



## Proposal

# Strengthening Democratic Integrity - Addressing Harassment of Elected Officials and Optimizing Code of Conduct Processes in Nova Scotia Municipalities

Nova Scotia Federation of Municipalities

21FSP Advisory Inc.

February 24 2026



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**RE: Addressing Harassment of Elected Officials and Optimizing Code of Conduct Processes in Nova Scotia Municipalities**

Dear Evan,

In response to the Nova Scotia Federation of Municipalities' (NSFM) Request to Initiate Engagement for the project *Strengthening Democratic Integrity - Addressing Harassment of Elected Officials and Optimizing Code of Conduct Processes in Nova Scotia Municipalities*, [21FSP Advisory Inc.](#) (21FSP) is pleased to offer our consulting and advisory services to undertake this important project.

This initiative, led by the Nova Scotia Federation of Municipalities, is a response to two intersecting pressures:

1. Escalating harassment and threats against municipal elected officials, including death threats.
2. Misuse of the Code of Conduct complaint process for political or policy disputes, resulting in high investigative costs and administrative strain on municipalities.

The Province introduced interim amendments in October 2025 to pause public access to the Code of Conduct complaint process and tighten procedural rules. A broader review is scheduled for 2027.

We see this project as being about stabilizing the system now, identifying quick operational fixes, and preparing targeted legislative options for a 2026 window.

Leveraging the backgrounds of its co-founders and thoroughly responsive to unique and complex 21<sup>st</sup>-century issues and challenges, 21FSP specializes in systems analysis, policy and regulatory strategy development, and highly implementable evidence based and results driven response strategies. Our seasoned team brings deep experience to the resolution and amelioration of these complex challenges – with organizations, businesses, nonprofits, and municipal government.

Unwinding the company name – 21FSP – the '21' positions our focus dynamically in the 21<sup>st</sup> century and 'FSP' stands for *Future Scope Partners*.

At a time when we are all – personally and professionally managing *disruption*, in its work and in its leadership, 21FSP strives to be your *disruption simulator*. We achieve this by applying this lens to not only identifying potential disruption, but developing pathways to successfully surmount them, to develop alternative futures and come out better on the other side. In practical terms, this includes our proprietary approaches to data modelling, forecasting, and risk planning among other techniques.

The situation related to this project is highly disruptive, interfering with the democratic process, eroding confidence in our civic institutions and potentially negatively impacting public interest in offering their candidacy for these honourable offices.

The 21FSP team brings a unique range of skills and experience to this project. Building on our extensive experience in municipal planning and regulatory systems, we have accumulated a deep level of knowledge derived from our professional training, deep experience and decades of work in this space. We understand the public sector.

In the proposal that follows, we present the corporate profile of our company and a more detailed understanding of this project, including our interpretation of what the Nova Scotia Federation of Municipalities is seeking to achieve for both elected municipal officials, investigators, and the public.

We also present a detailed work plan; however, we have kept this in 'draft' form subject to potential adjustments and refinements that you may wish to make during the project initiation phase should we be the selected team. Our work plan has been mapped to the requirements outlined in the Project Brief.

As a measure of assurance, in this document, we will also provide an overview of key relevant previous assignments that our team members have successfully undertaken that are similar to this project, including contact information for three references.


We hereby declare our understanding and agreement with all terms, conditions, and provisions of the RFP. We can confirm that there are no conflicts of interest associated with our bid.

Thank you for the opportunity to offer our services for this *Strengthening Democratic Integrity* project. We are excited about the prospect of working with NSFAM on this important project. Should there be any questions on our proposal, please do not hesitate to call.

Sincerely,



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Date	Feb 24, 2026

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# 1 Introduction

In response to the Request to Initiate Engagement issued by the Nova Scotia Federation of Municipalities for the *Strengthening Democratic Integrity* project, 21FSP Advisory Inc. (21FSP) is pleased to offer our consulting and advisory services to undertake this important project.

## 1.1 Our Value Proposition

Our team brings a compelling value proposition to the completion of this project, grounded in senior public sector experience, rigorous policy analysis, and practical implementation design. Specifically, we offer:

- Deep experience in legislative and regulatory review, including the design, refinement, and modernization of governance frameworks
- Senior public sector leadership experience at the Deputy Minister level in Nova Scotia, bringing direct knowledge of provincial decision-making processes, legislative pathways, and implementation realities
- A multidisciplinary research team with doctoral-level expertise in legislative analysis, democratic governance, program evaluation, and systems design
- Proven experience designing triage frameworks, performance metrics, and oversight models that improve efficiency while maintaining procedural fairness
- Strong grounding in municipal governance across Nova Scotia, including work with rural, urban, and capacity-constrained municipalities
- Demonstrated ability to navigate politically sensitive and publicly charged issues while maintaining neutrality, credibility, and trust across stakeholder groups
- Expertise in developing practical, ready-to-implement tools, including model Terms of Reference, procurement clauses, decision trees, KPIs (animated with user friendly and highly visual dashboards), and structured intake processes
- A disciplined approach to balancing accountability with freedom of expression, ensuring that reforms strengthen democratic integrity rather than limit legitimate public engagement, and
- A track record of delivering structured options analyses and legislative-ready recommendations within defined political timelines.

We believe we offer the right combination of experience, judgment, technical capacity, and local knowledge to support NSFM in delivering a strategy that is practical, defensible, and aligned with the evolving municipal governance landscape in Nova Scotia.

## 2 Our Understanding

Elected officials in Nova Scotia face increasing harassment and threats. Under the current Code of Conduct (CoC) complaint process, there is evidence that improper complaints have been made for policy related matters - the process has at times been used as a tool to challenge elected officials for decisions that fall squarely within their democratic mandate, rather than for genuine conduct issues. Though interim measures have been put in place since October 2025, which has had some positive effect toward triage and defining the scope of complaints, the NSFM seeks a strategy containing phased implementation and quick wins, in anticipation of a full provincial review of the CoC framework in 2027.

Leading up to this point, there has been and continues to be growing concern that harassment is:

- Discouraging people from running for office
- Increasing burnout and turnover
- Creating safety risks at public meetings

- Undermining local decision-making

Unchecked, this becomes a recruitment and retention issue for municipal leadership.

At the same time, the complaint process has reportedly been used as a political weapon in some cases. Consequences include:

- Frivolous or vexatious complaints
- Duplicative investigations
- Rising legal and investigative costs
- Long resolution timelines

For smaller municipalities, this is material. One prolonged investigation can meaningfully strain local government budgets and contribute to conflicts that continue to be publicly litigated over an extended period of time, a factor that exacerbates the impact.

A full review of the CoC is planned for 2027. This will see a recalibration of the CoC intended to restore functional governance while preserving both accountability and freedom of expression. Toward that full review, this current project is intended to:

- Lower harassment and threats against municipal elected officials, but at the same time maintain proper avenues for the public to engage and dissent where appropriate
- Make the CoC process fairer, effective, and economical
- Provide municipalities and investigators with clarity and tools, and
- Elucidate possible targeted legislative options for 2026, which can help to inform the prospective 2027 provincial CoC review.

The current context is dynamic. We understand that there are distinct narratives circulating among stakeholders.

- Elected officials are expressing frustration with what they perceive as weaponized complaints and are seeking clearer intake thresholds, faster dismissals of vexatious issues and complaints, and stronger meeting safety protocols.
- Municipal administrators are primarily concerned with predictability, cost control, and standardized tools, particularly in rural and smaller jurisdictions where investigative expenses can have a material budget impact.
- Conversely, some civil liberties and public engagement voices are concerned that pausing public access to the complaint process may reduce accountability or have a chilling effect on public engagement and discourse. The distinction between harassment and legitimate political disagreement is therefore central to how this initiative will be perceived and communicated. The perception of fairness becomes a factor in its management and resolution.

“It was because of the administrative burden associated with the volume of complaints received and the fact that there were multiple complaints from the same subject... There were issues with confidentiality, there were financial impacts for our municipalities, so we put a pause on the ability for the public to put complaints in.”

*John Lohr, Municipal Affairs Minister on October 2025 changes to the province's municipal CoC. [Saltwire 2025](#)*

Under the current interim framework, the Code of Conduct continues to apply to municipal elected officials (including mayors and councillors) but public standing to initiate complaints has been paused. Complaints may presently be filed only by members of the same council against one another, third-party complaints are disallowed, and investigators are permitted to consolidate similar matters. In this sense, the Code remains operative, but the complaint intake scope has been temporarily narrowed while operational refinements are explored.

