients include those in the automotive industry.

Strengths: “Nicolas Cloutier distils complex issues into layman’s terms concisely, and he is focused and clear on the litigation strategy.”

“Nicolas is a pleasure to work with.” **Gabrielle Richards** is well versed in assisting with the tax considerations of both domestic and cross-border transactions, particularly finance deals and syndicated lending.

She is based in Toronto. **Brett Anderson** has a robust tax practice. He is best known for handling transactions, including M&A. **Strengths:** “Brett Anderson is a great client service provider; he is highly capable in his ability to deliver reliable advice and finds solutions to complex issues.” “Brett has good commercial awareness and provides practical

advice.” **Patrick McCay** has experience working on significant US-Canada cross-border deals, including standout transactions in the energy sector. He is based in Toronto. Toronto-based

Stefanie Morand has a growing reputation in the Canadian tax market, with an impressive pedigree in major cross-border financing and M&A transactions. **Strengths:** “Stefanie Morand is very detail-orientated and familiar with a broad range of tax topics.”

“I am so grateful to have Stefanie on our account. She is a great service provider with an extensive tax knowledge and she always provides great advice.”

Anu Koshal is well placed to represent clients in significant tax litigations. **Strengths:** “Anu Koshal is very collected and calm, he is very good at listening and willing to seek out alternative perspectives.”

“He is a great litigator with exceptional client service.” **Randall Schwartz** is recognised for his experience advising clients on indirect tax mandates. **Strengths:** “Randall Schwartz provides excellent support and overall experience.”

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is well known for its national and cross-border capabilities, with core strength in Montréal, Toronto and Calgary. The firm operates a diverse tax practice with a broad roster of both domestic and international clients, covering pension funds, REITs, private equity funds and blue-chip corporates on all manner of tax issues, with a focus on transactions and investments. The team continues to grow its tax litigation component and offers experience of tax disputes before all court levels. The firm has additional expertise in the energy, real estate and retail sectors.

Strengths

“Stikeman Elliott team combines very strong technical expertise with a deep team of practitioners and excellent soft skills.”

“The team is on top of complex and fast-moving transactions.”

“The lawyers at Stikeman Elliott are very proactive, with in-depth technical knowledge.”

“The team is extremely knowledgeable, detailed and very thorough.”

Work highlights Stikeman Elliott assisted Pine Brook Road Partners with the tax aspects of the sale of its interest in Serafina Energy to Strathcona Resources.

Notable practitioners

Based in Toronto, **John Lorito** continues to be regarded as a leading tax expert in Canada, providing support in both significant cross-border transactions and high-stakes litigation. **Strengths:** “John Lorito has excellent judgement and experience.”

Dean Kraus maintains a commendable reputation for his tax counsel on transactional mandates, including cross-border M&A and privatisations. He operates out of the firm’s Toronto office. **Pierre-Louis Le Saunier** is an experienced tax litigator. He often works on GAAR cases.

Strengths: “Pierre-Louis Le Saunier is very skilled and client-orientated, with a vast experience in tax litigation.”

Montréal-based **Frank Mathieu** is regularly instructed for advice on corporate tax issues, including commercial transactions. He has also played a crucial role in both shareholder litigation

and high-stakes corporate restructuring matters. **Strengths:** “Frank Mathieu is very client-oriented and has a very practical approach. Every time we reach out to him, he makes himself available and he turns around any question very quickly.” **Margaret Nixon** works in tax disputes, including appeals. Her clients include corporations and individuals. **Strengths:** “Margaret Nixon is a very good, serious tax litigator.” **Julie D’Avignon** is a rising star who handles a host of tax matters. She is regularly called upon to advise on transactions. **Strengths:** “Julie D’Avignon is fantastic. She is very easy-going, very practical in the tax world and is very good at explaining things in a way that someone can understand.” **John Lennard** is an up-and-coming partner who works on transactional matters. His clients include public and private companies. **Strengths:** “I highly recommend John Lennard. He is very knowledgeable, skilled and compassionate.” “John is knowledgeable, friendly, prompt and practical. He delivers quality work that has been accepted by opposing counsel.” **Jean-Guillaume Shoener** is expert in indirect tax matters. He regularly handles matters related to GST and QST.

Torys LLP

What the team is known for Torys possesses a solid tax team with strong capabilities in the financial services sector. Its Toronto, Montréal, and Calgary-based tax lawyers regularly advise on the tax aspects of prominent transactions handled by the firm’s standout corporate practice. The firm is also known for its large tax advisory group, including its robust cross-border tax planning expertise bolstered by its New York office. It is additionally well regarded for its strength in tax controversy and litigation.

Strengths

“I rate the depth and breadth of the Torys tax team and its commercial awareness very highly.”
 “The lawyers are very technical and client-focused.”
 “I really enjoy working with Torys. I find the lawyers’ advice to be very concise, digestible and strong in understanding complexities and deviations.”
 “Torys lawyers work very well as an integrated team, and they are very commercial.”
 “This is a very experienced, thorough and thoughtful team.”

Work highlights The team at Torys advised Brookfield on the tax aspects of the spin-off of a 25% interest in its asset management business.

Notable practitioners

Jerald Wortsman (see p.360) enjoys an outstanding reputation in the Canadian tax market. He is particularly noted for his strong relationships across the financial services sector, from high-street banks to a host of private investors, including REITs and pension funds. Based in Toronto, he is the head of the firm’s tax practice. **Strengths:** “Jerald Wortsman is the best – he is a genius, a pleasure to deal with and a flexible thinker; he will truly think about an issue from all directions.” “He has a very profound technical knowledge coupled with great understanding of the business.” **Corrado Cardarelli** (see p.358) provides counsel on tax structures and reorganisations, as well as commercial transactions. He is based in Toronto. **Strengths:** “Despite his experience, Corrado Cardarelli is humble and thoughtful,

which makes him a pleasure to work with.” **Martha MacDonald** (see p.359) handles a range of tax disputes, including those relating to transfer pricing, for clients including financial institutions. She leads the firm’s tax controversy practice from Toronto. **Strengths:** “Martha MacDonald is very bright and extraordinarily knowledgeable in the tax controversy space.” “Martha takes a very practical approach to litigation, and is strong in walking through and explaining complex tax issues.” Toronto-based **John Tobin** (see p.360) advises on acquisitions, reorganisations and securities transactions, as well as contentious mandates concerning the interpretation of tax regulations. **Gwen Watson** (see p.360) impresses for her role as lead tax adviser on a number of transformative agreements, including acquisitions and corporate reorganisations. She is based in Toronto. **Strengths:** “Gwen Watson is very technical yet very easy to deal with.” Calgary-based **Craig Maurice** (see p.359) acts as a tax adviser across a range of different transactions, including acquisitions, investments and project finance, as well as corporate restructuring. **Andrew Wong** (see p.360) regularly leads on tax aspects of complex transactions. He is experienced in handling deals such as M&A. **Strengths:** “Andrew has been a great legal tax adviser to work with.” **Patrick Reynaud** is an associate to watch who assists clients with tax litigation and wider tax controversy matters. **Strengths:** “Patrick Reynaud is bright, organised and good on bench. He is an up-and-comer and has good understanding of tax.”

Band 3

Aird & Berlis LLP

What the team is known for Aird & Berlis is a popular choice among multinational companies for international tax planning, cross-border M&A, financings and restructurings. The firm offers a depth of knowledge in a number of tax law areas, including dispute resolution, and regularly acts for clients in the finance, energy and mining sectors. Based in Toronto, the firm is recognised for its national reach.

Strengths

“Aird & Berlis provides excellent level knowledge and strong strategies.”
 “The entire team at Aird & Berlis are top litigators and experts. We found them to be helpful and very strategic in their approach to successfully arguing our positions in court.”
 “The team we work with is fantastic. The lawyers explain and present technical issues in a very simple way, and they know where they are going with their strategy.”
 “They are an excellent firm. The team is very responsive and very creative.”
 “The tax litigation team has established a very well-rounded group that can each handle matters very capably on their own. As a team, the lawyers provide very sound and capable advice.”

Work highlights The team at Aird & Berlis acted for Linamar Corporation on the tax aspects of its CAD260 million acquisition of shares of the Salford Group.

Notable practitioners

Jack Bernstein chairs the firm’s international tax practice and assists clients with tax planning and transactional mandates. He is admitted to both the Québec and Ontario Bars. **Strengths:** “Jack Bernstein is incredibly experienced.” “Jack is a fount of knowledge.” **Louise Summerhill** is frequently called upon for her disputes practice, with a wealth of experience in tax litigation mandates. **Strengths:** “Louise Summerhill is a well-experienced lawyer and is always able to adopt an appropriate approach to resolve issues.” “She is thorough, practical and extremely strong technically.” **Barbara Worndl** is a well-regarded and longstanding figure in the Canadian tax market. She advises clients on various transactions, with a particular focus on REITs and in the real estate sector more generally. **Strengths:** “Barbara Worndl is very technically strong and very practical.” **Francesco Gucciardo** is praised for his tax expertise as it relates to complex transactions. **Strengths:** “Francesco Gucciardo stands out for his turnaround speed and clear depth of technical knowledge. He is excellent and a pleasure to deal with.” “Francesco is a very good technical tax lawyer.” **Christopher Slade** regularly represents both domestic and international clients in tax litigation. **Strengths:** “Christopher Slade continues to achieve great outcomes with his technical arguments and negotiating skills.” “Christopher is a technical thinker, he is very ambitious and has strong judgement.” **Neil Bass** is a respected lawyer who handles a range of indirect tax matters, including GST and HST-related work. **Strengths:** “Neil Bass has exceptional tax knowledge and is able to bring this knowledge to bear on the fly as required.” “Neil has lots of experience and is highly regarded.” **Angelo Gentile** advises both domestic and international clients on commodity tax matters. **Strengths:** “Angelo Gentile is very strong in terms of knowledge and guidance.”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is an international firm with a solid Canadian tax practice featuring considerable national reach. With offices in the country’s major business centres, the tax department offers seamless multi-jurisdictional advice across all manner of corporate and transactional tax issues. Tax litigation is a further area of strength for the team nationwide. It maintains a strong presence in the resources sector. The Vancouver office is known for a focus on private company tax planning.

Strengths

“The Norton Rose Fulbright tax team is exceptionally thoughtful and strategic in terms of abilities and knowledge.”
 “Norton Rose Fulbright lawyers are knowledgeable on all parts and handle all issues and questions that come up in an articulate way with a strong knowledge of the subject matters.”
 “Norton Rose Fulbright is a group of extremely technically capable people who not only provide a legal position but assist in making good business decisions based on the options available.”
 “The lawyers provide accurate, practical and comprehensive advice.”

Work highlights The team at Norton Rose Fulbright assisted Enerflex with the tax aspects of its business combination with Exterran.

Notable practitioners

Based out of Montréal, **Dominic Belley** (see p.358) maintains a notable standing for his contentious tax work, particularly in the province of Québec. He is active on rectification cases and disputes relating to tax credits. Calgary-based **Dion Legge** (see p.359) provides broad transactional tax support to clients hailing from an array of industries, including pharmaceuticals, technology and energy. **Strengths:** “*Dion Legge is very technical and provides solid tax advice and planning ideas while still being practical.*” “*Dion is a talented and technical tax lawyer. His expertise in the field of tax and accounting law is remarkable.*” Toronto-based **Adrienne Oliver** (see p.359) focuses her practice on tax planning as well as transactional tax counsel, including acquisitions and restructurings. **Strengths:** “*Adrienne Oliver is lovely to work with and is very knowledgeable on the subject matter at hand.*” **Barry Segal** (see p.360) assists domestic and international clients with the tax structuring and planning of corporate and private equity transactions. **Strengths:** “*Barry not only provides legal, but also practical advice.*” “*Barry Segal is a trusted, seasoned tax adviser. When working with him, you know that you are getting to the best business result available.*”

Thorsteinssons LLP

What the team is known for Thorsteinssons features a well-respected group of tax specialists with a robust presence in Vancouver and Toronto, and is well known for its tax expertise in the mining sector. The firm receives acclaim for its very active tax controversy and litigation practice. It offers further strength for private clients in the high net worth arena.

Strengths

“*Thorsteinssons has a very good team of well-trained tax lawyers.*”

Notable practitioners

Matthew Williams has an impressive reputation for his tax litigation work, particularly on tax controversy cases. He is based in Toronto. **Strengths:** “*Matthew Williams is an excellent and first-rate litigator that handles complex matters, and is comfortable with appearing in front of a judge.*” “*Matthew is an exceptional litigator.*” Toronto-based **Michael Colborne** advises on tax planning and transactions, with particular activity in the natural resources sector. Vancouver-based **Ian Gamble** provides tax counsel to a broad array of clients, in sectors including natural resources and telecoms. **Strengths:** “*Ian Gamble is a good adviser; he thinks things through thoroughly and is very easy to deal with.*” “*Ian has a good practice and is highly respected.*” Toronto-based **Paul Gibney** is well known in the market for his work on corporate tax issues and tax planning. He regularly advises private individuals, as well as corporate clients.

Band 4**Borden Ladner Gervais LLP**

What the team is known for Borden Ladner Gervais provides national tax support across a number of sectors, including energy, mining, employee benefits and investment funds. The firm offers

additional expertise in sales and commodity taxation, inbound and outbound investments and tax litigation. The tax team is well versed in advising financial services sector clients and REITs. Other clients include energy and real estate companies.

Strengths

“*I appreciate the firm's ability to understand particularly complex tax issues, as well as its ability to give clients practical and workable solutions and advice.*”

“*I am always impressed with Borden Ladner Gervais's technical expertise.*”

“*The tax team at Borden Ladner Gervais thinks outside of the box and maintains a very high level of tax knowledge.*”

Work highlights Borden Ladner Gervais team assisted Capital Power with the tax aspects of its hybrid note financing.

Notable practitioners

Toronto-based **Steve Suarez** provides counsel on corporate tax and transactions, as well as business reorganisations. He possesses notable experience in the infrastructure and mining industries. **Strengths:** “*Steve Suarez is of world class in providing tax law support to our company over the years.*” **Natasha Miklaucic** is a highly regarded tax partner who advises on the tax implications of corporate transactions, restructurings, Islamic finance and disputes. **Strengths:** “*She has been very practical in providing tax advice that relates to our actual business goals.*” “*Natasha is wonderful to work with, She is extremely talented and clients love her presentation.*”

Dentons Canada LLP

What the team is known for The tax team at Dentons Canada advises on a wide variety of corporate transactions, such as restructuring, tax planning and IPOs. It also operates a strong sales and commodity tax practice, and is active in tax litigation. The firm acts for clients hailing from a range of industries including mining, real estate and entertainment. It is recognised for its active national practice, particularly in Western Canada.

Strengths

“*Dentons offers depth in a wide scope of areas, and works as a team to include members from different specialties.*”

“*The tax team at Dentons is extremely knowledgeable and great at explaining complexity.*”

“*The lawyers' services are top notch; they are always knowledgeable and exceed my expectations.*”

Work highlights The lawyers at Dentons acted for Millennial Lithium on the tax structuring pertaining to its acquisition by Lithium Americas.

Notable practitioners

Mark Jadd advises on the tax aspects of commercial transactions, including cross-border acquisitions. He is based in Toronto. **Strengths:** “*Mark is extraordinary, timely, concise and a total pleasure to work with. He is efficient with his words and his time, and always explains things to help clients build their own judgement.*” **Larry Nevsky** operates a notable Toronto-based transactional tax practice, advising on numerous cross-border acquisitions, including significant deals in the technology, pharmaceutical and fintech sectors. **Strengths:** “*Larry Nevsky is a trusted business partner to us.*

He demonstrates strong business knowledge and can provide clear and practical advice in helping us to move our business forward.” “*Larry's service is impeccable; he creates good timeframes to get things done and complete.*”

Fasken

What the team is known for Fasken's tax department is noted for its experience in corporate tax, international tax planning and tax dispute resolution. The firm has impressive geographical reach, with offices across Canada's main business centres and a significant international presence. The group is particularly active in the energy and financial services sectors. It is notable for providing tax support to startups and emerging companies.

Strengths

“*The lawyers at Fasken are able to provide valuable counsel and help develop creative solutions to complex challenges.*”

“*Fasken has a wealth of knowledge and experience.*”

Work highlights Fasken advised the National Bank of Canada on the tax aspects of its equity-linked note programme.

Notable practitioners

Montréal-based **Alain Ranger** is well known and well respected in the market. He primarily assists clients with the tax considerations of transactions, including M&A and refinancings. Practice group leader **Christopher Steeves** impresses for his strong transactional tax practice, particularly for his work on private equity investments, mergers, and the acquisition of distressed assets. He is based in Toronto. **Strengths:** “*Christopher Steeves is efficient, insightful and easy to talk to.*”

Felesky Flynn LLP

What the team is known for Felesky Flynn is a tax boutique with offices in Calgary, Edmonton and Saskatoon. The firm covers a range of areas including M&A, reorganisations, corporate, commodity and international tax. The team is renowned for its offering of domestic tax planning, with additional expertise in tax litigation. It acts for a wide range of clients, particularly in the resources sector.

Work highlights Felesky Flynn team advised Teck Resources on the tax aspects of the sale of its interest in Fort Hills Energy to Suncor Energy.

Notable practitioners

Siobhan Goguen is noted for her skills in a range of tax matters. She often works on cross-border transactions.

Gowling WLG (Canada) LLP

What the team is known for The tax department at Gowling WLG is active on both tax litigation and tax advisory mandates. The team covers a wide range of tax specialisms, including indirect tax, private equity, international tax planning and Aboriginal tax. The firm is also noted for its comprehensive expertise in transfer pricing. It is known for its cross-border capabilities as well as its strength across Canada.

Strengths

“*The team at Gowling is very thorough in its research and it provides practical solutions.*”

"Gowling is extremely collaborative, very good to work with and always brings the right people into the task at hand."

"The team at Gowling is very knowledgeable and provides an excellent service and communication."

Work highlights The lawyers at Gowling WLG assisted the Bonduelle Group with the tax issues pertaining to its sale of 65% of Bonduelle Americas Long Life to Fonds de solidarité FTQ and Caisse de dépôt et placement du Québec.

Notable practitioners

Ash Gupta regularly assists clients with tax structuring and planning, with particular proficiency in cross-border investment agreements. He is based in Toronto. **Strengths:** "Ash Gupta's skill, experience and instincts are simply outstanding, allowing him and his team to provide efficient and exemplary advice as needed." "Ash is creative and practical."

