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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 & Events

- Author, "OHA ten tips for hospital governance compliance", BLG Article, January 2026
- Author, "ONCA: Lessons learned for public hospitals", BLG Article, October 2025
- Author, "OHA Guide to Good Governance", BLG Article, May 2025
- Author, "OSC short-selling prosecution dismissed", BLG Article, November 2024
- Author, "The ONCA Transition Period is over – what comes next?", BLG Article, October 2024
- Author, "Howdy (limited) partner: Six key features of Ontario limited partnerships", BLG Article, October 2024
- Author, "Part 4 –Your Health Act, 2023: What you need to know now that Bill 60 is in force", BLG Article, October 2023
- Author, "Part 3 – Bill 60: Your Health Act, 2023, update on proposed regulations", BLG Article, July 2023
- Author, "Part 2 - Bill 60: Your Health Act, 2023 implications for health sector stakeholders", BLG Article, April 2023
- Author, "Bill 60: Your Health Act, 2023 implications for health sector stakeholders", BLG Article, March 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
- Author, "New approval protocol for Ontario hospitals under Section 4 of the Public Hospitals Act", BLG Article, April 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
- Author, "Governance advice during COVID-19", BLG Article, April 2020
- Ontario Health Teams Series, BLG Perspective, February 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, BLG Perspective, September 2019
- Governance Best Practices for High Performing Health Provider Boards, BLG Perspective, August 2019
- Governance Options: Getting Started and Evolving Towards Maturity, BLG Perspective, April 2019

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 & Recognition

- Recognized in the 2026 (and since 2022) edition of *Best Lawyers in Canada* (Corporate and Commercial Litigation) and in the 2026 (and since 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, University of Toronto, 2005
- MA, Dalhousie University, 2001
- BA (Hons.), University of Toronto, 2000

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As the largest, truly full-service Canadian law firm, Borden Ladner Gervais LLP (BLG) delivers practical legal advice for domestic and international clients across more practices and industries than any Canadian firm. With over 800 lawyers, intellectual property agents and other professionals, BLG serves the legal needs of businesses and institutions across Canada and beyond – from M&A and capital markets, to disputes, financing, and trademark & patent registration.

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