Our understanding is that the central strategic tension is maintaining public trust while addressing demonstrable harm.

The reforms must be framed and designed in a manner that reinforces democratic integrity rather than appearing to shield elected officials from appropriate scrutiny and accountability. Emphasis on procedural fairness, proportionality, transparency, standardized investigator terms of reference, early triage, and cost containment suggests that the primary objective is structural correction and system efficiency.

The success of this initiative will depend as much on its communication and implementation as on its technical design, particularly in distinguishing clearly between robust public debate, which remains essential in democratic processes, and harassment or threats, which cannot be permitted to become normalized within democratic institutions.

The focus of this work is finding targeted improvements and operational fixes. These must be practical and implementable changes that protect freedom of expression and the public's right to legitimate dissent while also ensuring accountability and fairness in complaint handling.

The process also needs to deliver efficiency and value for money for municipalities. This means creating mechanisms to consolidate related files, dismiss frivolous or vexatious complaints quickly without consuming significant resources, and cap or structure billable hours so that investigative costs are predictable and reasonable.

For instance, under the former CoC regulations, any resident can file a complaint with no triage process. The Municipality of Mulgrave (with a small population of about 660) was paying \$7,200+ per complaint, triggered by a single resident with a personal grievance. A triage process would help to rule out personal grievances and frivolous complaints and instead focus on genuine issues regarding conduct.

We understand that municipalities in Nova Scotia vary greatly in terms of rural/remote context, budgets, size, and capacity, and as such, this strategy must be usable and relevant for municipalities with small or limited staff capacity and budgetary constraints.

A jurisdictional scan of other Canadian provinces, and of select international examples, is a key component of this work that will help to inform NSFM's approach to handling both harassment toward elected officials but also justifiable complaint claims. For example, Ontario's model includes an independent Integrity Commissioner who has built-in triage power but maintains open public complaints (anyone can file), has explicit and codified dismissal criteria, structural independence and clear reporting chains, and provides annual public reporting. An in-depth jurisdictional scan expanded to other regions will serve as the key method for developing this project's Harassment Mitigation Toolkit and Complaint System Optimization Toolkit, which will feed into the final strategy and implementation roadmap, in addition to stakeholder engagement and baseline analysis.

### 3 Work Plan

21FSP has carefully crafted a comprehensive, multi-stage work plan for this project. Our methodology, to be further informed through discussions with the Project Lead during the project launch process, is tailored to meet the key requirements and deliverables.

As referenced earlier, we present this work plan in 'draft' form, subject to potential adjustments and refinements during the project launch meeting and an anticipated initial working session with the Project Lead and potential others, such as a NSFM Steering Committee (SC).

This study will result in the following eight deliverables:

1. Project Charter and Detailed Work Plan
2. Baseline and Insights Report
3. Harassment Mitigation Toolkit v1
4. Complaint System Optimization Toolkit v1

5. Options Paper and Quick Wins Plan
6. Engagement Summary and Validation
7. Legislative/Regulatory Options (if required)
8. Final Strategy and Implementation Roadmap

### 3.1 Detailed Work Plan

Our proposed detailed work plan includes the following:

#### Phase 1: Project Initiation & Detailed Work Plan

This is a project mobilization work step including the following elements:

- **Project Launch Meeting** – At the virtual project launch meeting, we will confirm the study objectives, deliverables, scope, work plan, and schedule. We will discuss the Project Lead’s key objectives and aspirations for this project. This work step offers an opportunity for document exchange, including any background research that may be available, and for the consultant team to learn more about the history of the project and NSF’s objectives and vision in advancing it. We will provide an agenda for the project launch meeting before the session.
- **Background Document Review** – In addition to documents sourced by our team in preparation of this response document, initial background document review will include analysis of any materials shared by NSF to ensure our team has in-depth awareness of all relevant documents and existing work relevant to this project.
- **Project Charter and Detailed Work Plan** – After reviewing the study objectives, deliverables, scope, work plan, and schedule with the Project Lead at the project launch meeting, 21FSP will incorporate refinements to the work plan arising from these discussions. These will subsequently be captured in a Project Charter. This Charter will clearly outline the agreed-upon study objectives, deliverables, scope, work plan, and schedule. The Charter will be submitted to the Project Lead for review and final approval. The Charter will be updated, if necessary, throughout the project to track and report updates and make any necessary course corrections.

*Deliverables: Project Charter and Detailed Work Plan*

#### Phase 2: Research

Given that the project originates from escalating harassment and safety concerns, mitigation strategy development will be treated as a primary workstream alongside complaint process optimization. Accordingly, phase 2 will focus on research, comprised of baseline and insights analysis and a jurisdictional scan to produce a Baseline and Insights Report, Harassment Mitigation Toolkit v1, and Complaint System Optimization Toolkit v1. Early in this phase, targeted key informant interviews will be conducted with a small cross-section of municipal leaders, investigators, and legal advisors to inform problem framing, pain point considerations in the existing approaches, and ensure that baseline assumptions reflect lived operational realities. These early inputs will shape the development of draft toolkits and prevent premature solution design.

An important element of the research process will include documenting leading and best practice models and their use of alternative complaint management processes including escalation pathways to ensure that the most cost-effective approach is always at the starting point.

- **Baseline and Insights analysis** – This research stage focuses on clearly defining the problem and establishing a metrics framework that supports ongoing monitoring and evidence-based decision-making. Work in this phase begins with compiling and analyzing available baseline data, using

November 2024 as a reference point, to create a grounded picture of current conditions and pressures across the system.

Baseline analysis will include measures such as the number and type of harassment and threat incidents, protective actions taken, and any related leave or turnover impacts. It will also examine complaint system activity and performance, including complaint volume by source, topic, and outcome; time to decision; cost per file; the proportion of complaints dismissed at intake; consolidation rates across related files; and investigator hours allocated by task type. The analysis will provide a structured view of workload, risk exposure, process efficiency, and resource use.

Data for this phase will be drawn from multiple sources, including municipal records and administrative datasets, investigator reports and billing records, information provided by municipal and sector associations, and netnography, including sentiment analysis related to the use of social media platforms. This multi-source, multi-channel approach is designed to improve reliability, fill gaps, and enable cross-checking of findings before metrics and benchmarks are finalized.

Where administrative datasets are incomplete, inconsistently recorded, or unavailable across municipalities, a structured sample-based and metric-aligned approach will be used to supplement baseline analysis. This will include targeted data extraction from a representative subset of municipalities and investigators, combined with structured interview instruments explicitly aligned to the proposed KPI framework. Interview protocols will incorporate standardized, range-based and frequency-based questions to generate comparable semi-quantitative inputs, such as estimated complaint volumes, dismissal rates, time-to-resolution bands, incident frequency ranges, and indicative cost distributions. Responses will be coded and aggregated to produce directional system-level estimates.

Sample-based findings will be clearly identified as indicative rather than census-based measures. Assumptions, limitations, and confidence considerations will be documented transparently. Triangulation across interviews, documentary evidence, billing records, and any available administrative data will be used to strengthen reliability and reduce bias. Where estimation is required, conservative assumptions will be applied to avoid overstating system pressures or projected efficiencies.

Building on this foundation, the project will develop a recommended set of key performance indicators for ongoing monitoring and reporting. This will include defining how each KPI should be calculated, what data inputs are required, minimum data standards for future collection, and appropriate reporting intervals to support management oversight and continuous improvement. Where current data maturity is limited, recommendations will include pragmatic improvements to incident logging, complaint categorization, and investigator reporting practices to support more robust monitoring over time.

- **Jurisdictional Scan of Canada and Comparable Democracies for Harassment Mitigation and Complaint Process Optimization** – This phase involves a structured and criteria-based jurisdictional scan across Canada and selected comparable democratic jurisdictions to identify effective, defensible, and transferable approaches to harassment mitigation and complaint system design. Comparator jurisdictions will be selected based on governance similarity, population scale, legal context, and public-facing political environments to ensure relevance and applicability to Nova Scotia municipalities.

The scan will examine how peer governments and oversight bodies manage harassment risks in public-facing governance settings, and how they design complaint intake, triage, investigation, and resolution processes to promote fairness, efficiency, proportionality, and cost control. Findings will be synthesized with an emphasis on operational transferability rather than theoretical models.