John Sorensen has solid expertise in handling tax disputes. He is experienced in handling cross-border cases. **Strengths:** "John Sorensen is thoughtful, thorough and an excellent analyst and writer. He has a grounding presence and a wonderful way of describing and analysing the issues." "John is very responsive, intelligent, articulate and pleasant to work with." **Paul Carezza** is recommended for his work on transactional matters such as M&A. His clients include utility companies. **Strengths:** "Paul Carezza coordinates well with our business advisers." **Laura Gheorghiu** is a rising star in the tax field. She regularly works on tax aspects of M&A and capital markets transactions. **Strengths:** "Laura Gheorghiu is very strong overall and a thorough researcher."

Band 5

Baker McKenzie

What the team is known for Baker McKenzie is a high-profile multinational law firm with strong tax capabilities in Canada. The firm is particularly respected for its international coordination and handling of cross-border mandates. Its lawyers provide counsel on various contentious matters, including controversies, as well as tax planning and transactions. The team advises a broad range of clients including manufacturers and technology companies.

Strengths

"The team at Baker McKenzie has always provided top-notch advice and is readily available to assist with topics that come up suddenly."

"Overall, Baker handles complexity very well, and the lawyers really dive in and get the technical issues. They are also very practical."

Work highlights Baker McKenzie team advised Bain Capital on the tax aspects of its CAD120 million acquisition of Les Industries Bernard & Fils.

Notable practitioners

Jacques Bernier is a highly regarded tax litigator with experience in cross-border controversies. Based in Toronto, he leads Baker McKenzie's Canadian tax practice. His clients include prominent blue-chip clients from the pharmaceutical and technology sectors, among others. **Strengths:** "Jacques Bernier has a wealth of knowledge and experience and the ability to pull in the right resources for Baker." **Alex Pankratz** is

recommended for his expertise in tax planning and transactional matters. He has over 20 years of experience in the field. **Strengths:** "Alex Pankratz has a good understanding of all the technical nuances and rules." "I really respect Alex; he is a terrific tax lawyer, and is a very likeable, approachable guy."

Deloitte Legal Canada LLP

What the team is known for Deloitte Legal Canada has strong skills in a host of tax issues. The team is adept at advising on tax planning matters, in addition to tax controversy and dispute work. It represents clients from a range of sectors, including banking, energy and aerospace.

Strengths

"Deloitte has an extremely resourceful group of lawyers. They are well versed commercially and technically."

Work highlights The lawyers at Deloitte Legal Canada represented Pier 1 in a customs dispute with the Canada Border Services Agency.

Notable practitioners

Olivier Fournier has a strong tax litigation practice that sees him work on transfer pricing disputes, among other matters.

DLA Piper (Canada) LLP

What the team is known for The team at DLA Piper Canada is adept at handling a range of complex tax matters. Its lawyers regularly handle tax planning matters, as well as tax disputes, often on behalf of high-profile Canadian and international entities. The firm's expertise covers transactions such as M&A, debt restructurings and joint ventures.

Strengths

"The lawyers at DLA Piper stay on top of things and are practical."

Work highlights DLA Piper Canada advised PODA Holdings on the tax structuring and negotiations of the sale of its heated capsule technology to Altria Group.

Notable practitioners

Adrienne Woodyard focuses on tax litigation work. She is experienced in representing clients before the Federal Court of Appeals. **Strengths:** "I highly recommend Adrienne Woodyard for anyone seeking assistance with tax litigation." **Kevin Fritz** has strong skills in a range of tax matters. He often works on transactions such as M&A.

EY Law LLP

What the team is known for EY Law LLP possesses a large group of tax specialists, offering expertise in all areas of taxation across a broad spectrum of industries, such as financial services, communications, government and resources. The team's expertise includes sales and indirect tax, M&A, controversy and international tax, with a recent surge in litigious capabilities. The firm has offices across the country and benefits from its alliance with the accounting arm of Ernst & Young in Canada.

Strengths

"EY Law knows tax legislation inside and out. The team takes a reasonable approach, give us options and leaves decisions in our hands."

"The lawyers' breadth and understanding of tax

issues and how the Canada Revenue Agency responds to data and certain exposure is incredible."

"The team provides succinct technical and practical advice."

Notable practitioners

Angelo Nikolakakis is best known for his international tax expertise, particularly in relation to cross-border transactions. He is based in Montréal. **Strengths:** "Angelo Nikolakakis is very smart, knowledgeable and practical, and he explains things at an understandable level." "Angelo is technically very bright and creative." **Daniel Sandler** is based in Toronto, from where he leads EY Law's tax controversy practice and represents his clients in tax disputes before various courts and authorities. His experience includes advising on GAAR and transfer pricing. **Strengths:** "Daniel Sandler is an excellent adviser because he is able to provide both the legal and practical considerations." "Daniel brings a deep knowledge and practicality. He is, strong, deep and thoughtful."

David Robertson handles a range of indirect tax matters, including sales tax-related work. His clients include Fortune 500 companies. **Strengths:** "David Robertson is a first-rate commodity tax practitioner who explains all issues well." "David is an excellent tax lawyer and is very knowledgeable."

KPMG Law LLP

What the team is known for KPMG Law benefits from a dynamic team of tax experts, with a particularly impressive and growing reputation in the field of tax controversy and litigation. The Toronto-based team also provides transactional advice and tax planning support.

Strengths

"KPMG listens closely to the client for insights and details, and takes substantial time to digest."

"The KPMG team is very collegial and well prepared. The lawyers are all very knowledgeable in substantive tax law as well as the rules of evidence and the courts."

"KPMG provides accurate, practical and comprehensive advice. The lawyers are very knowledgeable experts in their field."

Notable practitioners

Justin Kutyan stands out for his impressive track record in tax controversy and litigation. He is noted for his advice to a strong roster of clients in the technology and financial sectors. **Strengths:** "Justin Kutyan is very personable, knowledgeable and well prepared. His written work is always clear, concise and on point." "Justin is an exceptional lawyer with an intelligent, creative and practical approach." **Carla Hanneman** enjoys a burgeoning profile for her tax practice, which sees her regularly advising on the tax aspects of corporate transactions. **Strengths:** "Carla Hanneman is wonderful to deal with, her knowledge and expertise are remarkable. She is gifted at explaining very complex matters to our team."

McMillan LLP

What the team is known for McMillan is a law firm with notable reach across Canada with tax practices in a number of major cities. The group provides a broad spectrum of advice to clients on both domestic and cross-border taxation,

including M&A deals, financings and transfer pricing. It is also recognised for its solid tax litigation practice. Clients include financial institutions, and companies involved in the oil and gas, technology and automotive sectors.

Strengths

"The team at McMillan understands very specific esoteric questions and provides very practical advice."

"I'm very confident in McMillan; the lawyers find the proper resources for the work required."

Work highlights McMillan advised Thoma Bravo on the tax issues pertaining to its acquisition of Magnet Forensics.

Notable practitioners

Michael Lubetsky (see p.359) handles a range of contentious tax matters, including appeals. His clients include large and medium-sized companies, as well as high net worth individuals.

Strengths: *"Michael Lubetsky is the brain on the file; he brings the technical analysis, is thorough and never misses a detail."* *"Michael's enthusiasm for the law is infectious. He has a very in-depth understanding of the laws and regulations and is able to apply that knowledge effectively and efficiently to our cases."*

Michael Friedman (see p.359) chairs the team at the firm. He has strong expertise in handling tax aspects of transactions.

Strengths: *"Michael Friedman is amazing; we can fully rely on his advice and expertise, which enables us to focus on the business."* *"Michael is a very detailed expert in income tax."*

Other Ranked Lawyers

Vancouver-based **Reinhold Krahn** provides tax structuring, transactional and contentious

counsel to his clients. He is a particularly skilled attorney with global investment portfolios.

Strengths:

"Reinhold Krahn is a genius. I can call him with any problem, and he can solve it."

Robert Krekewetz is noted for his expertise in indirect tax matters. His practice covers HST, GST and QST, among other taxes.

Calgary-based **Patrick Lindsay** continues to develop his reputation in the tax space in Canada. He is sought out by clients for his tax litigation expertise, including negotiations with authorities.

Strengths:

"Patrick Lindsay has a very broad practice and a lot of practical experience and rigour."

Leaders' Profiles in Tax

ANDERSON, Chris

Davies Ward Phillips & Vineberg LLP, Toronto
416.367.7448
canderson@dwpv.com

Featured in Tax (Nationwide - Canada)

Practice Areas: A partner in the tax practice, Chris acts as lead tax counsel for a wide range of clients and industries, including private equity, infrastructure and hedge funds, financial institutions and pension funds, Canadian and international mining companies and high-net-worth individuals, including a number of Canada's most successful professional athletes and entertainers. He has significant depth and breadth of experience in all aspects of tax planning, including in cross-border transactions, private and public mergers & acquisitions, reorganizations, debt restructurings, insolvency proceedings, equity compensation plans and spinoffs. Chris also represents taxpayers in disputes with the Canada Revenue Agency and provincial authorities. He chaired the Law Society of Ontario's Taxation of Real Estate Transactions Conference and regularly speaks at conferences for the Canadian Tax Foundation, the Law Society of Ontario and the International Fiscal Association. Chris is a co-author of the textbook *Canadian Taxation of Trusts*. Select Recognition: Chambers Global; Chambers Canada; Lexpert Special Edition: Finance and M&A; The Best Lawyers in Canada; The Legal 500 Canada; The Canadian Legal Lexpert Directory; Lexpert Rising Stars: Leading Lawyers Under 40.

BELLEY, Dominic

Norton Rose Fulbright, Montréal
+1 514 847 4318
dominic.belley@nortonrosefulbright.com

Featured in Tax (Nationwide - Canada)

Practice Areas: Dominic Belley is a tax litigator and he is co-chair of Norton Rose Fulbright's Canadian tax team. He has handled matters against federal and provincial tax authorities in civil, commercial, criminal and constitutional matters before the Court of Québec, the Québec Superior Court, the Québec Court of Appeal, the BC Supreme Court, the Alberta Court of Queen's Bench, the Ontario Superior Court of Justice, the Tax Court of Canada, the Federal Court and the Federal Court of Appeal. Dominic has argued four cases before the Supreme Court of Canada as lead counsel for the appellant, the respondent and the intervener. In 20 years of practice, Dominic has argued over 200 cases on behalf of clients in 7 out of 10 Canadian provinces. His areas of focus include income tax, GST, fuel tax, tobacco tax, Aboriginal tax, land transfer duties, collection measures, protection of tax information, judicial review, pension plans, unclaimed property and rectifications.

BLOOM, Brian

Davies Ward Phillips & Vineberg LLP, Montréal
+1 514.841.6505
bbloom@dwpv.com

Featured in Tax (Nationwide - Canada)

Practice Areas: Brian is a partner who advises on a broad range of tax matters for both public and private sector clients, with particular emphasis on cross-border mergers & acquisitions, international tax planning and transfer

pricing. Brian also advises high-net-worth families on trust and estate matters. Brian is regularly consulted for his expertise in structuring complex, major transactions, including the first tax-deferred conversion of a mutual fund corporation into a REIT and the first Enhanced Equipment Trust Certificate aircraft financing in Canada. Before joining Davies, Brian worked as a legislative draftsman and tax policy officer for the Department of Finance and as a rulings officer for the Canada Revenue Agency. He also advised the Canadian government on e-commerce taxation. He is a former governor of the Canadian Tax Foundation and presently sits on the Canadian Branch Board of the International Fiscal Association. He is also a member of the Lord Reading Law Society. Select Recognition: Chambers Global; Chambers Canada; Tax Directors Handbook; The Legal 500 Canada; Lexpert Special Edition: Finance and M&A; Canadian Legal Lexpert Directory; Best Lawyers in Canada; Who's Who Legal.

CARDARELLI, Corrado

Torys LLP, Toronto
+1 416 865 7386
ccardarelli@torys.com

Featured in Tax (Nationwide - Canada)

Practice Areas: Corrado has deep experience assisting clients with corporate, partnership, trust, foreign and general business taxation work. His practice largely involves structuring domestic, cross-border, and international business transactions. His work regularly focuses on mergers, acquisitions, dispositions, financings, reorganizations and other business restructurings. Corrado also brings sophisticated skill and perspective to structuring collec-

tive investment vehicles with domestic, tax-exempt and foreign investors, including REITs and structured products, many of which have involved Canadian and U.S. cross-border aspects. Corrado was notably instrumental in designing Canadian income funds, cross-border income funds and analogous products, including U.S. income securities products.

CROSBIE, R Ian

Davies Ward Phillips & Vineberg LLP, Toronto
+1 416.367.6958
icrosbie@dwpv.com

Featured in Tax (Nationwide - Canada)

Practice Areas: Ian is a senior tax partner who draws on more than 30 years of experience to advise on a wide range of domestic and cross-border public and private mergers & acquisitions, structuring, financings and financial products. Known for his expertise across diverse industries, Ian is relied on by clients for ongoing strategic and general tax advice. He advises Canada-based multinationals on international tax matters and assists corporations with their reorganization and restructuring activities. Private equity fund clients rely on his extensive expertise in fund formation and fund investments. He also advises on corporate tax matters and tax dispute resolution. Ian is a member of the executive of the Canadian Bar Association and Chartered Professional Accountants of Canada Joint Committee on Taxation and a past governor of the Canadian Tax Foundation. He is also a frequent speaker and writer on a range of tax topics. Select Recognition: Chambers Global; The Legal 500 Canada; Tax Directors Handbook; The Legal 500

Canada; The Lexpert/American Lawyer Guide to Leading 500 Lawyers in Canada; Lexpert Special Edition: Finance and M&A; The Canadian Legal Lexpert Directory; Who's Who Legal: Canada; The Best Lawyers in Canada's Toronto Tax Law Lawyer of the Year 2019.

DOMPIERRE, Marie-France
Davies Ward Phillips & Vineberg LLP, Montréal

Featured in Tax (Nationwide - Canada)

Practice Areas: Marie-France is a partner in the Tax, Tax Disputes and Investigations and White Collar Defence practices at Davies in Montréal. She works with Canadian and international clients to avoid, manage and resolve complex domestic and international tax disputes with provincial and federal tax authorities. Corporations and high-net-worth individuals – including athletes and entertainers – turn to her for guidance at every stage of the tax dispute process, from audit to appeal to trial. A skilled and strategic litigator, she regularly represents clients before all levels of Court. Before joining Davies, Marie-France served as counsel with the Department of Justice, representing the Canada Revenue Agency in tax appeals, and as a Crown prosecutor focusing on the proceeds of crime and tax fraud. Marie-France acted as a judicial law clerk at the Tax Court of Canada. She is an active member of the legal community, including serving as Vice-President of the Canadian Bar Association's Québec Tax Section, president for the Canadian Tax Foundation's Tax Litigation Committee and as past chair for The Advocates' Society's Tax Litigation Practice Group. Select Recognition: Benchmark Litigation Canada; Lexpert Special Edition: Litigation; National Law Journal – Gaming and Entertainment Law Trailblazers (2022), Canadian Legal Lexpert Directory; Best Lawyers in Canada.

DU PONT, Guy
Davies Ward Phillips & Vineberg LLP, Montréal
+1 514.841.6406
gdupont@dwvp.com

Featured in Litigation (Québec), Tax (Nationwide - Canada)

Practice Areas: Guy is repeatedly recognized as one of Canada's leading litigation counsels. Guy is one of only a handful of litigators in Canada to be admitted as a Fellow of the American Bar Foundation and the American College of Trial Lawyers, and one of very few Canadians to be honoured as an elected member of the American Law Institute since 1923. He is a member of the Québec, Ontario, British Columbia bars; and has received Lawyer Emeritus Distinction from the Barreau du Québec; the Order of Merit from University of Ottawa; the Tax Court of Canada Medal for outstanding services to the Court; and Benchmark Canada's Hall of Fame Award. Practices complex, high-stakes litigation involving a wide range of areas and has appeared at all levels of trial/apellate courts in Canada, including Tax Court of Canada, both levels of

Federal Court and Supreme Court of Canada, in a number of leading cases, in a wide range of practice fields, including taxation, class actions, competition, white-collar and constitutional law. As lead counsel, he successfully argued BCE Inc.'s appeal before the Supreme Court with respect to a \$52-billion takeover by Teachers' Consortium, the most important commercial case in Canada. Select Recognition: Chambers Global, Tax: Litigation (Band 1); Dispute Resolution: Litigation; The Legal 500 Canada; Benchmark Canada as Top 50 Trial Lawyers in Canada (2017-2023); Lexpert Special Edition: Litigation; Best Lawyers as Appellate Practice Lawyer of the Year 2021, Montréal.

FRIEDMAN, Michael
McMillan LLP, Toronto
416-865-7914
michael.friedman@mcmillan.ca

Featured in Tax (Nationwide - Canada)

Practice Areas: Michael leads McMillan's National Tax Group and stands as one of Canada's leading tax lawyers. Michael's practice focuses on a diverse range of domestic and international taxation matters. He has specialized expertise in the planning and structuring of domestic and multi-national commercial acquisitions, divestitures, reorganizations and business combinations. Michael is also widely recognized for his expertise advising clients on (i) transfer pricing matters, and (ii) the taxation of investment funds and structured products. Michael has been recognized as a Recommended Practitioner by the Legal 500 and a Leading Tax Advisor by the International Tax Review. Michael has also enjoyed great success resolving tax disputes for clients with both the Canada Revenue Agency and the provincial revenue authorities. He has appeared before both the Tax Court of Canada and the Federal Court of Appeal. Michael is a prolific writer and has authored over 100 tax publications, is regularly quoted in the Canadian print media, and appears on the national television networks to comment on tax matters.

KANDEV, Michael
Davies Ward Phillips & Vineberg LLP, Toronto
514.841.6556
mkandev@dwvp.com

Featured in Tax (Nationwide - Canada)

Practice Areas: Michael is a partner in the Tax, M&A, Private Equity and Private Client practices. He has a broad practice with a particular focus on cross-border taxation. Clients turn to him for meticulous and innovative tax advice. He works with major Canadian, US and other publicly traded companies, private equity and hedge funds, as well as tax-exempt institutions on investments, divestments, financings, fund formations, mergers & acquisitions, reorganizations and real estate and resource projects. Michael provides counsel on disputes with tax authorities and has particular expertise in international tax issues including transfer pricing matters. He also advises individuals

and practises tax litigation before trial and appellate courts, as well as dispute resolution with the Canada Revenue Agency and provincial tax authorities. Martha brings extensive knowledge and experience to a wide range of tax issues, including transfer pricing, tax avoidance, foreign tax credits, residence for tax purposes, taxable employment benefits, and goods and services tax/harmonized sales tax. She also regularly advises clients on a variety of administrative and procedural matters.

