

Nick G. Pasquino

Partner, National Group Head, Corporate and Capital Markets and Co-Leader, Healthcare Group

T 416.367.6253
F 416.367.6749
Toronto
NPasquino@blg.com
LinkedIn

Mergers & Acquisitions
Corporate Governance
Private Company
Charities & Not-For-Profit
Health Care Integration & Transformation
Commercial Transactions
Governance Funding & Accountability
Health Care & Life Sciences
Universities and Colleges

Nick practises corporate and commercial law and serves as a trusted advisor to key clients of the Firm.

Nick has been recognized for his practical business and legal advice and for leading teams to successfully implement large or complex legal projects.

Nick has significant expertise handling mergers & acquisitions, financings, joint ventures, partnerships, reorganizations and divestitures. He also advises U.S. and international businesses on entering the Canadian market and he is skilled at coordinating Canada-wide support to ensure clients receive expert advice on all aspects of doing business in Canada, whatever the sector, and across provinces and territories.

In recent years, a significant portion of Nick's practice has involved representing large charities, not-for-profits and other "broader public sector" organizations on a variety of strategic transactions, including:

- **Public Hospitals and other Health Services Providers**
  - structuring and implementing transactions that integrate Ontario's health care system
  - developing system capacity through novel and innovative arrangements
  - advising on capital redevelopment projects and public-private partnerships
  - developing alternative revenue generation strategies that do not jeopardize tax exempt status

- advising on financings (both traditional borrowing facilities and capital markets/debenture financing)
- advising on real property acquisitions, dispositions, joint ventures and partnerships
- advising on research collaborations (including university/hospital arrangements, commercialization of intellectual property and investments in early-stage ventures)
- advising on arrangements with foundations, auxiliaries, volunteer associations, research institutes and other similar entities
- advising on all aspects of health sector governance
- advising various Supervisors of hospitals (including Kevin Empey, Altaf Stationwala, David Musyj and Carmine Stumpo) appointed pursuant to the *Public Hospitals Act*

- **Higher Education**
  - structuring arrangements between universities, their foundations and other related entities
  - structuring revenue generation activities (including: executive education, student housing, commercialization of research, etc.)
  - financings
  - advising on all aspects of university governance
- **Municipal**
  - advising municipalities of their rights and obligations under the *Housing Services Act*, including exercising statutory remedies (managing projects in difficulty) and restructuring housing services providers
  - advising housing services providers in respect of strategic transactions

Within BLG, Nick is National Group Head of our Corporate and Capital Markets Group, an executive role within the firm in which he is responsible for advancing the business strategy, financial performance and client service delivery of BLG's national Corporate and Capital Markets Group. Nick is also a member of the firm's National Management Committee.

In addition to the Group Head role, Nick continues to serve as Co-Leader of the Healthcare Group, participates in the firms Environmental, Social and Governance (ESG) initiative, and regularly advises boards, committees and senior management on sensitive, complex or strategically imperative matters.

Nick is a sought-after speaker and educator, having participated as a member of the Ontario Hospital Association's teaching faculty where he has taught the "Essentials Certificate in Governance for New Directors" and other governance courses since 2014.

Nick summered and articled with BLG and, as a student, he was seconded to the General Counsel's office of Scotiabank.

Experience

- **M&A Mandates**
  - **Giampaolo Group Inc.** in the formation of a US$700 million North American joint venture with Rio Tinto for the production and sale of marketable aluminum products.
  - **Triple M Metal LP** in its joint venture with ArcelorMittal Long Products Canada to create Integrated Metal Recycling Inc.
  - **Day & Zimmermann of Canada Corporation**, a provider of construction, engineering, maintenance, staffing and defense solutions, on its strategic acquisition of EMC Power Canada Ltd., providing specialized construction management and multi-discipline trade services for transmission and generation power sector clients.

- **Mohegan Gaming & Entertainment**, a Connecticut-based casino operator, in the acquisition of Casino Niagara and Fallsview Casino from Ontario Lottery and Gaming Corporation and related matters.
- **Sensus Canada Inc.** in the sale of Sensus, a provider of smart meters, network technologies and advanced data analytics services for the water, electric and gas industries, to Xylem Inc.
- **Oliver & Bonacini Restaurants** in an equity investment by the Katz Group and related matters.
- **Scenario Learning Canada ULC** in the sale of Scenario Learning to Vector Solutions, a portfolio company of Providence Equity.
- **Brennan Industries, Inc.** in its acquisition of Versa Fittings Inc., a manufacturer and distributor of fittings and tubing across Canada.
- **Wakefield Canada Inc.** in its acquisition of Castrol Canada Inc. from BP Lubricants USA Inc., in its negotiation of exclusive Canadian distribution rights to all SuperClean branded products and with respect to various commercial matters.
- **Evonik Degussa Corporation and Evonik Canada Inc.** in the purchase of substantially all of the assets of Kemira Chemicals Canada Inc.
- **A U.S. investment fund** in its acquisition of a steel manufacturing facility in Welland, Ontario and in connection with the negotiation of various revolving and term credit facilities and related matters.
- **A Norwegian public company** on the divestiture of its Canadian and U.S. construction and engineering businesses.
- **A Toronto-area Volvo and Jaguar dealership** on the sale of the dealership business, redevelopment of the real property and related matters.
- **Mississauga Oakville Veterinary Emergency Hospital** and its tenant specialty practices in connection with a sale to Associated Veterinary Clinics and related matters.
- **Train Trailer Rentals Limited**, a national trailer leasing company, in connection with its sale to an affiliate of West Van Inc.
- **Trailer Wizards Ltd.**, a national trailer leasing company, in connection with multiple acquisitions and related matters.