On the harassment mitigation topic, the scan will map common harm pathways, including online channels, in-person interactions, public meetings, and targeted campaigns such as doxxing. It will examine how jurisdictions classify and tier risk, define thresholds for escalation, and implement proportional response protocols. Operational controls reviewed will include meeting security practices, conduct and moderation rules, social media policies, incident documentation standards, escalation pathways, and coordination protocols with law enforcement and support services.

Particular attention will be given to establishing clear escalation triggers, incident logging standards, and scalable response models appropriate for municipalities of varying size and capacity. The objective is to identify practical safeguards that reduce exposure without restricting legitimate public participation.

The scan will also assess complaint system optimization practices, including intake screening models, jurisdictional tests, early dismissal frameworks for frivolous or vexatious matters, consolidation mechanisms, timeline standards, and decision-tree approaches that support consistent determinations. Investigator governance practices will be examined, including scope control, billing structures, conflict checks, disclosure standards, deliverable requirements, and mechanisms for cost containment and performance accountability.

Procurement approaches will be reviewed to identify effective RFP and RFQ structures, standardized *Terms of Reference*, fee controls, performance metrics, and reporting expectations when engaging third-party investigators. Findings will be translated into model instruments, process maps, and plain-language complainant guidance designed to improve transparency, reduce misuse, and enhance credibility and defensibility of complaint handling processes.

**Interim Quick Wins (Phase 2 Output)** – Where early analysis identifies measures that can be implemented immediately without legislative change or material stakeholder risk, interim guidance notes may be issued during Phase 2. These measures will be operational in nature and designed to improve clarity, safety, and process consistency while remaining subject to refinement through subsequent engagement and validation.

These may include:

- Standard meeting conduct and safety signage templates
- Intake jurisdiction screening checklist prototypes
- Draft model investigator *Terms of Reference* with stage caps
- Chairing scripts for managing disruptions
- Short public-facing FAQs clarifying appropriate complaint use

Interim tools will be clearly identified as provisional guidance and will not pre-empt stakeholder engagement, legislative consideration, or final strategy decisions. Issuing early operational supports, where appropriate, will demonstrate responsiveness and provide municipalities with practical near-term assistance while broader validation and refinement continue.

*Deliverables: Baseline and Insights Report; Harassment Mitigation Toolkit (Version 1 – Ready for Pilot Application and Refinement); Complaint System Optimization Toolkit (Version 1 – Ready for Pilot Application and Refinement)*

### Phase 3: Engagement

Phase 3 is centered on structured, targeted engagement to test, refine, and validate findings developed in Phase 2. Engagement in this phase will not be limited to validation of pre-developed tools. Sessions will be designed to test underlying assumptions, assess practical feasibility, surface unintended consequences, and identify operational constraints that may require material revision of Version 1 instruments prior to finalization. The objective is to ensure that recommended tools are proportionate, implementable, and defensible across municipalities of varying size and capacity.

Engagement will be carried out with the following stakeholder groups:

- Municipal leaders
- CAOs/clerks
- Elected officials (urban/rural, large/small)
- Staff associations
- Investigators
- Municipal associations
- Legal Counsel
- Unions/staff representatives
- Communications practitioners and selected public interest

The engagement process will be structured to support inclusive and balanced participation. This will include regional access considerations, virtual participation options, and accessibility supports where required, so that input is not limited by geography, municipal scale, or resource capacity.

A detailed Engagement Plan will be prepared and reviewed with the Project Lead prior to outreach. The Plan will outline engagement methods (targeted interviews and/or focused discussion sessions), a stakeholder register, sequencing and phasing, risk mitigation considerations, confidentiality and anonymity protocols, and structured discussion guides aligned to the project's key decision points.

All engagement sessions will be facilitated by two 21FSP team members to ensure both active facilitation and accurate documentation.

Following engagement, key themes, areas of consensus, areas of divergence, and recommended adjustments will be consolidated into an Engagement Summary and Validation document. This document will clearly identify where feedback has resulted in modification of draft instruments and where alternative views were considered but not adopted, with rationale.

Widespread public consultation is out of scope for this project, consistent with the project brief.

*Deliverables: Engagement Summary and Validation*

#### Phase 4: Options Analysis

Phase 4 will transform the research findings, jurisdictional scan, and stakeholder input into a structured, decision-oriented options analysis across policy, operational, contractual, training, and legislative levers.

All options will be assessed against procedural fairness standards, freedom of expression considerations, principles of proportionality, fiscal responsibility, and implementation feasibility. Screening and triage mechanisms will be explicitly designed to distinguish between harassment or bad-faith misuse of the system and legitimate political dissent or public accountability concerns.

The purpose of the options analysis is to move from diagnosis to structured decision support. It will present practical choices, trade-offs, and implementation pathways in a format that enables NSFM and municipal partners to make informed determinations about scope, sequencing, and resource implications. Each option will be evaluated using a consistent assessment framework examining anticipated impact, feasibility, cost implications, risk exposure, equity considerations, scalability across municipality size, and alignment with project principles.

An options matrix will organize potential interventions across operational, policy, contractual, training, and legislative categories. Options will be clearly described and differentiated between those that are immediately actionable under existing authority and those that require additional resourcing, policy direction, or statutory change.

The analysis will distinguish between near-term and longer-horizon actions.

- Quick wins achievable within zero to three months will be identified, alongside mid-term measures in the three-to-twelve-month range and pre-legislative or structural reforms extending beyond twelve months.
- Near-term measures may include publishing standard meeting conduct and safety house rules and signage templates, adopting a standardized intake checklist and jurisdictional screening tool, issuing a model investigator Terms of Reference with defined stage parameters and cost controls, providing chairing scripts for managing disruptions and escalation, and releasing concise public-facing guidance clarifying the appropriate use of the complaint process.

Where gaps require statutory or regulatory adjustment, recommendations will be targeted and problem-specific rather than broad structural redesign. Legislative or regulatory options will be framed with clear problem statements, defined policy intent, risk considerations, and implementation notes to support potential submission cycles prior to September 2026 and associated November 2026 timelines. Broader structural reform considerations more appropriately addressed within the scheduled 2027 review cycle will be documented separately in a structured annex.

*Deliverables: Options Paper and Quick Wins Plan; Legislative and Regulatory Options (if required)*

## Phase 5: Final Reporting

This phase translates the preferred options and selected tools into a sequenced, decision-ready implementation roadmap covering rollout through Summer 2026 and into 2027. The roadmap will outline key steps, timing, dependencies, responsible parties, and resource considerations to support coordinated and practical implementation across municipalities and sector partners. The intent is to enable consistent uptake and operationalization of the strategy while recognizing varying municipal size, capacity, and risk profiles.

Based on the recommended approach, implementation instruments will be finalized to support standardized yet adaptable application. These may include guidance documents, templates, triage protocols, investigator Terms of Reference, model procurement and contract clauses, communications materials, training outlines, and KPI frameworks. Materials will be designed for direct use and proportional adaptation by municipalities and related organizations.

The implementation roadmap will be accompanied by structured change-management supports. This will include:

- Municipal toolkits consisting of guidance documents
- Checklists
- Decision trees
- Templates to support consistent and defensible process application

Role-based training outlines will be prepared for key functions, including intake officers and clerks, meeting chairs and mayors, elected officials, investigators, and communications staff. Training content will focus on roles, procedural clarity, proportional response, compliance expectations, and public-facing communication practices.

A monitoring and evaluation framework will be established to support oversight, continuous improvement, and defensibility. Standardized reporting templates will be provided. The KPI structure will include:

- Harassment mitigation indicators, such as incident frequency, escalation rates, response timelines, safety plan utilization, and elected officials’ reported sense of safety
- Complaint process indicators, including intake dismissal rates, time to decision, cost per file, consolidation rates, investigator hours by stage, and compliance with Terms of Reference
- Adoption indicators tracking toolkit uptake, use of model investigator TORs, and training completion rates
- Perception measures assessing stakeholder views on clarity, fairness, and transparency, along with public communications reach and comprehension

Monitoring will also assess whether complaint screening practices are operating consistently and proportionately across municipalities, including periodic review of dismissal rationale patterns and, where appropriate, structured audit sampling to ensure alignment with procedural fairness standards.

