



Carrie Fleming

Counsel

Toronto

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t. 416-601-7946

Bar Admission

Ontario 1996
England and Wales (currently not practising) 1999

Law School

University of Windsor

Carrie is counsel in our Infrastructure Group in Toronto. Over the last two decades, Carrie's practice has focused on large-scale infrastructure projects, including public-private partnerships (P3s), both in Canada and around the world. Before returning to Canada in 2012, Carrie worked for 14 years at a major international law firm in London, England, practising in their infrastructure and projects group.

Carrie has acted on projects across various asset classes, among them transportation (roads, light rail, bridges and ports), accommodation (healthcare, education and social housing), waste and wastewater, energy and mining, and defence sectors. Having advised both commercial sponsors, funders and procuring authorities on projects at all stages of the procurement process, Carrie's breadth of experience enables her to anticipate issues on large infrastructure projects and to structure solutions which address the different perspectives of multiple parties.

Select Experience

Canadian Infrastructure Projects

Representative projects include:

- Advising the successful proponent on a project for the design, construction, financing, maintenance and rehabilitation of a light rail transit system in Ontario
- Advising the successful proponent on a project for the design, build, financing and rehabilitation of a hydro-electric project in British Columbia
- Advising a university in Western Canada on procurement and construction matters
- Advising proponents on their bids in relation to a light rail transit project in Ontario, multiple healthcare projects in Ontario and British Columbia, an educational facility in British Columbia and a bridge project in Canada

International Projects

Representative projects include advising in relation to:

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- A project for the design, construction, financing and maintenance of aircraft for the UK's Royal Air Force
- A project for the design, construction, financing and maintenance of new rolling stock and related facilities in the UK
- A project for the development and integration of an automated ticketing system within a transit network in the UK
- Five different IT outsourcing projects with UK government authorities
- A project involving a new training facility for the UK armed forces
- A project involving the restructuring of an European renewables project, involving assets in three jurisdictions
- The restructuring of an European road project from a concession to a P3 structure

Speaking Engagements

Recent speaking engagements include:

- Moderator, "COVID-19: Looking Forward on Infrastructure Contracts", Women's Infrastructure Network (BC Chapter) Webinar, Vancouver, BC (September 2020)
- Presenter, "Introduction to Construction and Infrastructure Law" Webinar, CBA Construction and Infrastructure Law Section, Vancouver, BC (September 2019).
- Moderator, "Negotiating P3 Agreements and their Impact on Construction Contracts", CBA Construction and Infrastructure Law Conference, Halifax, NS (October 2018).
- Panel Member, "O&M: Building the Foundation" Session, 25th Annual CCPPP National Conference on Public-Private Partnerships, Toronto, ON (November 2017).
- Presenter, "Public-Private Partnership (P3) Contracts", Avoiding Common Errors in Construction Contracts, Pacific Business & Law Institute, Vancouver, BC (March 2017)

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- Panel Member, "Ethics Forum", Pacific Business & Law Institute, Vancouver, British Columbia, December 9, 2016.
- Panel Member, "Forging a P3 - Lessons from Canada", Bond Buyer's Transportation Finance/P3 Conference Panel Member, Denver, Colorado (November 2015)

Carrie received a BA from the University of Toronto in International Relations in 1991, her LLB from the University of Windsor in 1994, and was then called to the Ontario bar in 1996. She then received her LLM in International Trade and Competition Law from Osgoode Hall Law School in 1998. After moving to London (England) to work with an international law firm, Carrie became a solicitor in England and Wales in 1999 (but is currently not practising as an English solicitor). Carrie returned to Canada in 2012, and was then called to the bar in British Columbia. She is a member of the Canadian Bar Association, the Law Society of British Columbia and the Law Society of Ontario.

Recent Experience

- **Infrastructure Ontario and Niagara Health award contract for C\$3.6B South Niagara Hospital Project to EllisDon**
February 21, 2023
- **Infrastructure Ontario and Metrolinx select Scarborough Transit Connect as development phase contractor for Scarborough Subway extension**
November 30, 2022
- **Contract awarded for the C\$1.2B Thunder Bay Correctional Complex Project**
April 25, 2022
- **Infrastructure Ontario and Trillium Health Partners to redevelop Mississauga's Peter Gilgan Hospital**
April 20, 2022