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Heather is BLG's research and written advocacy partner, and leads our team of research lawyers across the country. Heather's practice focuses on supporting corporate and litigation clients and lawyers with complex legal strategy, research and written advocacy.

She specializes in corporate governance and thought leadership for not-for-profit corporations, including public hospitals, regulators, and Ontario Health Teams.

Heather regularly assists with written materials for appeals to the Court of Appeal and the Supreme Court of Canada, and drafts opinions, pleadings, factums, corporate documents and publications. She also specializes in appellate and public law advocacy, and in the health and energy sectors.

Heather has appeared at all levels of court in Ontario and at the Supreme Court of Canada.

Experience

- *Ontario Nurses' Assn. v. Rouge Valley Health System (2008)*, 302 DLR (4th) 751 (Div. Ct.)
- *OPSEU v. Central East Local Health Integration Network*, (2008) OJ No. 3243 (Div. Ct.)
- *Teva Canada Ltd. v. TD Canada Trust*, [2017] 2 SCR 317
- *Iroquois Falls Power Corporation v. Ontario Electricity Financial Corporation*, 2016 ONCA 687 (leave to appeal to the SCC denied)
- *Kazemi Estate v. Islamic Republic of Iran*, [2014] 3 SCR 176
- *Amaratunga v. Northwest Atlantic Fisheries Organization*, [2013] 3 SCR 866

- *Canadian National Railway Co. v. John Doe*, [2013] OJ No. 26 (SCJ)
- *Canadian National Railway Co. v. Plain*, [2012] OJ No. 6272 (SCJ), [2012] OJ No. 6184 (SCJ)
- *R. v. N.S.*, [2012] SCJ No. 72 (SCC)
- *Ontario Nurses' Assn. v. Rouge Valley Health System* (2008), 302 DLR (4th) 751 (Div. Ct.)
- *OPSEU v. Central East Local Health Integration Network*, [2008] OJ No. 3243 (Div. Ct.)

Insights Rollup

- Autrice, « OSC short-selling prosecution dismissed », article de BLG, novembre 2024
- Autrice, « La période de transition de la LOSBL est terminée – Et maintenant? », article de BLG, octobre 2024
- Autrice, « Howdy (limited) partner: Six key features of Ontario limited partnerships », article de BLG, octobre 2024
- Autrice, « Part 4 –Your Health Act, 2023: What you need to know now that Bill 60 is in force », article de BLG, octobre 2023
- Autrice, « Part 3 – Bill 60: Your Health Act, 2023, update on proposed regulations », article de BLG, juillet 2023
- Autrice, « Part 2 - Bill 60: Your Health Act, 2023 implications for health sector stakeholders », article de BLG, avril 2023
- Autrice, « Bill 60: Your Health Act, 2023 implications for health sector stakeholders », article de BLG, mars 2023
- Co-Author, "Transitioning to and Governing Under the New Ontario Not-for-Profit Corporations Act," Ontario Hospital Association, 2021
- Contributor, "Records Retention Toolkit," Ontario Hospital Association, September 2022, 2018
- Presenter, "Ontario Hospital Association's Governance Essentials for New Directors," Fall 2022, 2021, 2020
- Contributor, "Understanding your legal accountabilities," Ontario Hospital Association, June 2022, 2018, 2019
- Autrice, « New approval protocol for Ontario hospitals under Section 4 of the Public Hospitals Act », article de BLG, avril 2022
- Presenter, "ONCA Resource Documents Education Session," Ontario Hospital Association, January 2022
- Presenter, "ONCA Proclamation: What it Means for Ontario Hospitals," September 2021
- Co-Author, "Hospital Prototype Corporate By-Law," Ontario Hospital Association, 2021, 2018
- Presenter, Hospital Governance in a Virtual Context, Ontario Hospital Association virtual education session, August 2020
- Autrice, « Conseils en matière de gouvernance pendant la crise de la COVID-19 », article de BLG, avril 2020
- Ontario Health Teams Series, points de vue de BLG, février 2020
- Co-Author, "Ontario Health Team Provincial Resources," RISE (Rapid-Improvement Support and Exchange), 2020
- Organizing an Ontario Health Team: Considerations when Creating a Governance Framework, points de vue de BLG, septembre 2019
- Governance Best Practices for High Performing Health Provider Boards, points de vue de BLG, août 2019
- Governance Options: Getting Started and Evolving Towards Maturity, points de vue de BLG, avril 2019
- Co-Author, "Ontario Health Teams: Guidance for Catholic Health Providers," Catholic Health Association of Ontario, 2019

- Contributor, Ontario Hospital Association's "Hospital Prototype Corporate By-Law" (2018)
- Contributor, Ontario Hospital Association's "Records Retention Toolkit" (2018)

Beyond our Walls

Professional Involvement

- Member, Canadian Bar Association
- Member, Ontario Bar Association
- Member, Law Society of Upper Canada
- Member, Toronto Research Lawyers Group
- Member, The Advocates' Society

Community Involvement

- Past Volunteer, Pro Bono Law Ontario
- Past Volunteer, LAWS Program
- Secretary of the Board, Friends of HumberSide Collegiate Institute

Awards & Recognitions

- Recognized in the 2025 (and since 2022) 2022 editions of *Best Lawyers in Canada* (Corporate and Commercial Litigation) and in the 2025 edition (Health Care Law).
- Recognized in the 2025 edition of *The Canadian Legal Lexpert® Directory* (Charities/Not-For-Profit Law).

Bar Admission & Education

- Ontario, 2006
- JD, Université de Toronto, 2005
- MA, Université Dalhousie, 2001
- BA (Hons.), Université de Toronto, 2000

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Borden Ladner Gervais S.E.N.C.R.L., S.R.L. (BLG) est le plus grand cabinet d'avocats canadien véritablement multiservices. À ce titre, il offre des conseils juridiques pratiques à des clients d'ici et d'ailleurs dans plus de domaines et de secteurs que tout autre cabinet canadien. Comptant plus de 725 avocats, agents de propriété intellectuelle et autres professionnels, BLG répond aux besoins juridiques d'entreprises et d'institutions au pays comme à l'étranger



pour ce qui touche les fusions et acquisitions, les marchés financiers, les différends et le financement ou encore l'enregistrement de brevets et de marques de commerce.

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