A coordinated change-management plan will define communications timelines, rollout sequencing, governance responsibilities, and escalation pathways to support implementation consistency and sustained uptake.

*Deliverables:* Final Strategy and Implementation Roadmap

## 4 Timeline

In alignment with the Project Brief, we anticipate a start date of March 1, 2026. We will ensure all project work is completed by the end date of August 2026. A high-level schedule is provided in the figure below outlining timelines for each work phase:

SCHEDULE: NSF - Strengthening Democratic Integrity Project	Beginning	Ending	01-Mar-26	15-Mar-26	15-May-26	01-Jul-26	15-Aug-26	30-Aug-26
Phase 1: Project Initiation and Detailed Work Plan	01-Mar	15-Mar	█	█				█
Phase 2: Research	15-Mar	15-May		█	█			█
Phase 3: Engagement	15-May	01-Jul			█	█		█
Phase 4: Options Analysis	01-Jul	15-Aug				█	█	█
Phase 5: Final Reporting	15-Aug	30-Aug					█	█

## 5 Our Qualifications and Experience

### 5.1 About 21FSP

21FSP is an established company led by experienced and highly regarded principals and co-founders Ron L'Esperance, a former long-serving deputy minister, and Thomas McGuire, a nationally recognized economist.

Following the sale of their highly successful consultancy, Group ATN, principals and co-founders Ron and Tom incorporated 21FSP. Leveraging deep experience in consulting and senior leadership positions in government and the private sector, Ron and Tom noticed a gap in the marketplace. 21FSP has been created to fill that gap.

*Unwinding the company name – 21FSP – the '21' positions our focus dynamically in the 21<sup>st</sup> century and 'FSP' stands for Future Scope Partners.*

### 5.2 Collaboration is at the Core

At a time when we are all – personally and professionally -managing *disruption*, in its work and in its leadership, 21FSP strives to be your *disruption simulator*. We achieve this by applying this lens to not only identifying potential disruption, but developing pathways to successfully surmount them, to develop alternative futures and come out better on the other side. In practical terms, this includes our proprietary approaches to future state analysis, regulatory and legislative review, and policy development.

Thoroughly responsive to unique, evolving, and complex 21st-century issues and challenges, this is a company working at the intersection of inclusion and governance.

This methodology goes beyond solving problems to focus on *collaborative discovery* - helping design and animate new or alternative futures, while striving to stay ahead of the curve, fostering resiliency and enhancing sustainability.

Like the NSFM, we appreciate the importance of shaping a better future, of being true to our underlying values and are comfortable being at the leading edge of new and promising developments. 21FSP is focused on helping governments, organizations, and businesses identify and navigate pathways customized to their unique requirements in forging and shaping continued success in an increasingly complex environment.

### 5.3 Areas of Focus

Within a boutique firm, the principals bring deep experience working in many sectors, including municipal strategies throughout the Atlantic region.

21FSP is focused on helping governments, including municipalities and Indigenous governments, the private sector, social enterprises, non-government organizations (NGOs), industry and professional associations and communities address complex 21<sup>st</sup>-century challenges, including:

- Finding solutions to complex 21st Century challenges like housing while bringing data and evidence to support tailored policy development.
- Policy entrepreneurship in finding innovative solutions to perplexing challenges.
- Forging socio-economic development strategies taking the unique 21st-century challenges that governments, businesses and organizations are facing.

21FSP was founded on the premise that there is a gap in the market place of companies that, as a matter of course on all projects undertaken, include a *future casting lens*.

This is a unique offering we will bring to this project. In practical terms, it means considering the disruptive impact of many factors including housing challenges, climate management, the need to harden infrastructure, rapid technological change, demographic and accompanying workforce challenges - all elements *beyond business as usual*.

- Securing social license for sustainable developments, addressing food security, responding to disruption, climate change adaptation and workforce and labour market challenges.
- Socio-economic impact assessment and feasibility assessment.
- Managing technological change in an innovation ecosystem context.
- Effective governance, including entrepreneurship and strategic and operational planning.
- Providing strategic foresight in constructively influencing and navigating evolving policy and regulatory structures and frameworks.

## 5.4 Innovation and Data are Key Drivers

21FSP understands the value of having a strong *innovation quotient*, offering our clients predictability and security. That is why we have incorporated this start-up in a way to ensure the highest quality talent supply by enabling equity partners to join while, at the same time, also embracing succession planning to proactively eliminate a common challenge many companies face.

An equally important aspect of 21FSP's value proposition is its national network of *subject matter experts* nurtured and cultivated over dozens of collaborative projects. The 21FSP team can reach a diverse cadre of subcontractors and collaborators regionally, nationally, and internationally. When required, these collaborators bring specific domain and subject expertise to complex projects and a strong value proposition, augmenting 21FSP's leadership in fulfillment of a broad range of future-focused, complex issues supporting clients' forward pathways - always aligned with their objectives, values and people.

## 5.5 Our Commitment Statement

As knowledge partners, the fundamental values that 21FSP offers to our clients include:

- Creating a collaborative approach to solution finding.
- Optimizing intergenerational solution-finding to extract the wisdom of the ages.
- Helping our clients take charge of their respective futures through adaptive resiliency - strengthening productive capacity, resourcefulness, and creativity while dealing with disruption, uncertainty and changing circumstances.
- Building partnerships and consensus through dynamic engagement between proponents, governments, groups, organizations and supply chain partners; and
- Imbuing considerations related to equity, diversity, inclusion, and accessibility (EDIA) and forging reconciliation pathways in all the work we do.

## 5.6 Our Project Team

Our team is highly multidisciplinary, with deep experience across a range of municipal projects, governance and policy reviews, legislative analysis, and a rich understanding of the Nova Scotia context.



**Thomas McGuire, MA**  
Senior Economist and  
Principal-in-Charge



**Ron L'Esperance**  
Strategic Advisor (Policy  
Governance, and Change  
Management)



**Amy MacKenzie**  
Multi-Stakeholder  
Facilitation



**Joseph Burton, PhD**  
Research Lead

Team Member	Project Role and Bio
<p><b>Thomas McGuire, MA, BA</b></p>	<p><i>Project Role: Senior Economist and Principal-in-Charge</i></p> <p>Thomas McGuire, MA, Principal and Co-founder at 21FSP, has decades of expertise in socioeconomic impact analysis, economic development, feasibility assessments, economic modeling and forecasting, and community engagement.</p> <p>An economist by training, Tom has worked with a wide array of clients, including Indigenous communities and organizations, all levels of government, NGOs, and private sector organizations across Canada and internationally. His work focuses on a wide array of sectors and recently includes work in population and demographic forecasting, labour market supply/demand modeling, housing and social infrastructure, transportation, tourism, and renewable energy.</p> <p>Tom is recognized for his ability to lead complex projects that require a nuanced understanding of the subject, comprehensive economic modeling, qualitative analysis, and meaningful community engagement. His economic input-output modeling has been key to shaping a range of strategies in diverse sectors spanning sport tourism, event impact analysis, housing, transportation, construction, health, energy, and more.</p> <p>His work is guided by a commitment to fostering equitable, future-focused solutions to ensure that governments and organizations are resilient in the face of future disruption.</p>
<p><b>Ron L'Esperance, MA, BEd, BA</b></p>	<p><i>Project Role: Strategic Advisor (Policy Governance, and Change Management)</i></p> <p>A former deputy minister of multiple departments, business owner and serial entrepreneur, Ron, Co-founder and Principal at 21FSP, has over 30 years of senior-level experience in the public and private sectors.</p> <p>As a seasoned consultant, Ron specializes in social and economic strategy development, program review and analysis, strategic planning, governance</p>

