

## FULVIO FRACASSI

Bar: QC 1991 | ON 1994

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At Delegatus since 2023



*My goal is to fully understand the legal issues, business context and overall strategic objectives of my clients in order to provide effective guidance in an increasingly complex regulatory environment.*

### Biography

Fulvio has over 30 years of experience as a lawyer and senior executive in commercial law, transportation law, labour law, regulatory affairs and governance. His unique experience as a former senior executive, administrator and legal counsel with the federal government enables him to support both public and private clients, from governmental organizations to large private corporations.

Fulvio supports his clients in the negotiation, drafting and review of a variety of commercial contracts, and assists them with their legislative and regulatory compliance. In addition, his extensive experience in labour relations enables him to assist his clients in the negotiation of collective agreements, the development of human resources management policies, and the management of grievances and disciplinary investigations. Fulvio also advises on all aspects of corporate governance, having served on boards of directors for many years and given his extensive experience in the management of a federal Crown corporation. In this role, he also managed and participated in the resolution of major disputes, a service he now offers his clients.

A motivated leader and strategist, Fulvio has a proven track record in delivering high-quality services. He possesses sound judgment, excellent interpersonal and communication skills, and an ability to maximize results.

### Areas of practice

- Commercial law
- Labour law and human resources
- Regulatory affairs
- Governance and ethics
- Mediation and arbitration
- Government relations

## In-house experience

For over 10 years, Fulvio was CEO of the Laurentian Pilotage Authority (LPA), where he led the strategic direction and planning, as well as the legislative mandate of Canada's largest marine pilotage authority, with annual revenues of over \$100 million. In this role, he oversaw 24/7 operations of the organization and played a key role in the negotiation and arbitration of major contracts and collective agreements. He also played a leading role in the drafting and presentation of submissions made in respect of legislative and regulatory reforms impacting the organization and the marine transportation system. In addition, Fulvio led the organization's governance modernization by updating policies, procedures, and by-laws and overseeing the establishment and maintenance of an enterprise-wide risk management system.

Fulvio previously worked as Director General with Transport Canada, where he led the strategic direction, management and oversight of the National Marine Security Program, including inspection services and compliance activities within the scope of the Marine Security Act and Regulations. He was also Director General at the Labour Program, a federal institution within the department of Employment and Social Development Canada (ESDC). In this capacity, he was responsible for the management and delivery of national programs in the areas of occupational health and safety, labour standards and employment equity coming under the responsibility of the minister of labour.

Fulvio also held legal counsel positions with the Department of Justice Canada for over 15 years providing advice in the areas of transportation law, labour law, international trade law and supervised litigation involving the federal government.

## Representative work

- Supervised and participated in the negotiation of multi-million dollar service contracts and high-stakes commercial arbitrations.
- Led the development and deployment of collective bargaining strategies, as well as overseeing grievance management and disciplinary investigations.
- Led a comprehensive corporate restructuring, updated governance and human resources practices, and implemented workforce engagement initiatives leading to the organization's ranking as one of Montreal's top employers.
- Directed the drafting and presentation of submissions to government bodies concerning legislative and regulatory reforms impacting the marine transportation system in Canada.
- Developed and implemented an engagement strategy to cultivate and establish excellent relationships and strategic alliances with stakeholders, including business partners, union representatives and government agencies, including at the Deputy Minister and Minister level.

## Education

- LL.M., Master of Administrative Law, Osgoode Hall Law School | 2018
- LL.B. and B.C.L., McGill University | 1990

## Professional affiliations

- Member of the Canadian Bar Association (CBA) Policy Committee | Since 2023
- Executive member, CBA's national Dispute Prevention and Resolution Committee | Since 2023
- Co-chair, National Pilotage Committee | 2021-2022
- Chairman, LPA Advisory Committee | 2016-2022
- Board of Directors, *Société de développement économique du Saint-Laurent* | 2013-2022

- Chairman, Commission d'indemnisation des marins marchands | 2007-2009
- Hazardous Materials Information Review Commission | 2007-2009