- **Health Sector Integrations**
  - **St. Joseph's Health System, St. Mary's General Hospital** and **Grand River Hospital** in the integration forming **Waterloo Regional Health Network**.
  - **University Health Network** in its integration of West Park Healthcare Centre as a UHN site.
  - **Sunnybrook Health Sciences Centre** in its integration with **Vibrant Community Health**.
  - **Providence Healthcare Foundation** in its amalgamation with **St. Michael's Hospital Foundation**.
  - St. Michael's Hospital, St. Joseph's Health Centre and Providence Healthcare in the amalgamation forming **Unity Health Toronto**.
  - Religious Hospitallers of Saint Joseph of the Hotel Dieu of Kingston (Hotel Dieu Hospital Kingston) in its integration with Kingston General Hospital forming **Kingston Health Sciences Centre**.
  - The McCausland Hospital and Wilson Memorial General Hospital in the amalgamation forming **North of Superior Healthcare Group**.
  - The Hospital for Sick Children, Children's Hospital of Eastern Ontario and Holland Bloorview Kids Rehabilitation Hospital in the formation and governance of **Kids Health Alliance** and related matters.
  - Groves Memorial Community Hospital and North Wellington Health Care Corporation in the strengthening of the governance structure underpinning the **Wellington Health Care Alliance**.
  - The Hospital for Sick Children in the development of the **SickKids Centre for Community Mental Health**.

- Oshawa Community Health Centre and the Barbara Black Centre for Youth Services in the amalgamation forming **Carea Community Health Centre**.
- Parkdale Community Health Centre and Central Toronto Community Health Centres in the amalgamation forming **Parkdale Queen West Community Health Centre**.
- The Scarborough Hospital (TSH), Rouge Valley Health System (RVHS) and Lakeridge Health (LH) in the Minister-ordered amalgamation of TSH and RVHS forming **Scarborough Health Network**, and the related voluntary asset transfer of the Ajax/Pickering site of RVHS to LH.
- **St. Joseph's Health System** in the sale of its Group Purchasing Organization to **Mohawk Medbuy Corporation**.
- The six (6) southeastern Ontario hospitals which owned Shared Support Services Southeastern Ontario (3S0), in its sale to **Mohawk Medbuy Corporation**.
- The northern Ontario hospitals which owned the Northern Supply Chain in its sale to **Mohawk Medbuy Corporation**.
- **South Riverdale Community Health Centre** in its acquisition of seniors and community services and programs offered by Call-a-Service Inc.
- Thirteen (13) of the Fourteen (14) **Community Care Access Centres (CCACs)** in the compulsory transfers of all assets and liabilities to the corresponding Local Health Integration Networks (LHINs).
- **Ontario Association of Community Care Access Centres (OACCAC)** in the compulsory transfer of all assets and liabilities to Health Shared Services Ontario and the subsequent dissolution of OACCAC.
- Foundation of Chatham-Kent Health Alliance, Sydenham District Hospital Foundation and the Public General Hospital Foundation of Chatham (jointly) in the three-way amalgamation forming **Chatham-Kent Health Alliance Foundation** and related matters.
- The Supervisor of **Brockville General Hospital** in integrating pathology and laboratory services with **Kingston Health Sciences Centre**.
- The **Ontario Hospital Association** in a variety of ongoing corporate, commercial and governance matters.

- **Broader Public Sector/Charity & Not-for-Profit Transactions**
  - **Ontario Society for the Prevention of Cruelty to Animals** in its merger with Durham Humane Society.
  - **Advised CorHealth Ontario** in connection with its compulsory transfer under the *Connecting Care Act* to Ontario Health by Minister's order.
  - **YMCA Sudbury and YMCA North Bay (jointly)** in the amalgamation forming **YMCA of Northeastern Ontario** and subsequent amalgamation with YMCA Timmins.
  - **DeafBlind Ontario Services** in its merger with Array Community Support Services and related matters.
  - **A Toronto-area university** in the transfer of substantially all assets of its foundation to the university and integration of the operations and staff of the foundation into the university's division of advancement.
  - **A Toronto-area university** in the establishment of an executive education and innovation program and related matters.
  - **The Toronto Region Board of Trade** in the sale of The Country Club golf course in Woodbridge, Ontario and related matters.
  - **The Regional Municipality of Halton and The Regional Municipality of Peel** (jointly) in the restructuring of the not-for-profit housing provider known as Union Housing Opportunities (Peel-Halton) Inc.
  - **YMCA Greater Toronto** in the formation of YMCA Academy, an independent urban high school and related matters.