	<p>and organizational effectiveness. Ron has worked extensively with Indigenous communities, organizations, and leadership on a broad range of projects regionally and nationally.</p> <p>Ron has deep experience in multiple sectors including renewable energy, climate change planning, transportation, emergency management, health, housing, education, fisheries, aquaculture, and large project development.</p> <p>Ron has built a successful consulting practice characterized by high-quality work, excellent advice, and the ability to address complex issues respectfully and inclusively while producing pragmatic, evidence-based recommendations.</p>
<p><b>Amy MacKenzie, PMP, MA, BA</b></p>	<p><i>Project Role: Multi-Stakeholder Facilitation</i></p> <p>Amy MacKenzie, PMP, M.A., Associate Partner, is an experienced strategy consultant who brings a unique combination of skills and a well-rounded portfolio of policy and socio-economic research to our projects.</p> <p>Amy’s passion is helping communities and organizations achieve their goals and increase effectiveness through community-focused research and strategic solutions. With expertise in policy, mixed-method research, and strategic analysis, Amy has led the development of many strategies, options analyses, policies, and studies for governments, non-profit organizations, and Indigenous communities with a focus on providing evidence-based solutions.</p> <p>In addition to “on-the-ground” work, Amy is passionate about finding systemic-level solutions to the challenges facing society in this time of disruption and has applied this interest to projects focused on the renewable energy transition, housing solutions, green transportation, improving accessibility of health care, inclusive economic development, among others. She is also a published author, award-winning researcher, former journalist, and a skilled writer.</p> <p>Trained in open space facilitation and a seasoned public speaker, Amy is also skilled at facilitating engagement sessions ranging from community town halls to small focus groups.</p>
<p><b>Joseph Burton, PhD, MPhil, BA</b></p>	<p><i>Project Role: Research Lead</i></p> <p>Joseph Burton, PhD, Senior Research Manager, is a researcher, and educator with expertise in the fields of history and sociological analysis, with emphasis on democratic governance, economic development, and the self-organization of working-class and historically marginalized communities. Joseph specializes in qualitative analysis and research and is adept at mining primary and secondary literatures to assess change over time and draw clear and impactful conclusions for diverse clients.</p> <p>As a trained labour historian, he also excels in the use of quantitative workforce modeling tools such as shift share and location quotient and in distilling actionable insights related to workforce and community readiness from large data sets.</p>

	<p>Beyond desktop and archival research, Joseph enjoys and excels in collaborative research tasks as an engagement facilitator. As a consultant and former sessional instructor in academia, Joseph has a deep experience navigating complex issues through productive dialogue.</p> <p>Through his project work he has engaged and learned from innovators in municipal politics, recreation, tourism, and economic development, as well as from Indigenous community members and leaders across Mi'kma'ki.</p>
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## 5.7 Featured Projects

Our team has deep experience in undertaking strategy planning for nonprofits in Atlantic Canada, as well as work for municipal clients, as demonstrated by the sample list of relevant projects below:

## 5.8 Client References

In addition to the featured projects above, we offer three client references for whom we've completed similar assignments on the proceeding pages.

- Analysis of Economic Benefits for Cape Breton Regional Municipality's Port-to-Port Development Plan
- Business and Riverfront Development Planning for River John
- Business and Waterfront Development Planning for Pictou Landing
- Business Case - Bathurst Regional Airport Expansion and Improvement Project
- Business Plan for the Operation and Expansion of a Wharf in Wallace
- Business Plan for the Port of Summerside, PEI
- Business Plan for the Proposed Margaree Airport
- East Coast Music Association – Strategic Plan
- Economic Assessment of Cape Breton Festivals and Events for Enterprise Cape Breton Corporation (ECBC)
- Economic Assessment of the Retirement Cape Breton Program
- Economic Impact and Growth Prospects of the Nova Scotia Wine Industry
- Economic Impact for the Mining Industry of Nova Scotia
- Economic Impact of Rural and Remote Optical Fibre and Broadband Connection in Newfoundland and Labrador
- Economic Impact of Saint-Pierre-et-Miquelon as a Seafood Trade Tête de Pont to the European Union
- Economic Impact of Sydney Harbour Dredging
- Economic Impact of the Tall Ships Festival (2000, 2004, 2007 and 2009)
- Feasibility Study of Industrial Park Development in Hants County
- Heart's Content - RV Park Feasibility Study
- Inland Terminal Options Study for the Halifax Regional Municipality
- Merigomish Schoolhouse Restoration and Re-development and Business Planning
- Municipal Fiscal and Economic Impact for St. John Inner Harbour Revitalization
- Municipal Fiscal and Economic Impact of the Port Williams Port Revitalization
- Municipal Fiscal Impact Study for Empire Company Limited
- Municipality of the District of Shelburne - Socio-Economic and Housing Development Strategy
- Nova Scotia Department of Emergency Planning – Value for Money Audit of the Nova Scotia Firefighters School
- Nova Scotia Department of Environment and Climate Change - ECC Environmental Assessment Guide Modernization
- Nova Scotia Department of Finance - Craft Beer Economic Impact Study

- Nova Scotia Department of Public Works - Economic Impact Study on the Maine-Nova Scotia Ferry Service
- Nova Scotia Department of Public Works – Trucking Association of Nova Scotia Review
- Nunatsiavut Government - Climate Strategy
- Nunatsiavut Government - Construction Strategic Plan
- Nunatsiavut Government - Torngat Mountains Base Camp RFP
- Parrsboro Wharf Development and Business Plan
- Port of Digby Wharf Development and Business Plan
- Port of Digby Wharf Operation Plan
- Port of Shelburne Wharf Development and Business Plan
- Rental Housing Providers of Nova Scotia – Strategic Plan
- Simply Blue - Economic Impact Input-Output Analysis for Municipal Renewable Energy Development
- Strategic Plan for the Yarmouth Airport
- Summerside - FDI Modelling
- Town of Lunenburg - Sustainable Cultural Tourism Plan
- Trucking Study for the Halifax Regional Municipality and the Port of Halifax
- Valley Regional Enterprise Network – PESTLE-R Analysis
- Valley Regional Enterprise Network - Tourism Infrastructure and Services Gaps Analysis



# Western Regional Enterprise Network Strategic Plan

21FSP was contracted to lead the renewal of the Western Regional Enterprise Network's 5-year Economic Development Strategy - 2025-2030.

Recently completed and entitled, *The Next Decade*, this plan will guide the organization into the future.

The Western region of Nova Scotia is undergoing rapid socio-economic shifts: changing demographics, evolving industry sectors, shifting global trade patterns, climate pressures, infrastructure demands, and community aspirations for sustainable prosperity. Western REN recognized that its previous strategic framework needed recalibration to remain relevant, resilient, and impactful in this dynamic environment.

This project included:

- Background research
- Case study analysis
- Industry trends analysis
- Broad stakeholder engagement including virtual live polling and interactive sessions with a range of industry and organizational stakeholders.
- Distilling the findings from research and engagement into new strategic priorities for the organization to work towards over the next five years.
- Production of a strategic plan document to socialize the path forward with the organization's stakeholders.

For this project we crafted a forward-looking, actionable, and regionally grounded economic development strategy that could unify stakeholders, mobilize investment, and guide Western REN's work into 2030.

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## Location

Yarmouth, Nova Scotia, Canada

## Client

The Western Regional Enterprise Network

## Years

2024-2025

## Contact

Angelique Leblanc

CEO

902-740-5099

aleblanc@westernren.ca

## 21FSP Team Members Involved:

Ron L'Esperance, Project Lead; Thomas McGuire, Strategic Advisor; Amy MacKenzie, Project Manager and Engagement; Joseph Burton, Research; Rebekah Hutten; Research and Report Design





# Nova Scotia Department of Emergency Management

## Nova Scotia Firefighter School Value for Money Audit

21FSP Advisory led a Value-for-Money Audit of the Nova Scotia Firefighter School for the Province of Nova Scotia's Department of Emergency Management and Department of Municipal Affairs. The audit was initiated in response to mounting concerns from Nova Scotia's firefighter community. The goal of the audit was to assess whether NSFS was delivering effective and accountable services consistent with stakeholder and public expectations, occupational safety requirements, and the evolving training needs of firefighters throughout Nova Scotia. It's focus was the examination of five key areas: governance and oversight, accountability, value for money, use of public funds, oversight of safety of staff and students.

The audit included a mixed methods approach including: development of a transparent review framework; document review of NSFS internal policies, Board meeting minutes, bylaws, safety practices, and other related policies, audits, any available planning or budgeting documents, program and enrolment data, and the historical documentation and reports of third party investigators arising from a 2019 fatality; a jurisdictional scan to examine how other jurisdictions are approaching firefighter training along with a benchmarking exercise; an extensive stakeholder outreach and engagement process through key informant interviews, focus groups and three online surveys; data mapping of retrospective and current financial performance; and in-depth review of training certification pathways and accreditation standards.

The review's findings informed the province's decision to remove its funding and connections to the school. The review is available to review online [here](#).