LEGGE, Dion
Norton Rose Fulbright, Calgary
(403) 267-9438
dion.legge@nortonrosefulbright.com

Featured in Tax (Nationwide - Canada)

Practice Areas: Dion Legge practises tax law. His practice focuses on the income tax aspects of corporate reorganizations, mergers and acquisitions, takeovers, debt and equity financings, and the taxation of flow-through vehicles. Mr. Legge also advises on tax-planning issues related to international structures for Canadian-based multinational corporations, on investments by non-residents in Canada, and on structuring cross-border mergers and acquisitions, divestitures and financings. He joined our Calgary office as an articling student in 2000 and became a partner in 2008.

LOBETSKY, Michael
McMillan LLP, Toronto

Featured in Tax (Nationwide - Canada)

Practice Areas: Michael is a senior Partner in McMillan's Toronto office, where he leads the firm's national tax litigation practice. Michael has successfully represented clients in a wide range of federal and provincial tax matters also has extensive experience in civil litigation matters, including acting in constitutional cases, commercial disputes, class actions, judicial reviews, securities commission cases and international arbitrations. Michael is called to the Bars of both Ontario and Québec and has appeared and argued before all levels of court across Canada, including the Supreme Court of Canada. Michael has also authored articles on a diverse range of legal subjects that have been cited by the Supreme Court of Canada and the Federal, Québec and British Columbia Courts of Appeal. Michael offers clients unique perspectives on international business matters, having spent time as a researcher with an investment company in Japan and later as an officer in the Canadian Foreign Service in Haiti, the Dominican Republic and China. Michael is fluent in French and English and has some proficiency in Japanese, Spanish, Haitian Creole, German, Polish and other languages.

MACDONALD, Martha
Torys LLP, Toronto
416.865.8236
mmacdonald@torys.com

Featured in Tax (Nationwide - Canada)

Practice Areas: Martha leads Torys' Tax Controversy and Litigation Practice,

and practises tax litigation before trial and appellate courts, as well as dispute resolution with the Canada Revenue Agency and provincial tax authorities. Martha brings extensive knowledge and experience to a wide range of tax issues, including transfer pricing, tax avoidance, foreign tax credits, residence for tax purposes, taxable employment benefits, and goods and services tax/harmonized sales tax. She also regularly advises clients on a variety of administrative and procedural matters.

MAURICE, Craig
Torys LLP, Calgary
403.776.3714
cmaurice@torys.com

Featured in Tax (Nationwide - Canada)

Practice Areas: Craig brings extensive experience advising on the tax aspects of domestic and international M&A and financing transactions, with a focus on the energy and resources sectors. His work includes advising clients in traditional oil and gas, mining, oil sands projects and in the midstream sector. Craig also advises junior resource clients on financings, with particular experience in financings using flow-through shares. Clients also regularly seek his advice on the tax implications of inbound and outbound private equity investment.

OLIVER, Adrienne F
Norton Rose Fulbright, Toronto
1 (416) 216-1854
adrienne.oliver@nortonrosefulbright.com

Featured in Tax (Nationwide - Canada)

Practice Areas: Adrienne Oliver's practice involves all aspects of tax planning and implementation, primarily in the corporate tax field. She has participated in structuring major public and private transactions, reorganizations and financings, and has also acquired significant experience in international tax planning and public capital market transactions. Ms. Oliver has acted for clients in a diverse range of industries, including some of Canada's most respected corporations. She has recently acted in take-over, spinoff, joint venture and restructuring transactions. In addition, Ms. Oliver has acted for major North American financial institutions and other issuers in connection with both domestic and cross-border debt or equity securities offerings. Ms. Oliver is the Toronto chair of the business law group.

ROTH, Elie
Davies Ward Phillips & Vineberg LLP, Toronto
(416) 863-5587
eroth@dwvp.com

Featured in Tax (Nationwide - Canada)

Practice Areas: As co-head of the Tax practice at Davies, Elie advises on all aspects of domestic and international tax planning, corporate reorganizations, mergers & acquisitions, and corporate finance. He frequently consults on cross-border transactions, structuring non-resident investment into Canada and outbound investment by Canadian

multinationals. He advises taxpayers on tax audit matters and has been highly successful in representing taxpayers in tax litigation proceedings at various levels of court, including the Supreme Court of Canada. An Adjunct Professor of law at Osgoode Hall Law School, Elie teaches international taxation and taxation of real estate transactions. He speaks frequently at legal conferences on taxation issues and is the lead co-author of the textbook *Canadian Taxation of Trusts* (CTF, 2016). Elie is an academician and council member of the International Academy of Estate and Trust Law, where he sits on the Taxation Committee, and an International Fellow of ACTEC. He has also been designated a Derivatives Market Specialist by, and is a Fellow of, the Canadian Securities Institute. Select Recognition: Chambers Global; Chambers High Net Worth Guide; Lexpert Special Edition: Finance and M&A; Who's Who Legal Canada; The Best Lawyers in Canada.

SEGAL, Barry

Norton Rose Fulbright, Montréal
Featured in Tax (Nationwide - Canada)

Practice Areas: Barry Segal is a tax lawyer in our Toronto office. He has a diverse tax practice that includes public and private M&A, debt restructurings, corporate finance, corporate reorganizations, structuring private equity investments, advising domestic and cross-border investment funds, and international tax planning for Canadian and foreign corporations. Barry also acts as counsel on federal and provincial tax audits and appeals.

TOBIN, John J

Torys LLP, Toronto
 416.865.7999
 jtobin@torys.com

Featured in Tax (Nationwide - Canada)

Practice Areas: John solves tax problems with his notably broad experience covering transactional work, planning and counsel roles, and tax controversy/transfer pricing for many of Canada's largest businesses and financial institutions. Multinational and Canadian

organizations in the private and public sectors have worked closely with John across a broad mix of tax matters, including tax structuring, international transactions, transfer pricing, tax controversy, corporate finance, derivatives, securitization and mergers and acquisitions. John has represented international and domestic businesses, banks, financial institutions, mutual funds and government agencies in a wide range of matters. From domestic and cross-border transactions, infrastructure, energy (including wind, solar and hydro) and public private partnerships, to financial products, lending and securitizations, income funds, managed assets and leasing, John's multidimensional experience benefits clients across industries. John has also worked extensively in the areas of federal and provincial income tax, international tax, sales and use tax, goods and services tax and harmonized sales tax.

ULMER, John M

Davies Ward Phillips & Vineberg LLP, Toronto
 1 416 863 5505
 julmer@dwpv.com

Featured in Tax (Nationwide - Canada)

Practice Areas: A senior tax partner with extensive domestic and international tax knowledge, John advises on the tax aspects of domestic and international business ventures for significant public and private companies in Canada, the United States and Europe, with a focus on the real estate industry. He is lead adviser to a number of Canadian-based multinational groups on the tax structuring of their global investments and is trusted by many Canadian public and private real estate companies, REITs, funds and other multinationals. John is a pioneer in the establishment of cross-border REITs. He frequently advises international funds and corporations on investing in Canada. John co-edited *Essays on Tax Treaties: A Tribute to David A. Ward*, is the co-author of *Ward's Tax Law and Planning* and a contributor to *Taxation of Companies on Capital Gains on*

Shares under Domestic Law, EU Law and Tax Treaties. Select Recognition: Chambers Global; Tax Directors Handbook's TDH250; The Legal 500 Canada; The Best Lawyers in Canada; Who's Who Legal: Canada; Who's Who Legal: Corporate Tax.

VAILLANCOURT, Marie-Emmanuelle

Davies Ward Phillips & Vineberg LLP, Montréal
 514.841.6543

Featured in Tax (Nationwide - Canada)

Practice Areas: A partner and coordinator of the Tax practice in Davies' Montréal office, Marie-Emmanuelle works closely with clients on all aspects of their domestic and international tax planning. She advises clients on tax matters across a broad range of critical business activities, including corporate reorganizations, mergers & acquisitions, fund formation, real estate, financings and restructurings, often in a cross-border context. She regularly acts for public and private companies and their shareholders, as well as pension and investment funds and tax-exempt entities. Marie-Emmanuelle also has significant expertise in advising high-net-worth clients on their estate tax planning and trust matters. She is a frequent lecturer and speaker and is actively involved with the International Fiscal Association, the Association de planification fiscale et financière and the Canadian Tax Foundation, in respect of which she sits on the board of governors and is member of the executive committee. Select Recognition: Chambers Global; Chambers Canada; Lexpert Special Edition: Finance and M&A; The Best Lawyers in Canada; The Canadian Legal Lexpert Directory.

WATSON, Gwen

Torys LLP, Toronto
 416 869-8720
 gwatson@torys.com

Featured in Tax (Nationwide - Canada)

Practice Areas: Gwen provides comprehensive income tax advice to corporations, with particular emphasis

on mergers and acquisitions and corporate reorganizations, including butterfly and bump transactions. Highly experienced in complex transactions, Gwen regularly advises on the income tax aspects of cross-border and capital markets transactions, derivatives and financial instruments, and has extensive knowledge of the application of Canadian foreign affiliate rules.

WONG, Andrew

Torys LLP, Toronto
 416.865.8187
 awong@torys.com

Featured in Tax (Nationwide - Canada)

Practice Areas: Andrew regularly advises on Canadian tax issues relating to mergers, acquisitions, reorganizations and financings, representing clients in a broad range of industries, including financial services, real estate, energy and mining. His background in accounting and extensive experience in Canadian tax matters make him particularly skilled at structuring tax solutions for transactions of all levels of complexity.

WORTSMAN, Jerald M

Torys LLP, Toronto
 +1 416 865 7384
 jwortzman@torys.com

Featured in Tax (Nationwide - Canada)

Practice Areas: Head of the firm's Tax Practice, Jerald gives clients strategic tax counsel across business transactions and financings. His work includes domestic and international corporate tax planning, with an emphasis on complex, large-scale and cross-border mergers and acquisitions, reorganizations and corporate finance. He has significant experience advising domestic and international financial institutions. Jerald regularly works with clients on Canadian and cross-border acquisitions, divestitures and restructurings, and inbound and outbound investments and multinational group structures. He also brings a wealth of tax experience to the structuring and issuance of various financial instruments and other capital markets activity.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Telecoms, Media & Broadcasting

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Media & Entertainment

Media & Entertainment
Leading Firms
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Dentons Canada LLP
Goodmans LLP
Band 2
Gowling WLG (Canada) LLP
Stohn Hay Cafazzo Dembroski Heim Finlay LLP
Band 3
Buchli Goldstein LLP
McCarthy Tétrault LLP
Leading Individuals
Band 1
Abramovitch Susan <i>Gowling WLG (Canada) LLP</i>
Chisick Casey <i>Cassels Brock & Blackwell LLP</i>
Zitzerman David <i>Goodmans LLP</i>
Band 2
Dhaliwal Ken <i>Dentons Canada LLP</i>
Glickman Leonard <i>Cassels Brock & Blackwell LLP</i>
Hay Ron <i>Stohn Hay Cafazzo Dembroski Heim Finlay LLP</i>
Parker Tara <i>Goodmans LLP</i>
Seidman Jaclyn <i>Goodmans LLP</i>
Band 3
Buchli Christina <i>Buchli Goldstein LLP</i>
Cafazzo Diana <i>Stohn Hay Cafazzo Dembroski Heim Finlay</i>
Dyck Jonathan <i>Miller Thomson LLP (ORL) ◇</i>
Evrensel Arthur <i>Michael, Evrensel & Pawar LLP (ORL) ◇</i>
Glover Daniel <i>McCarthy Tétrault LLP</i>
Goldstein Hilary <i>Buchli Goldstein LLP</i>
Russell Jim <i>Dentons Canada LLP</i>
Smith Juliet <i>Dentons Canada LLP</i>
Steinberg David <i>Dentons Canada LLP</i>
Tarantino Bob <i>Dentons Canada LLP</i>
Up-and-coming individuals
Alter Jayme <i>Dentons Canada LLP</i>
Heim Angelika <i>Stohn Hay Cafazzo Dembroski Heim</i>
◇ (ORL) = Other Ranked Lawyer.
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Cassels Brock & Blackwell LLP

What the team is known for Cassels Brock & Blackwell is a market leader in Canadian entertainment law, and a trusted adviser to the music, film and TV and media industries. The Toronto-headquartered entertainment and sports group maintains an impressive roster of clients including music publishers, record labels, film and TV producers, broadcasters and creatives.

The firm advises on a diverse range of commercial matters, from talent agreements through to the structuring of productions and M&A services. It is also well versed in the sector's regulatory environment, advising and litigating on licensing and copyright matters for clients.

Strengths

"The service levels were first-rate and the response times were fantastic. I got very prompt attention any time I reached out."

"The transaction and negotiations proceeded with strong communication and consistent momentum throughout."

"They are very attentive and responsive."

"They are experts in our industry and in copyright."

Work highlights A team of Cassels Brock & Blackwell lawyers assisted artist Shawn Mendes with various agreements relating to touring, brand partnerships, publishing and charitable endeavours.

Notable practitioners

Casey Chisick has a broad entertainment law practice encompassing music, film, broadcasting, publishing and digital and interactive media. He represents clients in both contentious matters and corporate transactions. He co-chairs both the firm's IP and entertainment, media and sports practices from Toronto. **Strengths:** *"He is a pleasure to work with, very knowledgeable of the market and provides great commercial and legal advice."* *"Casey has an expertise related to music publishing and copyright that is unmatched by any other firm."* **Leonard Glickman** is counsel to a number of leading Canadian performers and routinely advises them on brand partnership agreements, copyright and related IP matters. He is based in Toronto. **Strengths:** *"He has excellent industry expertise in music law and represents high-level musicians in and outside of Canada."*

Dentons Canada LLP

What the team is known for Dentons Canada is a dominant name in the domestic and international film and TV market, working closely with industry players on domestic and cross-border production financing, acquisitions, private equity investments and international co-productions. The firm represents Hollywood studios and US and Canadian television networks and production companies, as well as those working in the music and internet entertainment service industries. Its clients also benefit from its specialists in media, broadcasting

and communications regulatory law. With strong expertise based in both Toronto and Vancouver, the firm's lawyers are also well placed to advise media industry clients on related employment and tax law issues.

Strengths

"They are second to none in Canada in the entertainment industry with deep, tenured expertise in the industry that is invaluable to our business."

"Dentons has seasoned and experienced media and entertainment lawyers in BC and Ontario who have unquestioned talent in bank documentation and in the development of financing strategies."

"The film and television group at Dentons has extensive experience in all relevant matters. Its depth of knowledge in this field exceeds that of any other firm in the industry."

"They provide superior guidance and expertise and are able to do their work swiftly."

"They provide world-class services and are expedient, trustworthy and fair."

Work highlights A Dentons team led by Ken Dhaliwal acted for Piazza Entertainment as production counsel on the first season of television series 'Skymed'.

Notable practitioners

Ken Dhaliwal is based in Toronto, where he is well placed to advise on the financing and structuring of domestic and international film and television production. His clients include Canadian and international film and TV producers, broadcasters and interactive media companies. **Strengths:** *"He is a staple in any Canadian entertainment company's quiver of lawyers."* *"Ken is simply an amazing lawyer. He has huge gravitas in the industry."* *"Ken is a courteous, knowledgeable and experienced lawyer."* **Jim Russell** is based in Dentons' Toronto office and frequently advises film and TV production and broadcasting companies on operational and corporate matters. He also assists financial institutions in media financing matters. **Strengths:** *"Jim and his team provide excellent service and a go-to approach."* *"Jim is fantastic."* **Juliet Smith** is a highly experienced lawyer in the media sector who is based in Vancouver. She advises Canadian and international film and TV production companies and broadcasters, in addition to assisting financial institutions with media financing issues. **Strengths:** *"Juliet is one of the best entertainment lawyers in the country. She is patient, personable and responsive and I consider her critical to the success of our business."*

"We are super-grateful to have Juliet as our legal counsel and business partner. Her expertise and legal advice are helping our clients succeed and prosper." "Juliet is a trusted and reliable partner to our company. She is responsive, timely and brings strong legal skills to presented issues." "She is very experienced, has significant subject matter expertise and is extremely responsive to clients' needs."

David Steinberg's practice extends across the gamut of legal issues related to film and television production, including matters of licensing and distribution. He possesses considerable experience in the music industry. **Strengths:** *"David's expertise and guidance is unparalleled. He can analyse a complex situation quite quickly and navigate a clear path forward." "He is very experienced with significant subject matter expertise and is extremely responsive to clients' needs."* **Bob Tarantino** is widely recognised by sources for his knowledge of copyright law. He often advises clients on music publishing and rights management in the film and TV production industries. He is of counsel in Dentons' Toronto office. **Strengths:** *"He is an excellent lawyer and academic and he is very experienced in copyright issues related to film and media." "He offers great customer service and knowledge of the market."* **Jayme Alter** is an increasingly prominent partner in Dentons' media, entertainment and sports practice in Toronto. She advises Canadian and international companies on a wide range of film and TV production matters. **Strengths:** *"She is a star!"*

Goodmans LLP

What the team is known for Goodmans is a renowned Toronto-based law firm and a major force in the entertainment sector. Its entertainment group provides legal services to prominent players in film, television and online entertainment services. It represents domestic and international clients across the spectrum of their commercial issues, spanning financing, transactions, international projects and co-ventures as well as talent agreements. The team also offers coverage of specialist areas such as digital media and federal and provincial film, foreign investment and tax issues affecting the film industry.

Strengths

"I always feel like I am their number-one client. They respond quickly, keep me up to date and there is a high level of care and personalisation."

"Responsiveness is what our Goodmans partners do absolutely best. If it were not for their service attitudes and partnerships, the technical acumen and breadth of service would not matter. Service level is our Goodmans team's strongest asset."

"Goodmans understands our needs and adapts its advice to make sure it protects our interests and that we are successful."

"They have strong expertise in multiple areas of corporate law combined with excellent expertise across media and entertainment."

"Goodmans knows not only the law, but also the most practical and efficient manner to get the deal done."