- **YMCA of Kingston and YMCA of Brockville** (jointly) in the amalgamation forming YMCA of Eastern Ontario and related matters.
- **Restaurants Canada** in various ongoing governance, corporate and commercial matters and special projects.
- **Canadian Institute of Quantity Surveyors** in a national governance restructuring.
- **The Children's Wish Foundation of Canada** in various fundraising, commercial and revenue generating activities.

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
- Co-Author, "Guide to Good Governance", Fourth Edition, published by the Ontario Hospital Association, April 2025
- Author, "The ONCA Transition Period is over – what comes next?", BLG Article, October 2024
- Author, "It is almost here… the ONCA transition period is coming to an end!", BLG Article, April 2024
- Author, "New, simplified continuance process for social companies", BLG Article, December 2023
- Author, "Custody or control of an Institution's affiliate records under M/FIPPA: Lessons from the York University decision", BLG Article, November 2022
- Author, "New approval protocol for Ontario hospitals under Section 4 of the Public Hospitals Act", BLG Article, April 2022
- Presenter, "Does Size Matter? Exploring Defensive Mergers (And Other Legal Tactics to Improve Financial Position) In Light of COVID-19", CPA Canada 2021 Not-for-Profit Forum, February 2021
- Author, "Ontario extends deadline for proclamation into force of the Not-for-Profit Corporations Act, 2010", BLG Article, September 2020
- Presenter, Hospital Governance in a Virtual Context, Ontario Hospital Association virtual education session, August 2020
- Charities and Not-for-Profit COVID-19 Update, BLG Video, May 2020
- Author, "Governance advice during COVID-19", BLG Article, April 2020
- Author, "COVID-19: Raising capital in the current Canadian private market", BLG Article, March 2020
- Session facilitator, "Board Evaluation Strategies to Maximize Effectiveness," Ontario Hospital Association webinar, January 16, 2020
- Panelist, OBA Annual Institute, "Board Disputes in the Charity and Not-for-Profit Sector – Lessons Learned and Best Practices", Ontario Bar Association, February 2019
- Speaker, CPA Canada's Not for Profit Forum, "Legal Update: What NPO CFO's Need to Know!", February 2019
- Co-Speaker, "Health Services Provider Integrations: Lessons Learned from a Legal Perspective", 2018 Achieving Excellence Together Conference, Health Shared Services Ontario, June 2018
- Author, "Recent Amendment to Corporations Act (Ontario) Provides More Flexibility for Public Hospitals to Borrow", BLG Article, May 2018
- Community Hub Strategies for Social Enterprise
- Author, "Community Hubs: Strategies for Lead Agency De-Risking", BLG Article, May 2016
- Author, "Dispositions of Surplus Properties by School Boards — How New Rules Benefit Community Hubs and Impact Others", BLG Article, May 2016
- Author, "Introduction To Ontario's Community Hubs Strategic Framework And Action Plan", BLG Article, April 2016

Beyond our Walls

Professional Involvement

- Director of several Canadian private corporations
- Member, Canadian Bar Association and Ontario Bar Association
- Member, Law Society of Ontario
- Member, Canadian Italian Business and Professional Association
- Member, Institute of Corporate Directors
- Former Adjunct Professor, intensive course in mergers and acquisitions, Faculty of Law, University of Western Ontario, and former lecturer, Advanced Business Law, Faculty of Law, University of Windsor

Community Involvement

- Volunteer, BLG Reads to Kids Program
- Director and former President of the La Rocca Memorial Society
- General Counsel (pro bono) to Community Food Centres Canada
- Former Member, Community Giving Committee, Mackenzie Health Foundation
- Former Co-Chair (2015-2018) of the United Way of Greater Toronto fundraising campaign in the BLG Toronto office

Awards & Recognition

- Recognized in the 2027 edition (and since 2026) of *The Best Lawyers in Canada* (Health Care Law) and since 2025 (Charities / Non-Profit Law)
- Recognized in the 2027 guide (and since 2021) of *Chambers Canada* for Healthcare: Corporate/Commercial & Regulatory (Band 1 Nationwide – Canada), and in the 2027 guide (and since 2019) for Charities/Non-profits (Band 3 Nationwide – Canada)
- Recognized in the 2026 (and since 2020) edition of *The Canadian Legal Lexpert Directory* (Corporate Mid-Market, Charities/Not-For-Profit Law; Corporate Commercial Law).
- Recognized in the 2026 edition of *Lexpert Special Edition: M&A*
- Recognized in the 2025 edition of *Lexpert Special Edition: Finance and M&A*
- Recognized in the 2026, 2025 and 2021 editions of *Lexpert Special Edition: Health Sciences.*
- Recognized as a 2020 and 2019 Acritas Star
- Recognized as an Access to Justice Champion in the 2016 Flip Your Wig for Justice Campaign – Pro Bono Law Ontario

Bar Admission & Education

- Ontario, 2009

- Certificate, Accelerated Leadership Program, Harvard Law School, 2018
- LLB, University of Western Ontario, 2008
- BA (Hons., with Distinction) in International Relations and Political Science, University of Toronto, 2005

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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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