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### Location

Halifax, NS, Canada

### Client

Nova Scotia Department of Emergency Management

### Years

2025

### Contact

Jodene Dunleavy; Managing Director, Policy,  
Department of Emergency Management  
902-499-5632

[jodene.dunleavy@novascotia.ca](mailto:jodene.dunleavy@novascotia.ca)

### 21FSP Team Members Involved

Ron L'Esperance, Strategic Advisor | Amy MacKenzie, Project Manager | Tom McGuire, Lead Economist | Emma McGuire, Survey Analysis | Joseph Burton, Research | Rebekah Hutten, Research/Report Design

### Report Link

[Here](#)

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## Nova Scotia Firefighters School Value-for-Money Audit

Nova Scotia Department of Municipal Affairs and  
Department of Emergency Management

Final Report  
July 2025

21FSP  
ADVISORY INC.



## Nova Scotia Department of Education and Early Childhood Development

# Transitioning Nova Scotia to a Canada-Wide Childcare System

21FSP Principals were engaged by the Province of Nova Scotia to assess options and develop a transition strategy to move commercial child care operators toward a pan-Canadian, primarily non-profit child care system aligned with the \$10-per-day child care objective.

The work involved jurisdictional and best-practice research, sector and operator analysis, and the development of structured transition pathways for government consideration. The team evaluated multiple policy and funding approaches and translated findings into practical decision tools and operator-focused guidance materials.

Scope and deliverables included:

- Scenario-based analysis of alternative funding model options to inform framework development
- Research and comparative review of transition approaches and regulatory models
- Financial analysis of daycare expenses and revenues across the province to estimate the true cost of child care delivery
- Decision-support tools, including a transition decision map infographic
- Stakeholder communications materials and presentation decks for information sessions
- A concise operator-focused report outlining transition implications, timelines, and expected outcomes

The project equipped the department with evidence-based funding and transition scenarios, cost benchmarks, and clear communication tools to support policy decisions and sector engagement during the rollout of the Canada-wide child care framework.

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### Location

Halifax, NS, Canada

### Client

Nova Scotia Department of Education and Early Childhood Development

### Years

2021

### Contact

Anne-Marie Smith, Project Executive,  
Seniors and Long-Term Care  
902.220.6594  
[anne-marie.smith@novascotia.ca](mailto:anne-marie.smith@novascotia.ca)

### 21FSP Team Members Involved

Tom McGuire, Project Lead | Ron L'Esperance, Principal-in-Charge | Amy MacKenzie, Research Lead | Emma McGuire, Lead Analyst



## 6 Cost

Our total estimated cost for this project, including all fees and expenses, is **\$89,600**, excluding HST. A breakdown of our costs by work phase and days/hours is provided in the table below:

Phase	Consulting Days	Line Total (CAD)
Phase 1: Project Initiation & Charter	5	\$8,000
Phase 2: Research & Toolkit Development	20	\$32,000
Phase 3: Engagement & Validation	13	\$20,800
Phase 4: Options Analysis	11	\$17,600
Phase 5: Final Strategy & Roadmap	7	\$11,200
<b>Subtotal</b>	<b>56 Days</b>	<b>\$89,600</b>

### 6.1 Invoicing

We typically recommend a milestone-based invoicing structure to align payments with completion of defined deliverables. Based on the proposed work plan, we suggest the following schedule, subject to confirmation at project initiation:

- **Invoice 1 – 25% (\$22,500)** upon approval of the Project Charter and Detailed Work Plan (Phase 1 complete).
- **Invoice 2 – 30% (\$27,000)** upon delivery of the Baseline and Insights Report and Version 1 Toolkits (Phase 2 complete).
- **Invoice 3 – 25% (\$22,500)** upon submission of the Engagement Summary and Options Paper (Phases 3 and 4 complete).
- **Invoice 4 – 20% (\$18,000)** upon delivery of the Final Strategy and Implementation Roadmap (Phase 5 complete).

## 7 Concluding Statement

Our team is excited about this project. We love working in Nova Scotia and on the topic of strengthening municipal legislation. As noted throughout this document, our team brings a unique combination of skills and experience in multi-pronged strategy production and a portfolio of projects completed for nonprofits in the province.

Our team knows the municipal landscape in Nova Scotia well and has the right team and resources to undertake this project and exceed NSFMs expectations for this assignment. We appreciate the opportunity to submit a response to the Request to Initiate Engagement, and we look forward to your response.

## Appendix A: Team Resumes



## Principal and Co-Founder **Thomas McGuire, MA**

Thomas McGuire, MA, Principal and Co-founder at 21FSP, has decades of expertise in socioeconomic impact analysis, economic development, feasibility assessments, economic modeling and forecasting, and community engagement. An economist by training, Tom has worked with a wide array of clients, including Indigenous communities and organizations, all levels of government, NGOs, and private sector organizations across Canada and internationally. His work focuses on a wide array of sectors and recently includes work in population and demographic forecasting, labour market supply/demand modeling, housing and social infrastructure, transportation, tourism, and renewable energy. Tom is recognized for his ability to lead complex projects that require a nuanced understanding of the subject, comprehensive economic modeling, qualitative analysis, and meaningful community engagement. His economic input-output modeling has been key to shaping a range of strategies in diverse sectors spanning sport tourism, event impact analysis, housing, transportation, construction, health, energy, and more. His work is guided by a commitment to fostering equitable, future-focused solutions to ensure that governments and organizations are resilient in the face of future disruption.

## Project Areas

- Indigenous Community Development
- Strategic Planning
- Stakeholder Engagement
- Forecast Modelling
- Economic Analysis
- Population & Housing Models
- Data Analysis
- Feasibility Assessments

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Water Street, Halifax NS, B3J 3R7

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## Education

**Master of Arts, Economics**  
Dalhousie University

**Bachelor of Arts, Economics**  
Dalhousie University

# Project Lists

## Housing and Community Infrastructure

- Business case for a 195 unit Affordable Housing project for Urban Indigenous community members
- Business Case for 4-Plex Housing development for Urban Indigenous community members
- Business Case for Hostel for Urban Indigenous community members
- Funding Proposal for Affordable Housing Development for Indigenous Elders and Youth Exiting Care
- Business case, program development, and funding application for the Diamond Bailey Healing Centre for Indigenous men
- Business Case for an 8-unit transitional housing for Indigenous youth
- Project Manager for the Construction of an 8 Unit transitional home for Indigenous youth
- Business Plan for Wabanaki Two-Spirit Alliance Housing
- Mi'kmaw Native Friendship Centre New Building Project Management
- Mi'kmaw Native Friendship Centre Daycare & Transitional Housing Update
- Funding Application for Mi'kmaw Native Friendship Centre Marine House
- Population and Housing Modelling for Pabineau First Nation
- Pauktuutit Inuit Women of Canada Housing Research and Advocacy
- Assessment of the Impact of Manufactured Housing for the Atlantic Home Building and Renovation Construction Sector

## Modelling, Forecasting & Analytical Tools

- FDI Competitive Modelling – Summerside
- Dashboard Update – NSCSC-ICI
- Modelling for Sport Tourism Canada
- PESTLE-R – Valley REN
- Cashflow Model – Dept. of Public Works
- Nova Scotia Fire Services Mapping

## Economic & Socio-Economic Impact Analysis

- CETA Seafood Export Impact
- Aquaculture, Fisheries and Sea Level Rise Study
- Worker Mobility Economic Impact (ECBC)
- Cape Breton Festivals and Events Impact
- Broadband Impact NL
- Saint-Pierre-et-Miquelon Seafood Trade Impact
- Sydney Harbour Dredging Impact
- Airshow Atlantic Impact
- FISE World Series Impact
- Fort McMurray U14 Soccer Championships Impact
- Economic Impact of Golf in Canada
- Economic Impact of Golf in Cape Breton
- ITU World Triathlon Edmonton Impact
- Neptune Theatre Impact
- Retirement Cape Breton Program Assessment
- Nova Scotia Wine Industry Impact
- Alberta World Para Nordic Impact
- Arctic Surf Clam Fishery Impact
- Tall Ships Festival Impact (multi-year)
- Tour of Alberta & Velothon Impact
- U12 Pan Am Volleyball Cup Impact
- Maine–Nova Scotia Ferry Impact Study
- Winterstart Lake Louise Impact
- World Junior A Hockey Impact
- Major Projects Inventory Impact (ECBC)
- Miramichi Multiplex Impact
- Nunatsiavut Fisheries Economic Analysis
- Anaconda Gold Mine Impact
- Mining Industry of Nova Scotia Impact
- Louisburg Seafoods Impact
- World Tourism Institute Impact
- Association of Industry Sector Councils Impact
- Atlantic Surf Clam Fishery Impact
- COVE Ocean Ventures Impact + Business Case
- COWDNS Offshore Wind Economic Impact
- Net Zero Offshore Wind Socio-Economic Impact
- Nova Scotia Craft Beer Economic Impact
- Shelburne Socio-Economic & Housing Development Strategy
- Valley Regional Enterprise Network Tourism Infrastructure and Gaps Analysis