Work highlights A Goodmans team led by Jaclyn Seidman advised Alcon Entertainment on legal issues relating to the production of the series 'The Expanse'.

Notable practitioners

David Zitserman provides guidance on a host of corporate, regulatory and production deal structuring issues to a broad client base of film studios, television producers and OTT streaming services. He is based in Toronto where he heads the entertainment law group at Goodmans. **Strengths:** *"He is one of the top entertainment lawyers working in Canada." "I consider David to be one of the most preeminent experts in entertainment law in Canada." "He is a leader in this field."* **Tara Parker** is based in Toronto where she is a partner in Goodmans' entertainment law practice. She advises Canadian and international film and TV production companies on production and financing issues. **Strengths:** *"Tara is an asset to our in-house legal department. We can count on her to get the job done."* **Jaclyn Seidman** is a Toronto-based lawyer who advises on production and financing matters for Canadian and international film and TV producers. She also assists clients with IP portfolio acquisition and protection issues. **Strengths:** *"She always delivers top-notch legal services very efficiently in a friendly but professional manner." "She is a master at keeping negotiations moving forward when for others they would stall. I am always struck by how motivated and determined she is to get the deal done fairly and that she can leave both sides feeling like they've won." "Jaclyn is 100% committed to the wellbeing of our company. What sets her apart from other lawyers is that she takes a genuine interest in the success of our business, understanding our various pain points which helps her properly assess risk and operational ability." "She is an extension of our executive team, a corporate partner and adviser like no other. We are grateful for her years of service and partnership."*

Band 2

Gowling WLG (Canada) LLP

What the team is known for Gowling is a highly regarded law firm with strong capabilities and breadth in servicing Canada's entertainment and IP practice areas. The firm advises a wide array of clients, including artists and corporations operating in the film and TV, music, multimedia and publishing industries, as well as impacting NFT and blockchain issues. Its entertainment and sports law group provides specialist knowledge in the areas of content distribution, development and licensing, as well as contentious matters, and a range of corporate and commercial services. The firm fields the bulk of its expertise in entertainment law from its Toronto office.

Strengths

"We are confident in their ability to represent our commercial interests in our agreements with broadcasters and producers."

"The team is incredibly knowledgeable and we get clear and concise guidance and information."

"The lawyers have been very helpful in navigating around our issue and process. It was a relatively complex matter and their advice has been very helpful."

Work highlights Gowling WLG advised Shape Immersive Entertainment on its acquisition by Alpha Metaverse Technologies.

Notable practitioners

Susan Abramovitch is a highly accomplished Toronto-based lawyer who is distinguished in representing corporations and artists from the music, art, publishing and television industries in a variety of contractual and copyright matters. **Strengths:** *"Susan Abramovitch is extremely knowledgeable in this area. She is also a strong advocate and negotiator, which I appreciate." "Susan is unparalleled in her level and application of knowledge. She is always on top of current trends in the field. A consummate professional, always prompt and reliable; she is frankly a wonderful person to work with." "We are very pleased with the high level of service that she has provided to us over these last two decades. She is always available and prompt. We have come to depend upon and value her counsel."*

Stohn Hay Cafazzo Dembroski Heim Finlay LLP

What the team is known for Stohn Hay Cafazzo Dembroski Heim Finlay is a Toronto-based boutique renowned for its longstanding expertise advising the Canadian and US film and TV industries on the full range of their business operations. The firm is particularly noted for its experience in film and TV production financing. It also wins praise for its broad coverage of the entertainment sector, servicing clients in the music, publishing, art, interactive games and sports industries.

Strengths

"Stohn is the preeminent boutique firm in this space."

Notable practitioners

Ron Hay is a founding partner of Stohn Hay Cafazzo Dembroski Heim Finlay and is based in Toronto. He advises Canadian and international clients in the film and TV, entertainment and communications sectors on a range of issues including production, rights and distribution matters. **Strengths:** *"He is very accomplished, highly respected and gives amazing, practical advice."* **Diana Cafazzo** is recognised for her strengths in entertainment and copyright law. Her broad clientele includes production companies, distributors, broadcasters and creatives and she is particularly active in film, television and music. **Angelika Heim** is a well-regarded partner at Stohn Hay Cafazzo Dembroski Heim Finlay and is based in Toronto. She often represents clients from the music, film, TV and digital content sectors, advising them on matters including production, distribution, publishing rights and IP protection.

Band 3

Buchli Goldstein LLP

What the team is known for Toronto-based Buchli Goldstein is a skilled entertainment boutique specialising in film, television and media law. The firm assists with production and production financing, distribution, agreement drafting and negotiation as well as branded content deals. Its revered clientele includes distributors, individuals, right holders and financiers.

Strengths

"The firm displays excellent expertise in Canadian

Telecoms, Media & Broadcasting

development and production for film and television.”

Notable practitioners

Christina Buchli is a founding partner of Buchli Goldstein in Toronto. She represents Canadian and international clients in a range of matters, including film and TV production, financing, licensing and distribution. She is also capable of advising on copyright matters. **Strengths:** “She is a veteran with a particular expertise in production.”

Hilary Goldstein is a founding partner of Buchli Goldstein in Toronto. She regularly represents Canadian and international film and TV production companies in financing, distribution and development issues. She also often assists entertainment and new media clients with regulatory matters. **Strengths:** “Hilary is a solid practitioner in production and financing.”

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault boasts an impressive clientele in the media and entertainment space comprising large production companies, tech companies, broadcasters and artists. The team is particularly active in litigation,

representing clients in copyright infringement actions, trade mark litigation and site-blocking disputes.

Strengths

“The matter raised numerous complex and sensitive issues that the team handled wonderfully.”

“We were able to get advice in a timely and efficient manner, and the team was very smart and skilled in guiding us through our matter.”

“McCarthy Tétrault provides a diverse team that allows for a greater perspective on all matters. They can handle any situation at the drop of a hat given the breadth of expertise at the firm.”

“The team provides excellent strategic advice and has the ability to analyse and respond to complex issues.”

Work highlights A McCarthy Tétrault team represented Music Canada as appellants before the Supreme Court of Canada in a copyright case interpreting the ‘making available’ provisions of the Copyright Act.

Notable practitioners

Daniel Glover of McCarthy Tétrault has experience handling contentious copyright matters in the music, broadcasting, publishing and sports

sectors. Clients also benefit from his knowledge of privacy and data protection. He is based in Toronto. **Strengths:** “He is smart, articulate, personable, thorough and responsive.”

Other Ranked Lawyers

Jonathan Dyck of Miller Thomson is a banking and finance lawyer who routinely advises clients in the film, TV and new media industries on production financing transactions and co-production agreements. He is based in Toronto.

Strengths:

“He has a great knowledge base and is easy to work with.”

Arthur Evrensel of Michael, Evrensel & Pawar advises on entertainment law matters, primarily relating to television and film production. He is especially known for his strength in structuring finance and distribution arrangements. Evrensel is based in Vancouver.

Strengths:

“He is a very experienced lawyer.”

Telecommunications & Broadcasting

Telecommunications & Broadcasting
Leading Firms
Band 1
Fasken
McCarthy Tétrault LLP
Band 2
Dentons Canada LLP
Goodmans LLP
Band 3
Blake, Cassels & Graydon LLP
Stikeman Elliott LLP
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Fasken

What the team is known for Fasken is renowned for its leading expertise across a wide spectrum of telecommunications and broadcasting matters, primarily from its Toronto and Ottawa offices. The firm advises a prestigious portfolio of media clients on communications regulatory issues and attracts praise for its strong track record before the Canadian Radio-television and Telecommunications Commission (CRTC) and the Department of Innovation, Science and Economic Development Canada (ISED). Its technology, media and telecommunications team offers notable experience of digital media and internet access issues, distribution and licensing, as well as corporate transactions. It also advises on matters relating

Telecommunications & Broadcasting
Senior Statespeople
Senior Statespeople: distinguished older partners
Kane Gregory Dentons Canada LLP
Leading Individuals
Band 1
Buchanan Grant McCarthy Tétrault LLP
Milton Leslie Fasken
Song Y Monica Dentons Canada LLP
Band 2
McAlister Monique Goodmans LLP
Zolf Stephen Aird & Berlis LLP (ORL) ◇
Band 3
Elder David Stikeman Elliott LLP
Fortune Joel Joel R Fortune Professional (ORL) ◇
Kerr-Wilson Jay Fasken
Koch Michael Goodmans LLP
Patterson Margot Dentons Canada LLP
Prescott Scott Fasken
Band 4
Handa Sunny Blake, Cassels & Graydon LLP
Kain Brandon McCarthy Tétrault LLP
Miller Barbara Fasken
Rose Keith McCarthy Tétrault LLP
Associates to watch
Burbank Paul Fasken
Lenz John Blake, Cassels & Graydon LLP

to spectrum and wireless services and communications infrastructure. It is increasingly active on cross-border issues, advising clients on international markets. The lawyers offer litigation sup-

port including experience before the Supreme Court of Canada, Federal Court of Appeal, Federal Court and Copyright Board of Canada.

Strengths

“I want to see top-class services, quality and depth and that’s what you get with Fasken.”

“Fasken’s telecommunications practice group still functions as a boutique law firm, allowing for a more informal and effective lawyer-client relationship.”

Work highlights A Fasken team led by Scott Prescott advised Rogers Communications on the implementation of the requirements imposed by the ‘Accessible Canada Act’ and the associated regulations issued by the Canadian Radio-television and Telecommunications Commission.

Notable practitioners

Leslie Milton is an Ottawa-based communications lawyer who is adept at representing clients before the CRTC in all manner of licensing and network access issues. Her experience also encompasses a range of regulatory matters. **Strengths:** “She has an impenetrable understanding of the issues at hand, including the technical and operational matters related to telecom networks. She is extremely thorough in her work, she understands exactly what a court or regulator needs to hear and understand and ensures that nothing is missed.” “She is a very hard worker and her writing is fantastic. It is always worthwhile getting her input.” **Jay Kerr-Wilson** is widely recognised for his expertise in copyright matters affecting internet service providers and

broadcasters. He is based in Ottawa where he is co-lead of Fasken's technology, media and telecommunications industry group. **Scott Prescott** of Fasken is recognised for his experience advising clients on CRTC matters, often involving broadcasting, licensing and regulatory compliance. He is based in Ottawa. **Barbara Miller** is a well-regarded lawyer based in the Toronto office of Fasken. She represents clients in the telecoms, media and broadcasting sectors in a broad range of regulatory, corporate and commercial matters. **Paul Burbank** is increasingly recognised for his work in telecoms, advising on regulatory matters, licensing and certification. He also provides strategic advice for broadcasters and radio equipment vendors. Burbank is based in Toronto. **Strengths:** "Paul is incredibly responsive, we get fast turn-around times and he always comes back with the answer and the correct background material." "He is a fantastic associate, he is always timely and can prioritise work." "He has a keen eye for gathering, analysing and presenting supporting materials and the submissions of other parties in the regulatory proceedings."

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault is a highly regarded national law firm with leading capabilities across the telecommunications sector, including an emphasis on high-profile transactional mandates. Based primarily in Toronto, the communications department also advises on regulatory issues, including CRTC licensing hearings and related litigation, as well as offering policy advice on internet communications and copyright matters. It advises an array of clients from the technology, telecoms, digital media and broadcasting fields. The firm's litigation team is experienced in handling related appellate litigation, regulatory law cases and class actions. It offers experience before all levels of the courts including the Supreme Court of Canada.

Strengths

"It is clearly one of the top-tier firms in Canada."

"We have received strong support in all our requests and engagements."

Work highlights A McCarthy team represented Bell Canada in an appeal by Quebecor regarding the decision by which the CRTC issued a mandatory order against TVA Group after it withdrew the signal for the TVA Sports channel from Bell subscribers during the first game of the NHL playoffs in 2019, following a dispute with Bell over the terms on which Bell distributed TVA Sports.

Notable practitioners

Grant Buchanan is a distinguished lawyer based in Toronto who acts for a diverse client base of radio and satellite providers across a broad spectrum of regulatory and corporate matters. He also has extensive experience in assisting clients with their interactions with government bodies. **Strengths:** "He is a great broadcasting and communications lawyer." **Brandon Kain** is a litigation specialist based in McCarthy's Toronto office. He often represents clients in disputes involving telecommunications issues such as internet rates and broadcasting rights. **Strengths:** "He is a true expert when it comes to complex matters of contract law." **Keith Rose** is a Toronto-based lawyer

who has considerable experience in the telecommunications industry. He regularly advises clients on satellite communications and privacy, spectrum and connectivity issues in the broader telecommunications space. He also assists with regulatory compliance and approvals.

Band 2

Dentons Canada LLP

What the team is known for Dentons Canada's well-established telecommunications and broadcasting practice based largely in Ottawa specialises in telecommunications and radio spectrum regulation, including advising on CRTC and ISED proceedings. The firm is regularly engaged on broadcasting issues and large M&A and financing transactions in the communications industry. The team also advises leading names on copyright, privacy and contracts matters. It is highly active in the satellite space, and also has experience advising in the cloud-based IP and wireless areas. Its client base includes domestic and international streaming service providers, telecommunications companies and technology companies.

Strengths

"The timeliness of their responses is appreciated. I also appreciate that they always provide the right level of detail when responding."

"Dentons has deep expertise and practical experience in the telecommunications sector, which enables them to provide business-ready, actionable guidance."

"The communications law team at Dentons has a mix of experienced counsel along with a good team supporting them."

"Canadian telecommunications regulations is nuanced and complicated and we appreciate Dentons' expert support."

Work highlights A Dentons team advised Ligado Networks on its plans to provide 5G telecommunications services and on the financing thereof.

Notable practitioners

Gregory Kane KC has a broad-based telecommunications practice, which includes supporting clients on transactional and privatisation matters, as well as providing advice on many regulatory issues. Based in Ottawa, he is of counsel in the firm's communications and government affairs and public policy practice groups. **Strengths:** "Gregory is one of the most senior and trusted communications counsel in Canada." **Monica Song** is an acclaimed Ottawa-based lawyer who has a strong track record assisting telecommunications companies with Canadian entry strategies, as well as advising on corporate matters, financing, licensing and regulatory issues. **Strengths:** "We very much enjoy and appreciate working with Monica, she has been a reliable expert for us." "Monica is a strong and very responsive advocate and has very deep knowledge of the industry, the law and the regulator." "Monica is terrific. She is extremely knowledgeable about Canadian telecommunications regulations." "Monica is a tech savvy outside counsel, who provides insight on commercial and regulatory trends." **Margot Patterson** routinely represents a variety of media and broadcasting companies, including online

streaming services, and has particular experience advising on regulatory concerns. Clients benefit from her additional knowledge of advertising and IP law. She is of counsel in the firm's Ottawa office.

Strengths: "Her strength is her ability to explain complex situations in a way that is easy to understand. She gives good advice on what the options are and their consequences. She is very responsive, really sharp, thorough and very up to speed." "She is very commercial and understands the client, the product and the industry very well. She is very responsive, approachable and amenable."

Goodmans LLP

What the team is known for Goodmans wins recognition for its handling of complex transactional mandates relating to broadcasting and communications from its Toronto office. The firm represents a broad range of clients including sports and radio broadcasters, internet services and satellite television providers. Its communications lawyers also have notable expertise in broadcasting regulatory matters and frequently appear before the CRTC as well as the Federal Court of Appeal and the Supreme Court of Canada.

Strengths

"I am always very impressed by the team and its ability to offer clear and concise advice on complicated issues."

Notable practitioners

Monique McAlister is a highly regarded lawyer based in Toronto. She is best known for her experience assisting media clients with various broadcasting issues, including programme licensing and regulatory matters. **Strengths:** "Monique is always spot-on and incredibly insightful and helpful, providing concrete and concise analysis that reflects our commercial priorities against political realities." **Michael Koch** is an adept lawyer in the telecommunications sector who is based in Toronto. He assists a range of service providers with corporate, commercial and regulatory matters and has further experience advising on legislative changes to the Broadcasting Act.

Band 3

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a highly regarded national firm that assists Canadian and international telecommunications services and equipment companies, satellite and terrestrial broadcasters and media organisations on a range of regulatory, corporate, commercial and financing matters. The team also regularly advises clients on compliance with regulations and inquiries relating to the Canadian Radio-television and Telecommunications Commission (CRTC) and Innovation, Science and Economic Development Canada (ISED).

Strengths

"The team has a very strong understanding of the technical complexities related to providing telecommunications services and how those interrelate with the regulations that apply."

"Blakes has managed each issue we've presented; not only with legal guidance, but also careful consideration of the business' objectives and risks."

"Our interactions are usually very time-sensitive and with very tight timelines. They always meet critical timelines and are willing to provide direction and follow up regardless of time restrictions."

"Blakes is an excellent resource on the Canadian telecommunications market."

"Blake's familiarity and experience with Canadian telecommunications and competition law greatly assisted our clients."

Work highlights A Blake, Cassels & Graydon team advised Sierra on its USD1.2 billion acquisition by Semtech Corporation.

Notable practitioners

Sunny Handa is an experienced lawyer in the Montréal office of Blake, Cassels & Graydon. He serves clients engaged in a broad range of activities across the satellite and telecommunications sectors, frequently advising on regulatory, corporate and commercial matters. **Strengths:** *"He is very prompt and a terrific advocate for us. We are really pleased and impressed." "He is highly pragmatic and understands the legal basis as well as the clients that he is working with and he approaches the guidance from an extremely commercial perspective to understand what the drivers are and to provide the appropriate results." "Sunny has extensive knowledge, is practical and has the expertise and the business acumen to provide practical advice." "He has a very measured approach combining legal and commercial knowledge with a real world perspective." "Sunny Handa is among a very small handful of attorneys I would entrust with a complex telecommunication question involving*

Canada. His guidance has invariably been perfect in my experience." **John Lenz** is a Montréal-based associate with strong experience in the telecommunications sector. He frequently assists clients with regulatory compliance mandates stemming from M&A transactions in the sector, in addition to handling other regulatory filings and compliance matters. **Strengths:** *"John is very proactive and knowledgeable." "He is thorough, knowledgeable and gives concise, timely guidance."*

Stikeman Elliott LLP

What the team is known for Stikeman Elliott is an esteemed firm that often advises on transactions in the media and telecommunications sector, and has additional expertise in related regulatory issues. Its communication team is frequently involved in cross-border transactions between Canada and the USA. The firm furthermore assists with capital markets and financing issues for telecommunications and satellite companies. It also attracts praise for its experience in handling CRTC issues and privacy matters and has recognised capabilities in industry disputes. The team is able to draw on lawyers who are expert in this sector from across its Toronto, Ottawa and Montréal offices.

