

SERVICE

Major Projects

Strategic partners to Canada's largest projects, providing seamless legal support across the entire lifecycle.



Osler is a trusted advisor to clients leading Canada's most significant nation-building projects. From the earliest planning stages through to long-term operation, we work as true strategic partners, integrated with client teams to provide legal, regulatory and commercial guidance at every step.

Our role goes beyond legal advice. We anticipate challenges, align strategies across disciplines and help clients protect value. By engaging early on matters such as Indigenous consultation, permitting, financing and regulatory approvals, we help project teams streamline execution and minimize risk.

Canada's infrastructure and energy landscape is evolving rapidly. The federal government's launch of the Major Projects Office (MPO) in 2025 highlights the scale and urgency of new initiatives, as approvals are streamlined and financing models modernized. Developers, investors and governments require partners who can navigate these shifts and help unlock opportunity.

Our clients trust Osler for our unmatched experience in major projects. Canada's largest project developers rely on our strategic counsel and integrated execution, which are grounded in a deep knowledge of the complex legislative and regulatory frameworks governing transportation, energy, resource and other critical infrastructure projects. We have a proven track record of successfully navigating the critical permitting, environmental and land-related challenges critical to delivering high-profile projects under intense scrutiny, including those governed by the *Canada Transportation Act*, the *Canadian Energy Regulator Act*, and the *Impact Assessment Act*.

How Osler can help

- **Full lifecycle coverage:** We advise from project concept and procurement, through bidding, permitting, financing, design, construction and long-term operation.
- **Team-based, integrated delivery:** Our multidisciplinary team, including lawyers from infrastructure, energy, regulatory, finance, Indigenous, environmental, real estate, construction, tax and disputes, work seamlessly so that contracts, regulatory strategies and stakeholder engagement are fully coordinated.
- **Managing complexity and risk:** We identify issues early, integrating litigation and

regulatory expertise to mitigate challenges before they escalate. Our experience with project delivery models (Engineering, Procurement, and Construction (EPC), multi-prime, Integrated Project Delivery (IPD) and alliance contracts) and financing structures allows us to tailor solutions to evolving market conditions.

The Osler advantage

Clients consistently choose Osler for our ability to deliver strategic, practical advice across asset classes. Whether advising on Indigenous equity participation, structuring joint ventures, securing project financing or resolving disputes, we bring together unmatched legal insight with a deep understanding of industry norms and government priorities. That is why leading developers, investors, financial institutions and governments continue to rely on Osler as their Canadian partner for major projects.

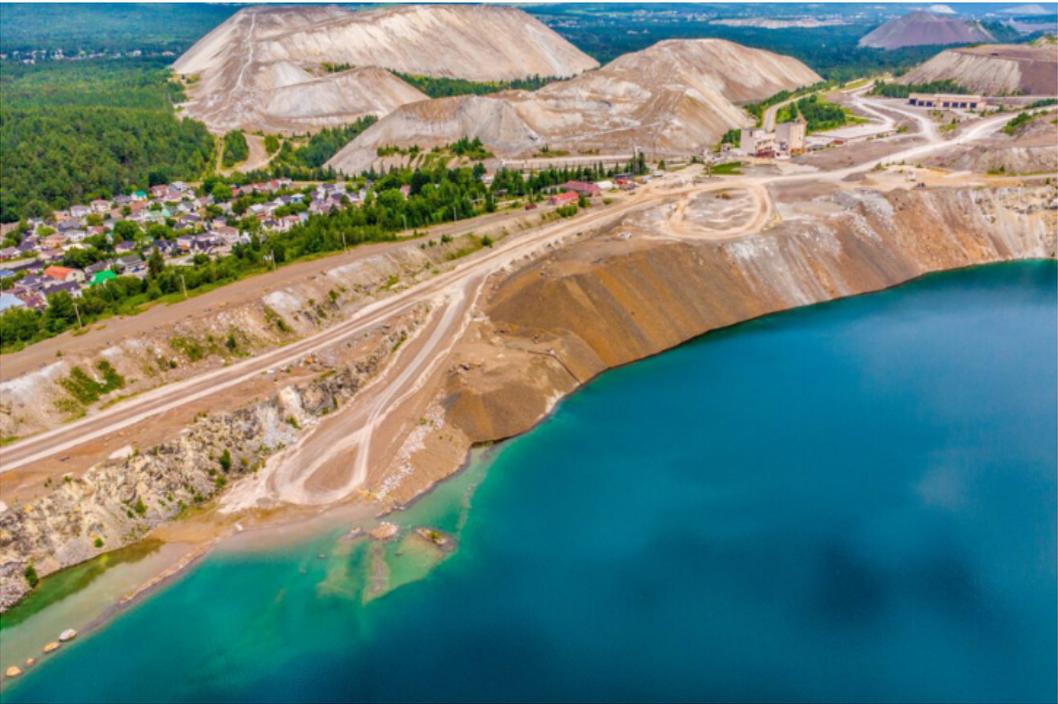
Key areas of focus



Pipelines □



Infrastructure □



Mining and Natural Resources □



Power and Utilities □



Data Centres □



Defence, Security and Aerospace □

Key Contacts



Sander Duncanson
Calgary Managing Partner, Calgary



Maureen Killoran, KC
National Co-Chair, Calgary, Vancouver



Craig Spurn
Partner, Corporate, Calgary



Alan Hutchison
Partner, Corporate, Vancouver



Michael Fekete
Partner, Technology, Toronto



Richard Wong
Partner, Commercial, Energy and Co-Chair, National Construction and Infrastructure Group, Toronto, Montréal



Chris Bennett
Partner, Financial Services, Toronto



Deirdre A. Sheehan
Partner, Regulatory, Indigenous and Environmental, Calgary



James R. Brown
Partner, Corporate, Toronto



Jacob A. Sadikman
Partner, Commercial, Toronto