## Infrastructure, Ports, Airports & Waterfront Development

- Bathurst Airport Expansion Business Case
- Yarmouth Airport Strategic Plan
- Margaree Airport Business Plan
- Port of Summerside Business Plan
- Parrsboro Wharf Development & Business Plan
- Port of Digby Wharf Operations Plan
- Port of Digby Wharf Development Plan
- Port of Shelburne Wharf Development Plan
- Wallace Wharf Expansion Business Plan
- Port Williams Port Revitalization Impact Study
- St. John Inner Harbour Revitalization Impact
- Waterfront Development Corp Impact Study
- Pictou Landing Waterfront Development Planning
- River John Riverfront Development Planning
- Black Loyalist Heritage Society Feasibility + Business Plan
- International Hockey Heritage Centre Feasibility
- Merigomish Schoolhouse Redevelopment Plan
- Lennox Island Power Centre Feasibility
- Lennox Island Mobile Marine Service Unit
- Mary's Town Marine Industrial Park Business Plan
- Sheshatshiu Wharf & Marina Business Plan
- Sheshatshiu Commercial Lands Development Plan
- Sheshatshiu Park Lake Lodge Business Plan
- RV Park Feasibility – Heart's Content
- Industrial Park Feasibility – Hants County
- Gray Group Development Impact Study
- Empire Company Municipal Fiscal Impact Study
- ECL Residential & Commercial Development IO Impact

## Trade, Transportation & Logistics Systems

- Truckers Association of Nova Scotia Review
- Trucking Study – HRM & Port of Halifax
- Import/Export Volume Assessment – Halifax Gateway
- Containerization Trends – Transport Canada
- Inland Terminal Options – HRM
- Port-to-Port Development Economic Benefits
- Rail Distribution Service – Sofia (two related studies merged conceptually)
- Newfoundland Zone 9 Regional Economic Study
- Offshore Oil & Gas Corporate Competencies – GHP
- Sydney Tar Ponds Design Services Economic Benefits
- Nigeria Wind/Solar Life Cycle Cost Analysis

## Strategy, Organizational Review & Policy Advisory

- Strategic Plan - Lunenburg Academy Foundation
- Strategic Plan – Wabanaki Two-Spirit Alliance
- Strategic Plan – East Coast Music Association
- Strategic Plan – Western REN
- Strategic Plan – District of Yarmouth
- Strategic Plan – Rental Housing Providers of NS
- Sustainable Cultural Tourism Plan – Lunenburg
- Climate Change Strategy – Nunatsiavut Government
- Nunatsiavut Construction Strategic Plan
- Organizational Review – Mi'kmaw Native Friendship Centre
- Organizational Review – Under One Sky
- MPHEC Review
- NS Firefighters School Value-for-Money Audit
- National Building Code Review – NSFA
- Nunatsiavut Business Registry Policy Review
- Nunatsiavut PSSSP & Inuit Pathways Review
- Collaborative Advocacy Initiative – NB Universities & Colleges
- Beverage Program Analysis – Environment & Climate Change
- Pre/Post Natal Survey – MNFC
- Recreation Needs Assessments – Nain & Makkovik
- Adaptive Re-Use Studies – Hopedale + Grand Falls
- Culinary Tourism – Port Union
- Mount Pearl Centre Plan Impact Study
- Old Orchard Inn Funding Support
- MNFC Sackville Community Hub Business Plan
- Torngat Mountains Base Camp RFP Development



## Principal and Co-Founder **Ron L'Esperance, MA**

A former deputy minister of multiple departments, business owner and serial entrepreneur, Ron, Co-founder and Principal at 21FSP, has over 30 years of senior-level experience in the public and private sectors.

As a seasoned consultant, Ron specializes in social and economic strategy development, program review and analysis, strategic planning, governance and organizational effectiveness. Ron has worked extensively with Indigenous communities, organizations, and leadership on a broad range of projects regionally and nationally.

Ron has deep experience in multiple sectors including renewable energy, climate change planning, transportation, emergency management, health, housing, education, fisheries, aquaculture, and large project development.

Ron has built a successful consulting practice characterized by high-quality work, excellent advice, and the ability to address complex issues respectfully and inclusively while producing pragmatic, evidence-based recommendations.

## Project Areas

Business Planning  
Legislative, Policy, and Program Review  
Strategic Planning  
Policy Analysis  
Education  
Engagement Planning  
Feasibility Studies

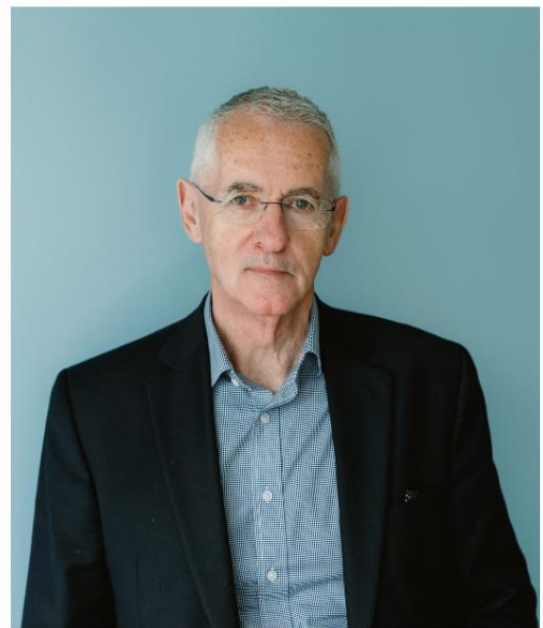
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## Education

**Master of Arts, Educational Administration**

Boston College and Saint Mary's University

**Bachelor of Education**

Saint Mary's University

**Bachelor of Arts**

Saint Mary's University

# Project Lists

## Economic and Socioeconomic Impact Studies

- CETA Seafood Export Impact — Atlantic Canada
- Aquaculture, Fisheries and Sea Level Rise Study
- Worker Mobility Economic Impact — ECBC
- Cape Breton Festivals and Events Impact — ECBC
- Retirement Cape Breton Program Economic Assessment
- Nova Scotia Wine Industry Impact & Growth Prospects
- Alberta World Cup Society — World Para Nordic Impact
- Airshow Atlantic Impact
- FISE World Series Impact
- Fort McMurray U14 Soccer Championships Impact
- Golf in Canada Impact
- Golf in Cape Breton Impact
- ITU World Triathlon Edmonton Impact
- Neptune Theatre Impact (deduplicated — listed once)
- Broadband Impact — Rural & Remote NL
- Saint-Pierre-et-Miquelon Seafood Trade Impact
- Sydney Harbour Dredging Impact
- Arctic Surf Clam Fishery Entry Impact — Kennedy Group
- Tall Ships Festival Impact (multi-year)
- Tour of Alberta & Velothon Impact
- U12 Pan Am Volleyball Impact
- Maine–Nova Scotia Ferry Impact Study
- Winterstart Lake Louise Impact
- World Junior A Hockey Impact
- Major Projects Inventory Impact — ECBC
- Miramichi Multiplex Impact
- Nunatsiavut Fisheries Economic Analysis
- Anaconda Gold Mine Impact
- Mining Industry of Nova Scotia Impact
- Louisburg Seafoods Impact
- World Tourism Institute Impact
- Association of Industry Sector Councils Impact
- Atlantic Surf Clam Fishery Impact
- Offshore Wind Economic Impact
- Offshore Wind Socio-Economic Impact
- Economic Impact — Waterfront Development Corporation
- Economic Impact — Simply Blue IO