Work highlights Stikeman Elliott represented Société Telus Communications in a class action brought against Bell, Fido, Rogers and Telus relating to alleged abusive roaming prices.

Notable practitioners

David Elder is recognised for his expertise in

privacy matters affecting the broadcasting and telecommunications industries. He advises on regulatory and compliance issues and regularly represents clients in a range of matters before the CRTC. Based in Ottawa, he chairs the firm's communications and privacy and data protection groups.

Other Ranked Lawyers

Joel Fortune is a sole practitioner based in Ottawa. He is particularly noted for the strength of his practice assisting smaller independent TV and radio broadcasters and telecommunications companies with a range of regulatory issues. He also assists with licensing matters.

Strengths:

"He is a solid, highly expert and experienced broadcasting practitioner."

Stephen Zolf of Aird & Berlis is an experienced Toronto-based lawyer who advises clients on telecommunications and broadcasting regulatory issues, as well as ancillary commercial and competition matters.

Strengths:

"He is very pragmatic, knowledgeable and responsive."

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

Transportation

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Transportation

Transportation: Aviation	Transportation: Aviation: Finance	Transportation: Aviation: Regulatory
Leading Firms	Leading Individuals	Leading Individuals
Band 1	Band 1	Band 1
Bennett Jones LLP	Brennan Patrick J <i>Bennett Jones LLP</i>	Safran Laura <i>DLA Piper (Canada) LLP</i>
Blake, Cassels & Graydon LLP	Band 2	Band 2
Band 2	MacIntyre Jason <i>Blake, Cassels & Graydon LLP</i>	Daunais Pierre-Paul <i>Stikeman Elliott LLP</i>
DLA Piper (Canada) LLP	Marasco Auriol <i>Blake, Cassels & Graydon LLP</i>	Martins Carlos <i>WeirFoulds LLP (ORL) ◇*</i>
Stikeman Elliott LLP	McFarlane Andrew E C <i>McMillan LLP*</i>	Pawluch Catherine <i>DLA Piper (Canada) LLP</i>
Band 3	Band 3	Band 3
Borden Ladner Gervais LLP	Dewart Colby <i>Burnet Duckworth & Palmer LLP*</i>	Ayre Katherine <i>Borden Ladner Gervais LLP</i>
Burnet Duckworth & Palmer LLP	Kavanagh Miriam <i>Miriam Kavanagh Professional (ORL) ◇</i>	Clark Bill <i>YYZ Law (ORL) ◇</i>
Gowling WLG (Canada) LLP	Vairo Carlo <i>Cassels Brock & Blackwell LLP (ORL) ◇</i>	Fenn Robert <i>Rohmer & Fenn (ORL) ◇</i>
Norton Rose Fulbright	Up-and-coming individuals	Pankratz Darryl <i>Alexander Holburn Beaudin + (ORL) ◇*</i>
* Indicates individual with profile.	Shimura Noriko <i>Bennett Jones LLP</i>	
◇ (ORL) = Other Ranked Lawyer.	Associates to watch	
Alphabetical order within each band. Band 1 is highest.	Davis Taylor <i>Bennett Jones LLP</i>	

The editorial is in alphabetical order by firm name.

Bennett Jones LLP

What the team is known for Bennett Jones is a prominent Calgary-headquartered law firm with an acclaimed group of financing lawyers who are praised for their deep technical understanding of the aviation industry. The team is renowned for its advice to Canadian airlines and service providers on aircraft purchases and sales, leasing, financing and debt restructuring matters. It has notable experience representing aviation infrastructure consortiums in matters relating to fuel facilities, including project development and finance. The firm is further active in related disputes, as well as providing regulatory advice. It is a popular choice among financial institutions and leasing companies.

Strengths

"They have a very strong interdisciplinary team with strong, extensive backgrounds in relevant fields."

"Bennett Jones's team displays exceptional depth and breadth. Their knowledge and experience cannot be measured. They offer exceptional value."

Work highlights A Bennett Jones team continues to act for Flair Airlines in negotiations for the leasing of new Boeing 737 Max 8 aircraft as part of the expansion of its fleet.

Notable practitioners

Patrick Brennan advises airlines, aircraft manufacturers and lenders across the full spectrum of aviation finance matters. He co-heads the firm's banking and secured transactions practice from Calgary. **Strengths:** "Patrick is very technically capable and extremely hard-working." **Noriko Shi-**

mura is an up-and-coming lawyer with notable expertise handling aviation transactions for both lenders and borrowers. She regularly manages complex leasing work and acquisition financings. **Taylor Davis** is an increasingly prominent Calgary-based associate who is notably skilled in the field of aviation finance. He is particularly experienced in the negotiation of aircraft and spare engine lease agreements. **Strengths:** "Taylor is very helpful and responsive."

Bernard LLP

What the team is known for Bernard LLP is a pre-eminent Vancouver-based law firm with a particularly highly regarded admiralty and maritime practice group, notable for its effective transactional and litigation advice to domestic and foreign ship owners, terminal operators, P&I clubs, insurers and underwriters. Its marine lawyers are regularly mandated by clients to assist with ship purchases and sales, financings, and matters relating to construction and repair. The team often assists foreign companies with the establishment of branches in Canada, as well as advising on terminal service and security service agreements. The firm also provides representation in charter party disputes before regulatory bodies, environmental matters, cargo claims and casualties, and charges arising within Canadian regulatory provisions.

Notable practitioners

Firm founding partner **Peter Swanson** has over three decades of legal experience, and is highly respected in the shipping space. His maritime practice sees him engaged in a range of matters involving issues of cargo transportation and

pollution, as well as chartering disputes. He is a director and past president of the Vancouver Maritime Arbitrators Association. **Strengths:** "Peter Swanson has a lot of experience and expertise." **Thomas Hawkins** acts for a variety of clients, including P&I clubs, ship owners and marine industry insurers. He is experienced in matters involving collision, towage and marine insurance defence and has appeared before the British Columbia Supreme Court as well as the Supreme Court of Canada. **David Jones's** broad marine practice involves cargo damage and pollution issues, and is buoyed by his background in environmental law. He also regularly provides regulatory advice in the space and has appeared before all levels of the court in BC.

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is a top law firm in the aviation space, sought out by major manufacturers, lessors and investors. The aviation and aerospace team advises on aircraft finance as well as general commercial and tax matters, restructuring and insurance relating to aviation. Its lawyers also provide guidance on regulatory compliance and litigation matters. Clients include major financiers, as well as companies in the mining and agriculture sectors.

Strengths

"They are experts of the Canadian market."

"They are probably the most well-known firm in Canada for aviation work. They are the experts, the go-to firm."

Work highlights Blakes represented Jackson Square Aviation on the lease of an A320-200 aircraft with Canada Jetlines Operations.

Notable practitioners

Jason MacIntyre is highly regarded for the

Transportation: Shipping
Leading Firms
Band 1
Bernard LLP
Borden Ladner Gervais LLP
Brisset Bishop
Norton Rose Fulbright
Band 2
Gardiner Roberts LLP
Isaacs Odinocki LLP
Langlois Lawyers, LLP
Metcalf & Company
Stewart McKelvey
Senior Statespeople
Senior Statespeople: distinguished older partners
Cullen Peter J <i>Brisset Bishop</i>
De Man Marc <i>De Man Pillet (ORL) ◇</i>
Metcalf Frank <i>Metcalf & Company</i>
Leading Individuals
Band 1
Chapelski Shelley <i>Norton Rose Fulbright*</i>
Colford David <i>Brisset Bishop</i>
Desgagnés Richard <i>Brisset Bishop</i>
Fontaine Jean-Marie <i>Borden Ladner Gervais LLP</i>
Isaacs Marc D <i>Isaacs Odinocki LLP</i>
Moreira Will <i>Stewart McKelvey</i>
O'Connor John <i>Langlois Lawyers, LLP</i>
Swanson Peter <i>Bernard LLP</i>
Band 2
Dion Danièle <i>Brisset Bishop</i>
Fernandes Rui <i>Gardiner Roberts LLP</i>
Machum Eric <i>Metcalf & Company</i>
Rossi Dionysios <i>Borden Ladner Gervais LLP</i>
Sharpe William M <i>Route Transport & Trade Law (ORL) ◇</i>
Band 3
Grégoire Jean <i>Langlois Lawyers, LLP</i>
Harquail J. Paul <i>Stewart McKelvey</i>
Hawkins Thomas <i>Bernard LLP</i>
Jones David K. <i>Bernard LLP</i>
Stainer Andrew <i>Norton Rose Fulbright*</i>
Walker Graham <i>Borden Ladner Gervais LLP</i>
<i>* Indicates individual with profile.</i>
<i>◇ (ORL) = Other Ranked Lawyer.</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>

strength of his practice in aviation finance, which sees him act on a variety of aircraft financing and leasing matters. He is also experienced in regulatory concerns, particularly with regard to aircraft operating licences. He is based in Toronto. **Strengths:** "Jason is extremely knowledgeable about both specific transaction issues and larger industry trends. He is always available with succinct and practical advice on key transaction issues." "My experience with Jason MacIntyre was top-notch." **Auriol Marasco** counts major airlines and leasing corporations among her base of clients. Her Toronto-based practice spans across the purchase, sale and financing of aircraft, as well as regulatory issues within the aerospace industry. **Strengths:** "Auriol is a pleasure to work with." "She is great to deal with and knows Canadian legislation incredibly well." **Anne Drost** focuses her practice on the rail industry, and has represented clients on a range of matters, including real estate commercial transactions and major construction projects of rail facilities. She also often handles regulatory proceedings before the Canadian

Transportation: Rail & Road
Leading Firms
Band 1
DLA Piper (Canada) LLP
McMillan LLP
Band 2
Dentons Canada LLP
McCarthy Tétrault LLP
Band 3
Fasken
Gardiner Roberts LLP
Miller Thomson LLP
MLT Aikins LLP
Leading Individuals
Band 1
Blair David <i>McCarthy Tétrault LLP</i>
Hume Forrest <i>DLA Piper (Canada) LLP</i>
Stuhldreier Lucia <i>McMillan LLP*</i>
Tougas François <i>McMillan LLP</i>
Band 2
Amato-Gauci Louis <i>Miller Thomson LLP</i>
Hearn Gordon <i>Gardiner Roberts LLP</i>
Landry John <i>DLA Piper (Canada) LLP</i>
MacKay Ian <i>Sole Practitioner (ORL) ◇</i>
Band 3
Drost Anne <i>Blake, Cassels & Graydon LLP</i>
Evanchuk Douglas <i>McLennan Ross LLP (ORL) ◇</i>
Fernandes Rui <i>Gardiner Roberts LLP</i>
Gallagher Ryan <i>McMillan LLP*</i>
Huart Michel <i>Langlois Lawyers, LLP</i>
Lipson Brian <i>McCarthy Tétrault LLP</i>
Rosenhek Steven <i>Fasken</i>
Up-and-coming individuals
Fashler Elizabeth <i>Borden Ladner Gervais LLP</i>
Reive Jaclyne <i>Miller Thomson LLP</i>
Associates to watch
Evans Monique <i>Hunter Litigation Chambers (ORL) ◇</i>
Hudson Alex <i>DLA Piper (Canada) LLP</i>

Transportation Agency.

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais is a national law firm with a first-class transportation team advising clients on the full spectrum of maritime law, including ship construction, finance, purchases and sales, terminal operations, insolvency proceedings, cargo claim defence, charter party disputes, and environmental matters such as fuel oil spills. It offers coverage across Canada, with its offices in Montréal, Toronto and Vancouver playing key roles in the shipping arena, and its Team North initiative offering advice on shipping in the Arctic. The firm also operates a well-regarded aviation practice, with particular experience in aerospace disputes and claims. It possesses an especially strong reputation in cases involving fatality aircraft accidents and aerospace product liability concerns. **Strengths** "It is a dedicated, knowledgeable and strong team." **Work highlights** BLG is representing Hanwin Shipping in defence of a claim relating to the environmental implications of discharging contaminated cargo.

Notable practitioners

Montréal-based lawyer **Jean-Marie Fontaine** is engaged by clients in contentious cases, often involving cargo claims, collisions and shipbuilding

disputes, as well as for regulatory maritime matters. **Dionysios Rossi** is based in Vancouver, from where he draws upon his experience in environmental law to represent clients in a range of marine cases, including oil spills. He also counsels shipping organisations on regulatory concerns. **Katherine Ayre** regularly advises clients on litigation relating to the aviation industry. Her expertise includes cases relating to personal injury and other regulatory violations. **Strengths:** "Katherine Ayre is an excellent lawyer." "She has a long-standing relationship with the industry and has done quite a bit of aviation work." Vancouver-based shipping lawyer **Graham Walker** brings to bear his expertise in a range of marine issues such as pollution, cargo damage cases and marine casualty incidents. **Elizabeth Fashler** is an increasingly prominent lawyer based in Calgary who has recently joined BLG. She is particularly experienced in representing clients from the rail industry in a range of litigation, arbitration and regulatory hearings. **Strengths:** "Elizabeth is an excellent lawyer with a deep knowledge of rail regulatory matters." "She demonstrates a very high level of sophistication and is clearly an expert."

Brisset Bishop

What the team is known for Brisset Bishop is a top-tier Montréal-based shipping boutique renowned for its representation of industry players such as P&I clubs, underwriters and shipping companies in a variety of litigation matters, including cargo claims, charter party disputes, collisions and ship arrests. The firm also provides advisory services in relation to a wide range of contracts, bills of lading and arbitration clauses. It offers strong expertise in insurance mandates generally as well as those directly relating to the maritime industry, in addition to an environmental practice including spillage.

Notable practitioners

Based in Montréal, **Peter Cullen** has a broad client base which includes shipping interests in Canada, as well as marine insurers. He has experience in a range of maritime concerns, including vessel financings. **Strengths:** "He is very strong in the maritime area and has handled particularly complex work." **David Colford** is a respected, well-established shipping lawyer based in Montréal. He is highly regarded for his experience as an arbitrator, alongside a strong maritime practice with a particular emphasis on matters involving cargo disputes. **Strengths:** "David is a very knowledgeable, excellent lawyer." Based out of Montréal, **Richard Desgagnés** represents ship owners, charterers and maritime insurers in contentious and non-contentious issues. His experience includes involvement in a variety of international litigious mandates. **Strengths:** "Richard is a leading practitioner. Within shipping he is one of the top." **Danièle Dion's** Montréal-based maritime law practice sees her engaged in litigation, arbitration and mediation, as well as advising clients on general commercial maritime concerns.

Burnet Duckworth & Palmer LLP

What the team is known for Burnet Duckworth & Palmer is a Calgary-based law firm with broad financing and securities expertise. Its aviation

team acts for financial institutions, manufacturers, airlines, lessors and charter companies, assisting with the leasing and purchasing of aircraft and aircraft-related assets, as well as regulatory and compliance issues in the field. Its lawyers additionally advise on aviation-related tax and environmental matters.

Strengths

"The firm possesses a lot of bench strength. They are one of my favourite firms to work with."

Notable practitioners

Colby Dewart (see p.373) is a well-established Calgary-based lawyer with a strong practice focus on aviation. He routinely advises clients on the acquisition, leasing and financing of aircraft.

Strengths: *"Colby Dewart knows his stuff and understands the nuance of the aviation market."*

Dentons Canada LLP

What the team is known for Dentons is a large international firm with a well-regarded surface transportation practice in Canada and extensive experience acting for rail and road clients. The team regularly represents major rail providers and shippers as well as local authorities in contentious and non-contentious matters. It offers knowledge in a range of regulatory matters, such as rail operating agreements and distribution arrangements. Clients benefit from its expertise in related areas such as infrastructure.

Strengths

"The firm's senior partners are incredibly experienced in their field of expertise and bring value to the table when they are consulted."

Work highlights Dentons continues to act for the Canadian National Railway Company on a lawsuit brought by the Province of Ontario relating to allegations of negligence.

Notable practitioners

Kathryn McCulloch and Marina Sampson, both in Toronto, are key contacts for clients in the areas of aviation and rail respectively.

DLA Piper (Canada) LLP

What the team is known for DLA Piper is a well-established global firm with a strong footprint in the transportation industry in Canada. Lauded for its extensive experience in the rail sector, the transportation team regularly represents shippers in disputes against railway companies, notably in rail level of service arbitrations and final offer arbitrations. It possesses further expertise in rail rate reasonableness cases. The firm is also highly regarded for its expertise in the aviation sector, advising domestic and international air carriers on regulatory and litigation matters, including defence against class actions. Its lawyers also provide transactional and commercial advice for players in the aviation industry, and it is particularly active in aircraft finance.

Strengths

"Our experience with DLA's rail practice is far and away the best experience we have ever had. The service is incredible."

"The team has always been very good at responding to questions in a timely manner."

Work highlights DLA Piper acted on behalf of Canada Malting on its complaint against CP's Tariff 2, which includes provisions concerning rail

demurrage.

Notable practitioners

Forrest Hume represents shippers in a range of rail service complaints. Clients benefit from his previous experience as an in-house rail lawyer in his work on rail-related litigation and regulatory concerns. He is based in Vancouver. **Strengths:** *"He is considered to be quite an expert on all things transportation." "Forrest Hume's understanding of the subject matter is unbelievable. He is also a wonderful human being; he is in a different league."*

Laura Safran KC provides regulatory advice including tariff updates, as well as certification and licensing assistance to a range of domestic and international airlines. A respected Calgary-based lawyer, she leads the firm's Canada aviation group. **John Landry** is instructed by shippers from a range of industries in rate reasonableness cases alongside other service complaints before the Canadian Transport Agency. He has additional expertise in final offer arbitrations. Based in Vancouver, he co-chairs the firm's Canadian litigation group. **Strengths:** *"He is blow-your-mind exceptional. We were very happy having him litigate for us." "John has been a critical resource and is well versed on the issues in play."* **Catherine Pawluch** advises domestic and international airlines on all aspects of regulatory aviation law. She has experience advising on the transportation of passengers and cargo, as well as representing clients before aviation regulatory authorities. She is based in Toronto. **Alex Hudson** is an associate based out of DLA Piper's Vancouver office. He has significant experience representing clients in regulatory proceedings before the Canadian Transportation Agency concerning tariff and level of service complaints. **Strengths:** *"His IQ level is so high and he has incredible energy and horsepower."*

Fasken

What the team is known for Fasken operates a well-regarded transportation team with national presence, acting predominantly on behalf of railway companies and particularly noted for its representation of Canadian Pacific Railway. The firm provides advice on the full gamut of rail transportation matters, including commercial transactions, litigation, insurance and taxation advice, as well as environmental and labour and employment issues. It is adept advising on class actions arising in the transportation space, and also offers notable expertise in infrastructure and public-private partnership developments as well as real estate matters.

