

Kasim Salim

Partner

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Construction Contracts
Commercial Contracts
Commercial Transactions
P3 Contracts
Public Infrastructure
Team North®
Universities and Colleges
Defence & National Security
Health Care & Life Sciences

Kasim advises on infrastructure projects and corporate-commercial matters.

He works with stakeholders, particularly public-sector sponsors, on large-scale projects across a broad range of delivery models, with a focus on public-private partnerships.

Kasim guides clients from early development and public procurement through commercial and financial close.

Kasim is conversant in French.

Experience

- Acting for public-sector entities in Ontario and elsewhere in Canada, including hospitals and healthcare entities, educational entities, municipalities, and senior governments and Crown corporations on a variety of corporate-commercial matters, including drafting, negotiating and completing:
    - relationship, co-operation/partnership and joint-venture structuring agreements
    - services agreements
    - procurement arrangements, including RFQs, RFPs and the resulting agreements
    - purchase and supply arrangements
    - research and funding agreements
    - advice on corporate-commercial policy development

    - advice on corporate governance and policy matters
- Advising on construction contracts in both the public and private sector.
- Acting for the public project sponsor on a number of large public infrastructure projects, providing advice on a wide variety of matters, including:
    - drafting, negotiating and completing funding agreements with senior levels of government
    - drafting RFQs, RFPs and the resulting services agreements for sponsor-side service providers, such as architects and engineers
    - drafting the RFQs, RFPs and the project agreement for projects
    - negotiating and closing the project agreement and numerous related closing agreements and instruments
    - preparing and providing briefings to key decision-makers of project sponsors throughout the phases of projects, including in support of internal governance approvals
    - providing on-going advice on project procurement and implementation matters and governance models
    - providing advice on regulatory and third party policies and approvals
    - supporting post-closing matters, including advising on rights, remedies and claims
- Kasim has acted on numerous large-scale public infrastructure projects in a variety of sectors, including very recently:
- Acting for the Province of Nova Scotia in connection with its QEII Halifax Infirmary Expansion Project. The $7.4 billion transformative expansion project is being delivered using a progressive Design-Build Finance-Maintain (DBFM) model.
- Advising Trillium Health Partners on its $13.9 billion The Peter Gilgan Mississauga Hospital and Shah Family Hospital for Women and Children project. This is one of the largest healthcare infrastructure initiatives in Canadian history, using a progressive public-private partnership model with completion targeted for 2033.
- Acting for the City of Ottawa in negotiations with the Ottawa Sports and Entertainment Group (OSEG) to on the Lansdowne Park project. This includes both the original Lansdowne P3 project in 2012 and the $420 million Lansdowne 2.0 redevelopment plan.

Insights & Events

- Presenter and panelist, "Developing a Modern Campus of Care," Health Sector Legal Symposium, Borden Ladner Gervais LLP, September 2026
- Author, "Construction Tariff Resource", BLG Article, April 2025
- Presenter, "Capital Project Planning & Procurement", Education Sector Legal Symposium: Real Estate & Development Updates, Borden Ladner Gervais LLP, April 2025
- Presenter, "Project Delivery and Capital Planning," Health Sector Legal Symposium: Developing a Modern Campus of Care, Borden Ladner Gervais LLP, September 2024
- Guest Speaker, "Live Chat Public Sector with National Public Sector Champion OECM: Legal Trends in Public Procurement," National Institute of Supply Chain Leaders (NISCL), June 2024
- Co-Presenter, "IPD to P3: How to Select the Right Delivery Model for Your Project, Canadian Institute," Sixth Annual National Forum on Canadian Healthcare Infrastructure, October 2021
- Presenter, "IPD to P3: How to Select the Right Delivery Model for Your Project," Healthcare Infrastructure Conference, Canadian Institute, October 2021
- Co-Presenter, "Municipal Infrastructure - The Dawn of a New Era." Association of Municipalities of Ontario, August 2018.
- Co-Author, "Top 10 Legal Risks for Business in 2018 – Infrastructure," BLG, January 2018.

- Co-Presenter, "Navigating Municipal Infrastructure Projects." Association of Municipalities of Ontario, August 2017.
- Co-Author, "Top 10 Legal Risks for Business in 2017 – Infrastructure," BLG, January 2017.
- Presenter, "Canadian Bar Association and the Auditing and Assurance Standards Board Joint Policy Statement, 2016" BLG's In-House Counsel Professionalism Conference, Summer 2017.
- Co-Presenter and Panel Chair, Panel discussion on professionalism issues in managing corporate transactions, BLG's In-House Counsel Professionalism Conference, Summer 2016.
- Co-Presenter, "Ethics in Negotiation." BLG's In-House Counsel Professionalism Conference, Fall 2013.
- Co-Presenter, "Anatomy of a Complex Procurement Process, Lexpert Seminar, Summer 2013.
- Moderator, "Financing in Difficult Times." BLG/Invest Ottawa Seminar, Spring 2013.
- Co-Author, "Municipalities and the P3 Model: Seeing Obstacles and Opportunities," Construction Canada, December 2011.
- Co-Presenter and Panel Chair, Panel discussion on professionalism issues in managing corporate transactions, BLG's In-House Counsel Professionalism Conference, Spring 2011.
- Presenter, Panel discussion on corporate transactions, Ontario Bar Association's Young Lawyers Division, Fall 2011.
- Co-Presenter, "Contracting for Professional Services: Problems, Pitfalls and Solutions." Ontario Institute of the Purchasing Management Association of Canada, Fall 2010.
- Presenter, "Major Milestones in Corporate Transactions," Ontario Bar Association's Young Lawyers Division, Fall 2010.

Beyond Our Walls

Professional Involvement

- Member, Law Society of Ontario
- Member, Law Society of Nunavut
- Member, County of Carleton Law Association
- Member, Canadian Bar Association

Awards & Recognition

- Recognized in the 2026, 2022, 2021, 2020, 2018 and 2016 editions of *The Canadian Legal Lexpert Directory* (Infrastructure Projects), in the 2019-2025 editions (Corporate Commercial) and the 2025, 2022, 2021, 2020, 2018 and 2016 editions for Corporate Mid-Market.
- Recognized in the 2026 (and since 2018) edition of the *Lexpert Special Edition - Canada's Leading Infrastructure Lawyers*.

Bar Admission & Education

- Ontario, 2003
- Nunavut, 2018

- LLB, University of Ottawa
- BA (with Distinction) in Economics and Political Science, McGill University

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