Strengths

"Fasken is a full service law firm with individuals who are experts in the matters where we need assistance."

"They are extremely efficient in their approach to problems and they always provide clear advice. No issue was too big or too small; they demonstrated proficiency on all matters."

Work highlights Fasken advised Infrastructure Ontario and Metrolinx in relation to the CAD19 billion Ontario Line Subway P3 project.

Notable practitioners

Ontario-based **Steven Rosenhek** offers an established litigation practice in the automotive sector and has considerable experience as both senior

trial and appellate counsel. His expertise includes commercial litigation and class actions, often involving claims of personal injury. **Strengths:** *"Steven is a skilled advocate who effectively deals with complex commercial issues. He is business-savvy and considers business realities when dispensing legal advice and developing strategies." "Steven has excellent negotiation skills."*

Gardiner Roberts LLP

What the team is known for Gardiner Roberts is a well-regarded law firm based in Toronto whose expertise in both the marine and the rail and road industries has been bolstered by its recent merger with Fernandes Hearn. The group routinely advises both national and international clients on regulatory proceedings and compliance cases, offering guidance on matters such as vessel licensing and registration, purchase and sale, cargo claims, collisions and marine insurance.

Strengths

"They are a leading transportation firm who are specialised in this space. The lawyers there know their stuff."

Toronto-based lawyer **Rui Fernandes** is well known in the market for his handling of cases involving the shipping and trucking industries, with particular expertise in related insurance matters. He often acts for marine surveyors.

Strengths: *"Rui Fernandes is considered a well-regarded practitioner in this area."* Well-established lawyer **Gordon Hearn** represents shippers, receivers and their insurers in cases involving the transportation of goods domestically and internationally. He is based in Toronto and has regulatory and contractual experience in addition to his skills in litigation.

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG is commended for providing full-service legal support to the aviation industry. It provides advice on matters ranging from acquisitions, leasing and financing to regulatory compliance and litigation, as well as day-to-day operations, IP and employment matters. The aviation, aerospace and defence group is also known for its expertise in airport infrastructure as well as specialty craft and equipment such as helicopters, drones and simulators. Its client roster includes national and international carriers, manufacturers and financial institutions.

Work highlights Gowling represented United Airlines in defence of a competition law class action.

Notable practitioners

David Kierans and Cynthia Elderkin, based in Montréal and Ottawa respectively, are key contacts at the firm.

Isaacs Odinocki LLP

What the team is known for Isaacs Odinocki LLP is a well-respected Toronto boutique law firm with strong maritime and insurance expertise. Particularly commended for its litigation practice, the team frequently deals with cargo and casualty claims, marine insurance disputes, vessel arrests and environmental liability, including charges by government authorities or civil liability claims, as well as regulatory issues. It is also experienced

handling marine commercial matters, such as contracts of affreightment, ship sale agreements and shipbuilding and repair contracts. Its client base consists of both domestic and international marine insurers and insurance brokers, P&I clubs, freight forwarders and shipping companies.

Marc Isaacs has extensive experience in maritime law and comes particularly recommended for his knowledge in cargo claims. He is based in Toronto and has additional expertise in insurance-related cases, as well as ship arrests and ship casualty response. **Strengths:** “*Marc is very knowledgeable and active in this space.*” “*He is a very well-known and respected lawyer in his field.*”

Langlois Lawyers, LLP

What the team is known for Langlois Lawyers is a full-service Montréal and Québec City-based law firm with a long-standing practice in maritime and transportation law. The team's expertise covers the full spectrum of transactional, regulatory and contentious matters, with particular expertise including civil and criminal liability, crew and employment contracts, marine insurance and passenger and cargo matters. Its lawyers also assist with environmental matters and purchase and sale of vessels. The firm acts for all manner of businesses in the sector including P&I clubs, domestic and international carriers, ship builders and financial institutions.

Strengths

“*Langlois is a very strong local firm in Québec.*”

Notable practitioners

John O'Connor has a highly respected, long-standing maritime law practice in Québec City. He brings to bear particular expertise in marine insurance claims. Operating out of Québec City, **Jean Grégoire** is noted for his involvement in marine cases relating to personal injury and damages claims. His clients include port authorities, ship owners and charterers. Montréal-based lawyer **Michel Huart** draws upon his former experience as in-house counsel at Canadian National Railway to advise clients on a range of transactional rail matters. He has considerable experience appearing before the Canadian Transportation Agency.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault operates a multidisciplinary transportation and logistics team that wins acclaim for the level of its experience in surface transportation. Sought out by major companies operating in the rail, bus, trucking and taxi sectors, it provides effective counsel on regulatory and safety compliance, financings, acquisitions, infrastructure projects and litigation matters. The firm has notable experience acting for Canada's leading transportation organisations and provincial authorities. Its prominent client roster includes national and international shipping companies, and rail and bus service companies. Its key lawyers in this area are based in Montréal and Québec City.

Strengths

“*They have a great team that can support any needs.*”

Work highlights McCarthy Tétrault advises FedEx's Ground and Express divisions on regula-

tory compliance matters relating to motor vehicles.

Notable practitioners

Esteemed Québec lawyer **David Blair** focuses his practice on a broad range of rail and road transportation concerns, involving issues from trade regulations to passenger transportation. **Strengths:** “*In my mind he is currently the dean of transportation law. He is a renowned leader in the field.*” **Brian Lipson's** rail and road practice is centred on matters of regulatory compliance and risk management. He is a partner in the firm's Québec City office.

McMillan LLP

What the team is known for McMillan's well-established rail and road transportation team operates primarily out of the firm's Vancouver office. Its lawyers are regularly engaged by major rail shippers, short-line railways and terminals, as well as national and international trucking companies. The department provides a broad spectrum of services, spanning economic and commercial regulation, corporate and transactional counsel and litigation support, as well as assistance in related areas such as real estate and tax.

Strengths

“*They are amazing at handling complex issues with many moving parts. They have highly experienced senior professionals and also a good bench strength of younger lawyers.*”

“*Their direct and indirect support has been exceptional. They are experts in this market.*”

Work highlights McMillan acted for Alberta Pacific Forest Industries on the litigation of its regulatory level of service complaint at the Canadian Transportation Agency.

Notable practitioners

Vancouver-based transportation lawyer and litigator **Lucia Stuhldreier** (see p.374) regularly advises on rail transportation concerns, including rate and service matters as well as commercial freight agreements. **Strengths:** “*Lucia's knowledge and support have been exceptional and her attitude is always calm and positive. She is a real pleasure to work with.*” “*She is reliable and efficient in delivering sound guidance on complex issues. She is well respected among legal and business professionals.*” **François Tougas** is recognised for his experience in regulatory proceedings before the CTA, as well as in general commercial negotiations involving major railways and shippers. He is based in Vancouver. **Strengths:** “*He is one of the best lawyers I have ever worked with.*” “*François Tougas displays great leadership and is an excellent mentor. He is knowledgeable and possesses good people skills.*” Based in the firm's Toronto office,

Andrew McFarlane (see p.373) operates a broad finance practice that includes an emphasis on aircraft financing. His clients include aircraft lessors and financial institutions. **Strengths:** “*Andrew is an expert in his field and really understands aviation law. He provides sound expert advice on our transactions, and is also very well respected.*”

Ryan Gallagher (see p.373) is a respected Vancouver-based lawyer whose practice comprises advising leading shippers and rail users on regulatory and compliance matters. **Strengths:** “*He is technically very strong. He gets into the details and*

sorts out the numbers well.”

Metcalf & Company

What the team is known for Metcalf & Company is a robust and accomplished maritime law boutique based in Nova Scotia. It is a popular choice for corporate, commercial and regulatory matters pertaining to the shipping and marine industries in Atlantic Canada, providing support in litigation, as well as contracts, environmental issues and financing. The firm demonstrates further proficiency in casualty response and insurance coverage issues. It caters to a broad client base in the sector, spanning P&I clubs and marine insurers, terminal operators, cargo transporters and all parties across the design, construction, ownership and repair of marine vessels.

Halifax-based **Frank Metcalf KC** is an experienced maritime lawyer whose client base predominantly consists of underwriters and P&I clubs. He is especially known for his work on insurance-related matters. **Eric Machum's** practice comprises a variety of maritime concerns, including regulatory and contractual matters. Based in Halifax, his clientele includes ship owners, marine service providers and exporters. **Strengths:** “*Eric is a very smart, multi-talented lawyer.*” “*He is at the height of his practice.*”

Miller Thomson LLP

What the team is known for Miller Thomson LLP is highlighted for its expertise across a wide range of transportation matters affecting clients in the road and rail sectors. The team regularly manages large transactions, rate cases and regulatory compliance matters for transportation and logistics companies.

Strengths

“*They are experts in their fields of law and provide practical advice. The attorneys are experienced and able to handle complicated legal issues.*”

“*They have excellent command of the subtleties of the law. They were able to bring great expertise to the table.*”

“*They are all knowledgeable and precise and provide detailed instructions on how to proceed with the matter at hand.*”

Work highlights Miller Thomson assisted GCM Grosvenor and Blue Wolf Capital Partners LLC with their acquisition of Hallcon from Novacap.

Notable practitioners

Toronto-based **Louis Amato-Gauci's** practice predominantly involves providing regulatory counsel to cross-border motor carriers, shippers and other trucking clients. **Strengths:** “*Louis is top-notch. He's responsive, incredibly intelligent and knowledgeable in the industry.*” “*Louis is a go-to for strategic transport law advice.*” “*Louis has been a pleasure to work with. He is knowledgeable, responsive, and thorough.*” Toronto-based **Jaclyne Reive** works with a range of clients in the transportation industry, including road, rail and ocean carriers, passenger vessel operators, load brokers, logistic providers, warehouse operators and other freight intermediaries. **Strengths:** “*Jaclyne provides us accurate, reliable and sophisticated legal advice. She also tailors advice to address specifics, ensuring a personalised and client-centric approach.*” “*Jaclyne is very practical, efficient and*

easy to work with.”

MLT Aikins LLP

What the team is known for MLT Aikins is a Western Canadian law firm with a strong rail and road transportation practice. The team frequently represents carriers and government agencies in a wide range of rail matters, including M&A, commercial contracts and regulatory and safety compliance. It also represents leading railways in dispute resolution before regulatory agencies and before federal and provincial courts. The group has notable experience with licensing and registration, bills of lading and cargo claims on the trucking side.

Strengths

“We find them to be an excellent firm.”

Notable practitioners

Douglas Hodson KC and Michelle Redekopp, based in Saskatoon and Winnipeg respectively, are key contacts at the firm.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is an international firm that excels in shipping and is increasingly visible on aviation matters in Canada. On the maritime front, the firm has a strong tradition of handling ship building, financing and acquisition, marine insurance, cargo claims and pollution matters, offering additional expertise in environmental and pollution mandates. It regularly represents ship owners, terminal operators, shipyards, insurers, banks and government entities. The aviation group is renowned for acting for major Canadian airlines, aircraft manufacturers, financial institutions and airport authorities on transactional matters, including asset financing and leasing. It also provides guidance to aviation stakeholders on product liability, insurance and general litigation.

Strengths

“They are the best firm to handle the most complex transactions. They offer the best service levels and responsiveness.”

“They are extremely knowledgeable in the rail and marine spaces.”

Work highlights Norton Rose Fulbright acted on behalf of DHL Network Operations in connection with a long-term strategic agreement with Cargojet Inc relating to the provision of its global express delivery network.

Notable practitioners

Shelley Chapelski (see p.373) has considerable marine liability and insurance experience, and acts for a broad range of vessel owners, insurers and P&I clubs. Based in Vancouver, she leads a team of shipping lawyers within Norton Rose Fulbright’s transport group in Canada. Based in Vancouver, **Andrew Stainer** (see p.373) is a well-regarded marine litigator whose client base includes insurers, ship owners and P&I clubs. He is experienced in handling cases involving capsized vessels, pollution concerns and casualty claims.

Stewart McKelvey

What the team is known for Stewart McKelvey is a strong regional law firm with offices throughout Atlantic Canada that offers extensive experience in maritime law. Its marine and transportation

department advises on casualty, collision, insurance, cargo and pollution-related claims. It is further noted for handling financings and other transactional matters, as well as commercial disputes related to charter parties and shipbuilding and repair agreements. The firm’s lawyers provide additional expertise in matters concerning port and terminal facilities, as well as fisheries.

Will Moreira KC operates a broad maritime practice based out of Halifax which sees him regularly engaged by ship owners and suppliers, as well as marine insurers. He has experience in marine litigation, including pollution cases, as well as matters related to the sale and seizure of ships. St. John’s-based lawyer **Paul Harquail** works on contentious and non-contentious maritime issues, including insurance defence cases, and transactional work related to the purchase and sale of vessels.

Stikeman Elliott LLP

What the team is known for Stikeman Elliott has a highly rated Canadian transportation law practice that is supported by the firm’s tax and litigation teams. Its aviation group regularly advises industry players on a wide range of matters including aircraft and equipment financing and leasing, leveraging the firm’s strong capital markets and finance groups. The team also acts on contentious aviation matters including contractual disputes and product liability claims. Its clients include leading airlines, aircraft manufacturers and financial institutions. Operating primarily out of Montréal, the maritime group provides expert advice on ship construction and financing, marine insurance, commercial transactions and regulatory matters. The firm’s further expertise includes acting for hull, liability and energy insurers on domestic trade and in the Canadian offshore industries.

Strengths

“The lawyers at the firm have gone well above normal standards to make themselves available to support urgent legal matters. We appreciate the commitment and responsiveness of their team.”

“They are an excellent firm.”

Work highlights Stikeman Elliot represented Air Canada in defence of a class action instituted by Gilbert McMullen claiming damages from job losses.

Notable practitioners

An accomplished lawyer in the aviation space, **Pierre-Paul Daunais** is a well-regarded, Montréal-based litigator with experience in product liability and property damage claims.

Other Ranked Lawyers

Based in Toronto, **Bill Clark** of YZY Law’s practice comprises regulatory, commercial and transactional advice for aircraft lessors and domestic and international airlines.

Based in Montréal, **Marc De Man** of De Man Pillet is a veteran lawyer in the transportation field, with experience in litigation, arbitration and mediation. His representation of maritime clients includes P&I clubs, shippers and charterers.

Edmonton-based lawyer **Douglas Evanchuk** of

McLennan Ross LLP provides commercial and regulatory assistance to numerous clients in the rail and road industries.

Monique Evans is a dynamic transportation lawyer with a particular focus on railway matters. Her recent work has included advising the Freight Management Association of Canada on an investigation brought by the Canadian Transportation Agency into freight rail issues in Vancouver.

Robert Fenn of Rohmer & Fenn acts for a range of aviation industry clients. His expertise extends to regulatory advice and litigation, as well as insurance claims within the aerospace sector.

Miriam Kavanagh is an experienced aviation lawyer based in Toronto. She routinely acts on a range of aircraft financings, and comes particularly recommended for her expertise in leasing matters.

Ian MacKay is a respected lawyer based in Ottawa. He has experience in a range of rail concerns, including in level of service cases and final offer arbitrations. He is also well versed in matters such as rail expropriation and rail safety regulation.

Strengths:

“Ian has a long history of working with regulatory agencies in Ottawa. He continues to be sought out by railways and regulatory agencies when they have particularly challenging regulatory issues.”

Toronto-based lawyer **Carlos Martins** (see p.373) of WeirFoulds LLP advises domestic and foreign air carriers on licensing matters, due diligence and a range of other regulatory issues. He is also active on litigation mandates in the aviation space.

Strengths:

“Carlos is very knowledgeable and a very good lawyer.”

“He is a great lawyer on the regulatory side.”

Darryl Pankratz (see p.373) of Alexander Holburn Beaudin + Lang LLP is commended for his significant knowledge of aviation law. He has a broad practice representing airlines, airports and insurers.

Strengths:

“Darryl Pankratz possesses expertise, skill and experience.”

Toronto-based shipping lawyer **William Sharpe** of Route Transport & Trade Law acts across a range of commercial maritime matters. He also has considerable experience in disputes.

Strengths:

“William is a very smart, very knowledgeable lawyer.”

“He is very, very smart and does a ton of commercial work. He is strong on policy.”

Carlo Vairo is an experienced aviation lawyer whose practice spans aircraft financing and leasing, as well as a host of regulatory concerns. He is of counsel in the firm’s Toronto office.

Strengths:

“He is a pleasure to work with and very knowledgeable.”

“Carlo has an excellent understanding of the aircraft industry and is very good at organising his team to meet deadlines within short timelines.”

“He is a very experienced practitioner who is customer-service and results-oriented.”

Leaders' Profiles in Transportation

CHAPELSKI, Shelley

Norton Rose Fulbright, Vancouver
+1.604.641.4809
shelley.chapelski@nortonrosefulbright.com

Featured in Transportation (Nationwide – Canada)

Practice Areas: Shelley Chapelski is the leader of a team of experienced shipping lawyers within the transport team in Canada. Her practice encompasses both transactional and litigation aspects of maritime law, including maritime contracts, torts, liability claims, creditor's remedies and marine insurance matters. She has been recognized by her clients and colleagues as one of the leading maritime lawyers in Canada. Shelley drafts and advises on a wide array charter parties, contracts of carriage, moorage contracts, insurance policies and other agreements that arise in maritime and transportation law, including ice pilot (navigator) contracts. She has also advised many users and suppliers of marine services on their obligations and liabilities under Canadian maritime law, including on the carriage of dangerous goods and bunkering operations. Shelley has handled hundreds of casualties, including collisions terminal damage cases, cargo losses, and pollution events. She has resolved many passenger injury and death claims, including ones subject to the Athens Convention. She has dealt with dozens of vessel arrests and many maritime liens and limitation of liability proceedings. Shelley is a frequent advisor to marine insurers on coverage matters. She has a particular interest in Canadian Arctic shipping, with a number of clients who operate in that region.

DEWART, Colby

Burnet Duckworth & Palmer LLP,
Calgary
ctd@bdplaw.com

Featured in Transportation (Nationwide – Canada)

Practice Areas: Colby has over 15 years' experience in corporate and commercial law, with a focus in the aviation industry. Colby advises on a range of corporate matters including mergers, share and asset acquisitions and dispositions, reorganizations and other business combinations. He also negotiates and drafts a wide variety of corporate commercial agreements in many industry sectors. With respect to his expertise in the aviation sector, Colby advises on the acquisition and disposition of aircraft, aircraft leasing, financing all other related matters.

Professional Memberships: Law Society of Alberta; Canadian Bar Association; Calgary Bar Association; Aviation Working Group, Canada re The Cape Town Convention.

GALLAGHER, Ryan

McMillan LLP, Vancouver
(604) 691-6865
ryan.gallagher@mcmillan.ca

Featured in Transportation (Nationwide – Canada)

Practice Areas: Ryan's practice focuses on transportation and logistics with a particular emphasis on the rail industry. Ryan advises shippers, receivers and other rail users, shortline railways, investors and other interested parties on all aspects of rail transportation in commercial negotiations, dispute resolution, regulatory and transactional matters. Ryan has significant experience with rail rate, service and related matters under the Canada Transportation Act, rail safety matters, rail policy analyses and submissions, and contractual allocation of liability. Ryan's transportation practice includes advising shippers and other interested parties on contractual and regulatory issues in relation to trucking, terminal, and facility development matters. Ryan also practices competition law and foreign investment regulation, with particular experience in merger reviews.

MARTINS, Carlos

WeirFoulds LLP, Toronto
416.619.6284
cmartins@weirfoulds.com

Featured in Transportation (Nationwide – Canada)

Practice Areas: Carlos Martins is a skilled litigator with over 20 years' experience providing legal advice in diverse sectors. He is a member of the firm's Commercial Litigation Practice Group and specializes in aviation and defamation law. Carlos has appeared before all levels of court in Ontario, including the Supreme Court of Canada. In addition, he has appeared before various administrative tribunals on behalf of his clients. Carlos is a Fellow of the Insurance Institute of Canada, as well as a past lecturer to the Insurance Institute of Ontario. He is the co-author of the "Canada" chapter in International Insurance Law and Regulation (Oxford University Press).

Career: Ontario Bar, 1996

MCFARLANE, Andrew E C

McMillan LLP, Toronto
416.365.3411
andrew.mcfarlane@dlapiper.com

Featured in Transportation (Nationwide – Canada)

Practice Areas: Andrew has a broad-based financial services and corporate commercial practice with a special focus on aircraft and equipment financing and leasing, secured lending, as well as infrastructure and project financing. He also has significant experience in workouts, debtor-in-possession loans, bankruptcies, CCAA restructurings and CBCA arrangements. Over his twenty-five years of practice, he has advised a wide variety of Canadian and international clients on a full spectrum of domestic and cross-border transactions. Andrew is known for delivering superior results to clients through high quality legal work, a high standard of service, excellent organizational skills and a collaborative approach with both clients and opposing counsel. He strives

to understand the business objectives of his clients and focuses on getting the deal done for them in the most timely, effective and cost-efficient manner with a view to helping his clients build and strengthen their own relationships with their customers. As one client put it, Andrew "consistently provides excellent service and guidance."

PANKRATZ, Darryl

Alexander Holburn Beaudin + Lang LLP, Vancouver
604-484-1721
dpankratz@ahbl.ca

Featured in Transportation (Nationwide – Canada)

Practice Areas:

Darryl Pankratz is a member of Alexander Holburn's Aviation Practice and contributor to the Aviation Law Blog. He is also a member of the firm's Insurance Practice. His practice is primarily litigation based with a core emphasis on issues relating to the aviation industry. He provides counsel to regional, national and international airlines as well as their insurers. On their behalf, Mr. Pankratz has handled aircraft accidents and incidents involving both passenger and cargo liability claims. He represents and advises numerous airport authorities throughout Canada as well as airport security organizations. On behalf of aviation underwriters, Mr. Pankratz has successfully pursued and defended numerous complex products liability claims against aircraft and component manufacturers and overhaulers. He also provides counsel to fixed and rotary wing operators, maintenance facilities, flight schools and pilots in a variety of aviation-related matters, including administrative issues with Transport Canada. Mr. Pankratz has appeared at all levels of court in British Columbia. He also conducts litigation in Ontario, Alberta, Atlantic provinces and the Yukon and Northwest Territories.

Professional Memberships: Law Society of British Columbia, Member Canadian Bar Association (National Air and Space Law Section), Executive Member Canadian Bar Association BC Branch, (Civil Litigation Subsection), Past-Chair Canadian Bar Association BC Branch, (Air and Space Law, Insurance and Civil Litigation Subsection), Executive Member Vancouver Bar Association, Member American Bar Association (Forum on Air and Space Law), Member Canadian Defence Lawyers, Member BCIT, School of Transportation Aviation/Airport Law, Instructor Helicopter Association of Canada, Member Aviation Insurance Association, Member British Columbia Aviation Council, Member Floatplane Operators Association, Member Canadian Operators & Pilots Association, Member Canadian Insurance Professionals of Vancouver, Past President

Publications: January 2021, "Getting the Deal Through: Aviation Liability 2021", Canada Chapter, Co-author January 2020, "Recent Developments

in Canadian Aviation Law 2020 Update", Winter Aviation Conference, Toronto, Ontario, Author January 2020, "Max, You're Grounded! The Aftermath of the Two Boeing 737 MAX Crashes", Winter Aviation Conference, Toronto, Ontario, Moderator October 2019, "Update on Products Liability Cases and a Case Study on Major Accident Litigation: Plaintiff and Defendant Strategies", McGill Institute of Air and Space Law: 12th Annual Conference, Speaker January 2019, "Transportation Accidents: Investigations and Litigation", CBABC Webinar, Speaker January 2019, "Aviation: Broker Liability Issues", Winter Aviation Conference, Toronto, Ontario, Speaker January 2019, "Getting the Deal Through: Aviation Liability 2019", Canada Chapter, Co-author January 2007–2019, "Recent Developments in Canadian Aviation Law", Winter Aviation Conference, Toronto, Ontario, Speaker 2008–Present, British Columbia Institute of Technology, School of Transportation – Aviation/Airport Law, Instructor November 2017, "Getting the Deal Through: Aviation Liability 2018", Canada Chapter, Co-author June 2017, "Liability of Airports, ANSP's, Lessors and Maintenance Providers", McGill Institute of Air and Space Law: 10th Annual Conference, Speaker April 2017, "Workers' Compensation Legislation in Canada – Protection & Peril", NATA Annual Conference, Speaker February 2017, "The International Comparative Legal Guide to: Aviation Law 2017", Canada Chapter, Co-author February 2016, "The International Comparative Legal Guide to: Aviation Law 2016", Canada Chapter, Co-author April 2015, "International Aviation Liability and Insurance", McGill Institute of Air and Space Law: 8th Annual Conference, Speaker February 2015, "The International Comparative Legal Guide to: Aviation Law 2014", Canada Chapter, Co-author April 2014, "You're Grounded: Insurance and Legal Ramifications", 2014 CHC Safety and Quality Summit, Speaker February 2014, "The International Comparative Legal Guide to: Aviation Law 2014", Canada Chapter, Co-author February 2013, "The International Comparative Legal Guide to: Aviation Law 2013", Canada Chapter, Co-author 2007, The Canadian Legal Lexpert Directory®, Aviation Law, Author Assisted with the organization and conduct of various continuing legal and insurance education seminars including Insurance Broker Liability, Insurers' Duty to Defend and Coverage Issues

STAINER, Andrew

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Featured in Transportation (Nationwide – Canada)

STUHLREIER, Lucia

McMillan LLP, Vancouver

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lucia.stuhldreier@mcmillan.ca

*Featured in Transportation (Nationwide
– Canada)*

Practice Areas: Lucia Stuhldreier advises shippers on all aspects of rail transportation, including negotiations of rail transportation agreements, rate and service matters, as well as agreements for the construction, acquisition and use of rail trackage. She has extensive experience in using regulatory remedies to resolve disputes over freight rates and service, securing access to competing rail carriers, and rail line abandonment. Lucia regularly represents clients in contested proceedings involving rail matters before arbitrators, the Canadian Transportation Agency, the Federal Court and the Federal Court of Appeal. She also assists shipper associations in matters involving rail transportation policy and legislative initiatives and has prepared submissions and appeared in statutory reviews and parliamentary committee proceedings to represent shippers' interests. Her road transportation practice includes advising shippers and motor carriers on trucking contracts and regulatory matters.

CHAMBERS CANADA 2024

The Leading Lawyers and Law Firms in Canada

White-Collar Crime & Government
Investigations

White-Collar Crime & Government Investigations

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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White-Collar Crime & Government Investigations

White-Collar Crime & Government Investigations
Leading Firms
Band 1
Bennett Jones LLP
Blake, Cassels & Graydon LLP
McCarthy Tétrault LLP
Band 2
Davies Ward Phillips & Vineberg LLP
Fenton Smith Barristers
Norton Rose Fulbright
Osler, Hoskin & Harcourt LLP
Band 3
Borden Ladner Gervais LLP
Gowling WLG (Canada) LLP
Greenspan Humphrey Weinstein
McMillan LLP
Stockwoods LLP
<small>* Indicates individual with profile.</small>
<small>◇ (ORL) = Other Ranked Lawyer.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

Band 1

Bennett Jones LLP

What the team is known for Bennett Jones is singled out for its strong fraud recovery capabilities, in addition to standout expertise in securities-related improprieties and litigation. The firm is active in both domestic and cross-border government investigations, and represents clients across a range of industry sectors including healthcare, financial services, energy and natural resources. The full scope of the firm's white-collar criminal practice includes securities, competition and anti-trust, asset recovery, tax and money laundering issues. The team derives particular strength from its Calgary and Toronto-based lawyers.

Strengths

"They are very good with their clients, with a great bedside manner. They are experts in their field."

"They have deep expertise. They are thorough and practical."

"You go to them with complicated matters and you know the bench is there behind them."

Work highlights Bennett Jones advised a group of Saudi companies to bring fraud and embezzlement claims against a former Saudi Minister of Cabinet, who fled to Canada.

Notable practitioners

Calgary-based **Munaf Mohamed KC** is distinguished for his breadth of experience in the field

White-Collar Crime & Government Investigations
Senior Statespeople
Senior Statespeople: distinguished older partners
Fenton Scott Fenton Smith Barristers
Greenspan Brian Greenspan Humphrey Weinstein
Leading Individuals
Band 1
Eljarrat Stéphane Norton Rose Fulbright *
Morrison Mark Blake, Cassels & Graydon LLP
Band 2
Fontaine, Ad E François Norton Rose Fulbright *
Gover Brian Stockwoods LLP
Jennings Glen Gowling WLG (Canada) LLP
Matheson Andrew McCarthy Tétrault LLP
Mohamed Munaf Bennett Jones LLP
Moubayed Léon Davies Ward Phillips & Vineberg LLP *
Band 3
Addario Frank Addario Law Group LLP (ORL) ◇
Boyle Sean Blake, Cassels & Graydon LLP
Caylor Lincoln Bennett Jones LLP
Chan Gerald Stockwoods LLP
Cole Anthony Dentons Canada LLP (ORL) ◇
Gardner Alan Bennett Jones LLP
Heller Brian Heller, Rubel Barristers (ORL) ◇
Hutchison Scott Henein Hutchison Robitaille LLP (ORL) ◇
Narwal Joven Narwal Litigation LLP (ORL) ◇ *
Pinsonnault Guy McMillan LLP *
Pirie John Baker McKenzie (ORL) ◇
Ritchie Lawrence Osler, Hoskin & Harcourt LLP
Sandler Mark Cooper, Sandler, Shime & Bergman (ORL) ◇
Band 4
Berman Wendy McCarthy Tétrault LLP
Ferron Danielle Langlois Lawyers, LLP (ORL) ◇
Fischer Iris Blake, Cassels & Graydon LLP
Hamilton Graeme Borden Ladner Gervais LLP
Luchenko Alexandra Blake, Cassels & Graydon LLP
Patterson Jim Bennett Jones LLP
Up-and-coming individuals
Hasan Nader Stockwoods LLP
Associates to watch
Fast John Blake, Cassels & Graydon LLP

of international fraud and financial crime, representing prominent clients in financial services and the energy sector. **Strengths:** "He can sit with a client and over 30 minutes distil very complicated matters into simple, addressable issues to make a decision on." "He speaks about the scenarios as he sees them." "Munaf is a very talented and assertive litigator." **Lincoln Caylor** is a recognised and respected expert in global fraud investigations

and asset recovery litigation. He has also been involved in a number of high-profile investigations into money laundering and financial irregularities. He is based in Toronto. **Alan Gardner** is well recognised as a highly experienced securities litigator. He also assists clients with a range of internal investigations including fraudulent transactions and breaches of anti-corruption laws. He is based in Toronto. **Strengths:** "He really ensures his client understands the process and the risks or limitations." "He did a skilful job of keeping things together to get the best result and putting forward a strong defence." **Jim Patterson** is well respected for his expertise in civil fraud, with experience in an array of scenarios, including in asset recovery, internal investigations and fraudulent investments. He is based in Toronto, from where he co-leads the firm's fraud law practice. **Strengths:** "Jim Patterson at Bennett Jones is a great example of the leadership required to reach a successful conclusion."

Blake, Cassels & Graydon LLP

What the team is known for Blake, Cassels & Graydon is recognised for its skilled fraud law group and its handling of significant government investigations. The business crimes, investigations and compliance team also actively assists clients with the development of anti-bribery compliance programmes, as well as handling sensitive internal investigations. With a track record of working on both domestic and multi-jurisdictional white-collar cases, the group is noted particularly for its expertise in relation to the corruption of foreign public officials. The firm also provides crisis response advice to firms under regulatory or criminal investigation, and advises clients on defending against class action litigation resulting from white-collar prosecutions. It has a notably strong presence in both Calgary and Vancouver, with considerable activity for clients in the finance, mining and energy sectors.

Strengths

"They integrate well with the internal team and offer thoughtful, pragmatic advice."

"They have lots of experience and out-of-the-box thinking."

Notable practitioners

Calgary-based **Mark Morrison KC** is a highly experienced investigations lawyer who has acted for various high-profile clients in areas such as construction and financial services. He is often

White-Collar Crime & Government Investigations

involved in major corruption mandates involving parallel investigations in the USA. **Strengths:** “Mark is an excellent commercially-minded lawyer. I would highly recommend him.” “He is great to work with.” “He has decisive experience in the area.” Vancouver-based **Sean Boyle** stands out for his impressive portfolio of clients in financial services and the breadth of his nationwide regulatory expertise. He is highly rated for his handling of both criminal and regulatory investigations, as well as his experience of securities litigation proceedings. **Iris Fischer** is a skilled practitioner in internal and government investigations and wider white-collar matters, with clients benefiting from her strong pedigree in defending regulatory matters. **Strengths:** “Iris has a terrific bedside manner.” **Alexandra Luchenko** is well respected for her expertise in securities litigation and also assists with related white-collar crime matters, including compliance and contentious matters. **Strengths:** “She is very clear in her instructions and what she wants to accomplish for her clients.” “She is very good with presentation. She has the confidence and expertise which makes people listen.” **John Fast** enjoys a reputation for his white-collar criminal defence practice, which sees him advising clients on anti-corruption compliance and enforcement actions, as well as internal investigations.

McCarthy Tétrault LLP

What the team is known for McCarthy Tétrault possesses a market-leading litigation team which is well known for its involvement in white-collar cases, particularly in its Toronto and Montréal offices. The firm’s white-collar defence and investigations team is recognised for the strength of its client portfolio and for the depth of its bench, and is identified for its prevalence in anti-corruption and securities-related issues, as well as criminal competition matters, foreign corrupt practices, economic sanctions, tax evasion and insurance fraud. Its lawyers are frequently credited as a dominant force in professional discipline defence and prosecution, and known for their international reach and multi-jurisdictional capabilities. The firm’s client list includes notable individuals and corporations in the finance sector, in addition to a number of Crown corporations.

Strengths

“The McCarthy team was responsive, prepared, thoughtful, and demonstrated significant expertise in Canadian law and practice.”

“They have a large team of professionals that can work together to bring different expertise to the table to ensure problems are looked at from all angles and the right solutions are brought forward.” “They bring innovative ideas and strategies to the table.”

“They are very strategic in their advice. It was a complex and delicate matter.”

Work highlights McCarthy Tétrault defended HGrégoire against allegations brought by Québec’s securities regulator concerning misleading tactics allegedly used to sell insurance products.

Notable practitioners

Andrew Matheson is renowned for the breadth of his experience, covering corporate investigations and compliance, criminal defence and

professional disciplinary proceedings. He heads the firm’s national white-collar and investigations group from Toronto. **Strengths:** “He went far beyond what was expected. He left no stone unturned. He was honest, practical and always available to answer questions.” “He is an expert at managing people.” **Wendy Berman** is a highly experienced securities litigation lawyer and also has represented public companies in complex investigations relating to potential fraud, corporate misconduct and disclosure violations. **Strengths:** “She is very strategic and effective. She has a deep understanding of regulatory policy.” “She connects extremely well with others.”

Band 2

Davies Ward Phillips & Vineberg LLP

What the team is known for Davies Ward Phillips & Vineberg maintains an experienced investigations and white-collar defence team that stands out for its strength in Montréal. The firm possesses experience in a broad range of matters in the white-collar space, spearheading domestic and international investigations into corruption, sanctions violations and fraudulent activities. It offers additional assistance with compliance strategy, as well as experience representing clients in multiple judicial settings, including cartel-related cases.

Strengths

“They have a solid understanding of the Canadian market and the needs of their clients in this field.”

“The team responded immediately to any need or question, even with complex issues that were raised by us.”

“Davies were able to navigate what could easily have become a contentious situation, with both their client’s interests and pragmatism at the forefront.”

“We had excellent response and a tailored service.”

“I have always felt that the Davies team is well prepared and able to meet any steps taken by the other side.”

Notable practitioners

Léon Moubayed (see p.379) impresses for his breadth of experience in a range of regulatory and corporate investigations, as well as his proficiency in courtroom advocacy. He is based in Montréal. **Strengths:** “He is great at risk assessment and litigation. He is known for doing these big maps of what happens in each situation.” “He is extremely meticulous. His strength is strategy and focus.” “He has a very broad view of a problem and of various solutions, and he is very good at explaining them.” “He has thoroughly impressed with his judgement, preparation and demeanour.”

Fenton Smith Barristers

What the team is known for Fenton Smith Barristers is a Toronto-based boutique law firm which is endorsed for its impressive track record in criminal litigation. Its lawyers are highly regarded for their representation of individuals in white-collar cases, particularly in high-profile criminal fraud charges and sanctions violations. The firm is also noted for its involvement in internal investigations, securities litigation and foreign corruption mat-

ters, and for its expertise in appellate litigation, where it has represented clients before various courts including the Supreme Court of Canada.

Notable practitioners

Scott Fenton continues to be recognised as one of Canada’s leading criminal defence attorneys. He has represented individual clients in a range of proceedings, covering sanctions violations and corporate fraud. **Strengths:** “Scott is a fantastic lawyer.”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is an international law firm with a skilled and well-established corporate criminal defence group in Canada. The team advises clients from a diverse range of industries on securities litigation and anti-corruption matters. Its investigations work incorporates criminal and regulatory wrongdoing, internal investigations and asset tracing. Norton Rose is particularly well known among market commentators for its leading role in high-profile anti-corruption and fraud investigations for clients in the construction and manufacturing industry in Québec.

Strengths

“They understand that success stems not only from being responsive to clients’ and stakeholders’ needs but also from proactively anticipating those needs and crafting strategies that surpass client expectations.”

“They always made sure they fully understood the slightest detail before moving forward.”

“NRF has navigated some very sensitive and complex matters with a high degree of professionalism, attention to details and great business acumen, with a clear understanding of expectations and challenges.”

“Their responsiveness is aligned with what we can expect in urgent matters.”

“In designing a defence strategy to the prosecution, Norton Rose Fulbright constantly had in mind the impact on the case on the commercial activities of their client.”

Work highlights Norton Rose Fulbright advised SNC-Lavalin Group in a remediation agreement with prosecutors, following allegations of bribes paid to a Canadian public official while refurbishing the Jacques Cartier Bridge in Montréal.

Notable practitioners

Former Crown prosecutor **Stéphane Eljarrat** (see p.379) is a recognised authority in white-collar investigations. Splitting his practice between Toronto and Montréal, he assists a variety of both corporate clients and private individuals with in-depth internal reviews, compliance matters and high-profile audits. **Strengths:** “He has excellent investigation skills.” “Stéphane has a strong practice in this area.” “Stéphane Eljarrat stands out as an exceptional attorney, consistently demonstrating his expertise as one of the finest white-collar investigators.” **François Fontaine, Ad E** (see p.379) has an impressive reputation for his representation of individuals facing a range of criminal allegations, including tax evasion and fraud, as well as issues involving immigration and professional discipline.

Strengths: “He represents corporate clients with an awareness of the client’s commercial interest and a vision to ensure long-term sustainability for

White-Collar Crime & Government Investigations

the client.” “He provides wise advice to clients, with sound judgement.” “François is a fine strategist and a brilliant interrogator.”

Osler, Hoskin & Harcourt LLP

What the team is known for Osler, Hoskin & Harcourt maintains a solid white-collar crime practice group which offers expertise in anti-money laundering, fraud, anti-corruption and securities-related investigations. With particular strength across its Toronto and Montréal offices, the firm has a client roster that includes an impressive array of corporate entities in the banking, construction and entertainment sectors. The team wins praise for its versatility and experience acting for a range of corporations, public consortiums and high net worth individuals, and is also skilled at handling antitrust inquiries by the Canadian Competition Bureau.

Strengths

“They are very strong technically and have lots of different expertise to draw on in specific circumstances.”

“They offered a great mix of astute legal advice on complex matters that also takes into account business realities.”

Work highlights Osler, Hoskin & Harcourt represented the former vice-chair of PI Financial in an IIROC proceeding alleging misleading activities by the firm’s former chair and owner.

Notable practitioners

Lawrence Ritchie is rated highly for his understanding of financial crime, particularly in matters involving securities and public companies. Clients benefit from his experience as former vice-chair of the Ontario Securities Commission. **Strengths:** “He is very strategic and works very hard to achieve clients’ goals.” “He is very knowledgeable, with a deep background, and he is very good at presenting propositions to law enforcement in a non-threatening manner.”

Band 3

Borden Ladner Gervais LLP

What the team is known for Borden Ladner Gervais operates a prominent investigations and white-collar defence group with experience in a range of mandates, including securities work, tax evasion and sanctions breaches. The firm is also particularly well regarded for its solid anti-corruption practice, which has been consulted at both domestic and international levels by clients in the natural resources and technology sectors. Its Toronto and Calgary-based lawyers additionally represent individual clients facing criminal prosecution.

Strengths

“The firm as a whole is excellent.”

Work highlights Borden Ladner Gervais represented Shailesh Govindia following an alleged conspiracy to bribe senior Air India and Indian government officials to obtain a contract from the airline.

Notable practitioners

Graeme Hamilton has an impressive courtroom pedigree, leading high-profile tax evasion and corruption criminal defence cases. Based

in Toronto, he is national co-chair of the firm’s investigations and white-collar defence group.

Strengths: “He has great judgement.” “He is an excellent strategist.”

Gowling WLG (Canada) LLP

What the team is known for Gowling WLG has a robust white-collar defence and investigations team with notable expertise in dealing with the Corruption of Foreign Public Officials Act and OSC and Competition Bureau prosecutions and investigations. The firm acts on both the defence side and for regulators across a range of subjects, including insider trading, regulatory enforcement and securities-related issues. It is also active in the fraud space, representing individuals and corporate clients across a number of sectors, including mining and financial services. Additional experience includes advising on enforcement investigations into financial discrepancies associated with fintech.

Strengths

“They are commercially astute and understand the commercial side of the law.”

Notable practitioners

Glen Jennings is an experienced investigations practitioner and skilled litigator with a solid track record of assisting corporate clients with sensitive internal investigations, as well as significant regulatory probes. He is based in Toronto. **Strengths:** “He is a very well-seasoned counsel with sound judgement.” “He’s detail-oriented, has great judgement and is responsive.”

Greenspan Humphrey Weinstein

What the team is known for Greenspan Humphrey Weinstein is a well-known Toronto-based criminal law boutique firm which hosts an esteemed white-collar crime practice. It is sought after by a variety of clientele for its substantial expertise in defence proceedings. The firm is known for its experience of cross-border litigation, with its lawyers active in the foreign corruption space across a variety of sectors. The team also assists clients with money laundering, professional discipline, regulatory litigation and Securities Act matters.

Strengths

“I think of them very highly. They are excellent counsel.”

Notable practitioners

Brian Greenspan is held in extremely high esteem for his long-standing criminal defence practice and is one of the best-known lawyers in Canada for this type of work. Throughout his illustrious career, he has defended a range of corporate executives and public officials against a myriad of corruption and financial crime allegations. **Strengths:** “Brian is one of the stalwarts of the criminal law Bar.”

McMillan LLP

What the team is known for McMillan is recognized for its strength in securities fraud matters and its capabilities in fraud prevention, detection and litigation, in addition to significant anti-corruption mandates. The firm represents individuals and corporations in a range of white-collar matters, including cases with complex cross-border dimensions. It also advises on corporate govern-

ance issues, asset recovery, criminal antitrust and regulatory compliance.

Strengths

“I have been very pleased with the thorough and professional manner in which they’ve handled the matter. The team is client-focused and very responsive.”

Work highlights McMillan advised Great Canadian Entertainment through a public enquiry in British Columbia into money laundering in the gaming sector.

Notable practitioners

Guy Pinsonnault (see p.380) is a former prosecutor who is particularly well regarded for his insight and experience in a range of regulatory investigations, including anti-money laundering, terrorist financing and antitrust. He is based in the firm’s Ottawa office. **Strengths:** “He has good experience.”

Stockwoods LLP

What the team is known for Stockwoods is an impressive Ontario litigation boutique with notable prowess in the white-collar space. The firm’s experience covers an array of contentious issues, including corporate fraud and administrative law, as well as traditional criminal defence and labour exploitation.

Strengths

“The firm consistently provides comprehensive and pragmatic advice.”

“They are always very quick to respond and are more often proactive in their planning.”

“They combine the skills and experience in Canadian law enforcement with assimilating immensely difficult technical information.”

Work highlights Stockwoods represented Eric Paul, the former chairman and CEO of CannTrust Holdings, in relation to charges of insider trading and securities fraud.

Notable practitioners

Brian Gover is a seasoned lawyer who has acted for a range of corporate executives and public officials implicated in criminal activities and allegations. Based in Toronto, he is also exceptionally well regarded for his administrative law expertise.

Strengths: “Brian Gover is an all-rounder who can advise on both criminal and related issues.”

Gerald Chan operates a broad litigation practice, cutting across administrative law, white-collar defence and regulatory investigations. He also has experience defending professional negligence claims. He is based in Toronto. **Strengths:** “He was able to walk us through this process, reassure us and defend our best interest.” “He has the ability to distil complex issues into practical advice.” “He’s very calm and focused.” **Nader Hasan** represents clients in fraud cases and also handles matters related to digital privacy. **Strengths:** “He is very smart and a hard-working lawyer.”

Other Ranked Lawyers

Frank Addario of Addario Law Group LLP is recognised as one of Canada’s leading traditional criminal defence lawyers. He also has a significant amount of white-collar experience, covering bribery allegations and espionage.

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Calgary-based **Anthony Cole** of Dentons is well placed to assist some of the firm's leading energy and natural resources clients in navigating investigations into money laundering, corruption and fraud.

Danielle Ferron has deep experience in fraud and white-collar cases, with notable expertise in cybercrime and privacy matters. Her broad disputes practice also includes strengths in civil and commercial litigation.

Brian Heller of Heller, Rubel Barristers represents clients in a range of white-collar crime contexts, covering tax evasion, fraud, money laundering and foreign corruption. He is based in Toronto.

Scott Hutchison of Henein Hutchinson Robitaille is a well-known criminal lawyer who has played

a key role in several high-profile cases involving corruption and business crimes, as well as administrative law. He is based in Toronto.

Strengths:

"Scott is a classic WCC counsel."

Joven Narwal (see p.379) enjoys a strong reputation for his representation of individuals facing a range of criminal allegations, including tax evasion and fraud, as well as issues involving immigration and professional discipline. He is based in Vancouver.

Strengths:

"Joven is very strong and capable."

John Pirie of Baker McKenzie is an experienced courtroom advocate who is particularly well regarded for his civil fraud expertise. He has also

defended clients against professional negligence claims, and played a role in antitrust and securities-related lawsuits. He is based in Toronto, from where he leads the firm's litigation and government enforcement group in Canada.

Strengths:

"He is hard-working, knowledgeable, and always seems to be two steps ahead of our opponents."

"John is focused and strategic throughout."

Mark Sandler is a founding partner of Toronto criminal defence boutique Cooper, Sandler, Shime & Bergman. He is distinguished for the breadth of his experience in criminal defence, covering both traditional offences and business transgressions.

Leaders' Profiles in White-Collar Crime & Government Investigations

ELJARRAT, Stéphane

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stephane.eljarrat@nortonrosefulbright.com

Featured in White-Collar Crime (Nation-wide - Canada)

Practice Areas: Stéphane Eljarrat is head of the white-collar crime team and is based out of our Montréal and Toronto offices. Known for his composure and pragmatic approach, Stéphane represents Canadian and foreign businesses and institutions in a wide range of internal and external investigations and proceedings as well as criminal proceedings relating to fraud, corruption, insider trading, economic sanctions, money laundering, tax evasion and anticompetitive business conduct. He sits on the Anti-Corruption Committee of the International Bar Association as the North American regional representative. Stéphane also acts in auditor general investigations, parliamentary investigations and special investigations, such as those conducted by the Office of the Canadian Ombudsperson for Responsible Enterprise, Elections Canada and Transport Canada, as well as in national security investigations. He advises domestic and foreign corporations and their boards of directors on internal investigations relating to ethics and compliance, crisis management and corporate governance issues.

Career: Prior to moving his career to private practice, Stéphane worked for Justice Canada's Royal Canadian Mounted Police Legal Services Unit, for the National Tax Litigation Section and as a federal prosecutor. He also worked for the Quebec government, notably for the Ministry of Public Safety as well as the Legislation and Investigations Branch of the Ministère du Revenu du Québec.

Publications: American Bar Association Transparency International Canada International Association of Lawyers Litigation Counsel of America Canadian Bar Association Chambre de Commerce et d'Industrie Française au Canada

Personal: Université de Montréal, LL.B

FONTAINE, ADE, François

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francois.fontaine@nortonrosefulbright.com

Featured in White-Collar Crime (Nation-wide - Canada), Litigation (Québec)

Practice Areas: François Fontaine has a wealth of experience as a litigator in civil, corporate and commercial litigation and penal procedure, including white collar crime and regulatory investigations, before all Quebec courts and the Supreme Court of Canada. Mr. Fontaine devotes a significant portion of his practice to representing clients before the courts and tribunals in administrative litigation (including injunctions and judicial review). Mr. Fontaine has a great deal of experience in fraud and anti-corruption matters, business ethics compliance and crisis management. He has led several investigations in connection with allegations of fraud and corruption, including conducting interviews and examinations, investigating the facts, providing legal opinions and advising clients on legal and reputational risks. Mr. Fontaine counsels clients on compliance with the Canadian Corruption of Foreign Public Officials Act and has significant experience in matters involving misappropriation of confidential information, fraudulent financial transactions and tracing and recovery of stolen funds. He regularly defends corporations in class action suits, particularly in environmental matters.

MOUBAYED, Léon

Davies Ward Phillips & Vineberg LLP, Montréal
(514) 841-6461
lmoubayed@dwppv.com

Featured in White-Collar Crime (Nation-wide - Canada)

Practice Areas: Léon is a partner in the Investigations & White Collar Defence and the Dispute Resolution practices. Léon is retained in high-stakes domestic and international white-collar criminal cases, usually encompassing significant commercial, civil and administrative ramifications. He represents clients in high-profile investigations and prosecutions relating to white-collar and regulatory offences. His expertise includes challenging search warrants, wiretaps and other investigatory techniques. He represents corporations and individuals in multijurisdictional investigations, conducts confidential internal investigations and carries out asset recovery in extraordinary circumstances. Léon has appeared at all levels of court, including the Supreme Court of Canada. He was appointed amicus curiae of the Supreme Court by the Chief Justice of Canada in an appeal where criminal law and civil law were closely intertwined. The Court unanimously upheld his position from the bench. He serves as a judge at the International Criminal Court Moot Competition in The Hague. Léon founded Davies' International Investigations & White Collar Defence Summit and is the practice coordinator for Davies' Investigations & White Collar Defence team. He is a fellow of the International Academy of Financial Crime Litigators. Select Recognitions: Benchmark Canada (White Collar Crime Litigator of the Year); Best Lawyers Canada (Criminal Defence Lawyer of the Year).

NARWAL, Joven

Narwal Litigation LLP, Vancouver
jn@narwallit.com

Featured in White-Collar Crime (Nation-wide - Canada)

Practice Areas: Joven Narwal is a leading Vancouver trial and appellate lawyer whose practice is devoted to complex and serious cases where liberty and reputation are at stake, primarily in the areas of criminal litigation, securities litigation, professional regulation, and specialty civil litigation involving criminal overtones. Ranked by Chambers, he is also inducted into Best Lawyers Canada, has been recognized as a "Litigation Star" and shortlisted for "White Collar Crime / Enforcement Lawyer of the Year" by Benchmark Litigation Canada for the past three consecutive years, was named a "Leading Lawyer to Watch" by Lexpert in the Canadian Legal Lexpert Directory, and is an inducted life member of the Fellows of the American Bar Foundation, a global honorary society. He has appeared at all levels of court including the Supreme Court of Canada, and has been counsel before regulators in the health professions, legal profession, financial industry, in addition to having acted for clergy, athletes and academics before their respective governing bodies. He has extensive practice involving cross-border investigations and enforcement actions, such as US grand jury investigations, Mutual Legal Assistance Treaty Requests and other foreign subpoenas and demands for production as well as extradition and issues relating to international sanctions. As a complement to his busy advocacy practice, he is frequently consulted for ethical advice and for preventative advice regarding the design and implementation of compliance procedures designed to reduce exposure to prosecution. He is frequently invited

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to speak at professional development seminars and regularly publishes on topics of interest to the public and legal profession. He is a co-editor of a text on Canadian criminal law published by the Canadian Legal Information Institute. For the past ten years, he has been an adjunct professor at the Allard School of Law at UBC, where he created and teaches two upper-level seminars on complex criminal litigation, "White Collar Crime" and "Criminal Organizations". He served as the first visible minority president of the Vancouver Bar Association in its 126+ year history and has held several other leadership positions in the legal profession, including Chair of the Canadian Bar Association-Criminal Subsection; director, governor and executive of the Trial Lawyers Association of British Columbia and director of the South Asian Bar Association of British Columbia. He also serves as a member of the judicial council of the Tsawwassen First Nation, where he is responsible for resolving disputes, hearing appeals, and adjudicating the validity of Tsawwassen Laws. He earned a B.A. and LL.B. from the University of British Columbia, an LL.M from Columbia University in New York City, started his career as a Crown prosecutor and is honored to also be admitted to practice as defence counsel before the International Criminal Court in The Hague, Netherlands.

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Featured in White-Collar Crime (Nation-wide - Canada)

Practice Areas: Guy Pinsonnault is a partner in the firm's Competition Group where he practises in Montréal and Ottawa. His practice includes the full range of competition, anti-corruption, foreign corrupt practices, white collar crime, proceeds of crime, and Canadian business regulation, litigation and advisory work, with a particular focus on Canadian and international cartel and commercial crime matters. Prior to joining McMillan, Guy was the General Counsel, Competition Law Section, Public Prosecution Service of Canada, from 2004 to 2012. His work as the senior prosecutor at the Competition Bureau focused mainly on the prosecution of criminal cartel matters, as well as bid-rigging and fraudulent misrepresentation. He also provided extensive advice in the development of the Competition Bureau policies and programs (e.g., the Immunity and Leniency Programs) and advised on Bureau policies and practices for search and seizure, immunity and plea agreements. Guy has had extensive criminal law experience dealing with local, national and cross-border RCMP and UPAC corporate crime investigations and prosecutions.