- Economic Impact — Proposed Residential & Commercial Development (ECL)
- Manufactured Housing Sector Impact — Atlantic Home Building Sector
- Mount Pearl Centre Plan Impact
- Nova Scotia Seafood Alliance Landscape & Innovation Scan

## Business Plans and Feasibility Assessments

- Bathurst Regional Airport Expansion Business Case
- Margaree Airport Business Plan
- Port of Summerside Business Plan
- Hants County Industrial Park Feasibility
- Merigomish Schoolhouse Redevelopment & Business Planning
- Pictou Landing Waterfront Development Planning
- River John Riverfront Development Planning
- Black Loyalist Heritage Society — Feasibility Study
- Black Loyalist Heritage Society — Business Plan
- International Hockey Heritage Centre Feasibility
- Parrsboro Wharf Development & Business Plan
- Port of Digby Wharf Operations Plan
- Port of Digby Wharf Development Plan
- Port of Shelburne Wharf Development Plan
- Wallace Wharf Expansion Business Plan
- Lennox Island Power Centre Feasibility
- Lennox Island Mobile Marine Service Unit
- Bear River First Nation Ocean Health Initiative
- We'koqma'q First Nation Aquaculture Investment
- Mary's Town Marine Industrial Park Business Plan
- Sheshatshiu Wharf & Marina Business Plan
- Sheshatshiu Commercial Lands Business Plan
- Sheshatshiu Park Lake Lodge Business Plan
- Membertou First Nation RMO Service Expansion Business Plan
- Old Orchard Inn Funding Support

# Project Lists

## Infrastructure and Asset Development Studies

- Yarmouth Airport Strategic Plan
- Unmanned Vehicle Research Park Evaluation — ACADA
- Gray Group Development Impact Study
- Empire Company Municipal Fiscal Impact Study
- Association of Atlantic Universities Infrastructure Impact
- Port Williams Port Revitalization Fiscal Impact
- St. John Inner Harbour Revitalization Impact
- Sustainable Sea Products — Regenerative Aquaculture
- Climate Change Environmental Assessment Guide Modernization
- NS Firefighters School Value-for-Money Audit
- Nova Scotia Fire Services Mapping
- HRM Commercial Retrofit Strategy

## Trade, Transportation, and Logistics Studies

- Offshore Oil & Gas Corporate Competencies — GHP
- Nigeria Wind/Solar Life Cycle Cost Analysis
- Sydney Tar Ponds Engineering Contract Benefits
- Port-to-Port Development Plan Economic Benefits — CBRM
- Rail Distribution Service — Sofia, Bulgaria
- Newfoundland Zone 9 Regional Economic Study
- Trucking Study — HRM & Port of Halifax
- Import/Export Volume Assessment — Halifax Gateway
- Containerization Trends — Transport Canada
- Inland Terminal Options — HRM
- Scotia Port National Trade Corridors Fund Application
- Wagmatcook A&L Seafoods Acquisition
- Pictou Landing Vessel Acquisition
- CSL Aquaculture License Support

## Strategic Planning

- Socio-Economic & Housing Development Strategy — Shelburne
- Western REN Strategic Plan
- District of Yarmouth Strategic Plan
- Rental Housing Providers of NS Strategic Plan
- AISC Strategic Plan
- Confederacy of Mainland Mi'kmaq Strategic Plan Roll-Out
- Collaborative Advocacy Initiative — NB Universities & Colleges
- Pauktuutit Housing Research & Advocacy Strategy

## Policy, Program Review, and Regulatory Analysis

- Nunatsiavut Business Registry Policy & Procedures Review
- Nunatsiavut PSSSP & Inuit Pathways Program Review
- Insurance Bureau of Canada Automotive Insurance Review
- NS Therapeutic Recreation Association Title Protection
- Truckers Association of Nova Scotia Review

## Organizational, Governance, and Capacity Support

- Mi'kmaw Native Friendship Centre Organizational Review
- Confederacy of Mainland Mi'kmaq Operations Manual
- Confederacy of Mainland Mi'kmaq FMB Certification
- Maritime Provinces Higher Education Commission Review
- NS Therapeutic Recreation Association Branding Roadmap



Associate Partner

## Amy MacKenzie, MA, PMP

Amy MacKenzie, PMP, M.A., Associate Partner, is an experienced strategy consultant who brings a unique combination of skills and a well-rounded portfolio of policy and socio-economic research to our projects. Amy's passion is helping communities and organizations achieve their goals and increase effectiveness through community-focused research and strategic solutions. With expertise in policy, mixed-method research, and strategic analysis, Amy has led the development of many strategies, options analyses, policies, and studies for governments, non-profit organizations, and Indigenous communities with a focus on providing evidence-based solutions. In addition to "on-the-ground" work, Amy is passionate about finding systemic-level solutions to the challenges facing society in this time of disruption and has applied this interest to projects focused on the renewable energy transition, housing solutions, green transportation, improving accessibility of health care, inclusive economic development, among others. She is also a published author, award-winning researcher, former journalist, and a skilled writer. Trained in open space facilitation and a seasoned public speaker, Amy is also skilled at facilitating engagement sessions ranging from community town halls to small focus groups.

## Project Areas

- Project Management
- Strategy Development
- Evaluation and Monitoring
- Facilitation of Community & Stakeholder Engagement
- Data Analysis and Visualization
- Literature Reviews
- Case Studies
- Organizational Review

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## Education

**Master of Arts, Political Science**  
Dalhousie University

**Bachelor of Arts, Journalism & Political Science (Honours)**  
St. Thomas University

**Project Management Certificate (in progress)**  
University of British Columbia

# Project Lists

## Strategy and Action Plan Development

- Wabanaki Two-Spirit Alliance Strategic Plan (2024–2025) — Project Lead
- Climate Change Strategy — Nunatsiavut Government (2025) — Reporting Support
- National Advocacy Strategy & Five-Year Action Plan — Pauktuutit (2024–Present) — Project Co-Lead
- Strategic Plan — East Coast Music Association (2025) — Project Lead
- Strategic Plan — Municipality of the District of Yarmouth (2025) — Project Manager
- Economic Development Strategy — Western REN (2025) — Research & Engagement Lead
- Sustainable Cultural Tourism Plan — Town of Lunenburg (2025) — Project Manager
- Construction Strategic Plan — Nunatsiavut Government (2023–2025) — Project Manager
- Mi'kmaw Language Revitalization Strategy — Nova Scotia (2023–2024) — Project Lead
- Fisheries Museum & Bluenose II Strategic Plan — Lunenburg Marine Museum Society (2023) — Project Lead
- Collaborative Protected Areas Strategy Engagement — Nova Scotia — Project Lead
- Nunatsiavut Government Economic Development Strategy (2023–2026) — Project Manager
- Confederacy of Mainland Mi'kmaq Strategic Plan (2023) — Research & Engagement Lead
- Craft Cider Association of Ontario Strategic Plan (2023) — Project Co-Lead
- Mi'kmaw Native Friendship Centre Cultural Tourism Strategy (2023) — Project Co-Lead
- Charlottetown Strategic Plan (2022) — Research & Engagement Design
- Treaty Education Nova Scotia Strategic Plan (2022) — Research Lead
- Millbrook First Nation Strategic Plan (2022) — Research Lead
- Upper Hammond Plains Community Land Trust Strategy (2022) — Research Lead
- Indigenous Health Action & Reconciliation Plan — IWK Health (2021–2023) — Research Phase Lead
- Association of Health Sciences Museums & Archives of NS Strategic Plan (2022) — Project Lead
- Inclusive Economic Growth Strategy — Bridgewater (2022) — Engagement & Research Lead
- Strategic Plan — Municipality of District of Yarmouth (2021) — Research & Engagement Lead

- Cape Breton Economic & Population Growth Strategy (2020) — Research & Engagement Lead
- Halifax Tourism Master Plan (2020) — Engagement Support
- Strait of Canso FDI Strategy (2020) — Research Lead
- Tourism Gateway Strategy — Village of Caledonia (2020) — Research Lead
- Indigenous Engagement Strategy — Renewed Redfish Harvest (2019) — Research Lead

## Policy, Governance, and Options Analyses

- NS Firefighters School Value for Money Audit (2025) — Project Manager
- Future State Analysis — NS Universal Mental Health & Addictions Care (2023) — Project Manager
- Indigenous Governance Structures for Economic Development — APC (2023) — Project Manager
- Childcare System Policy Options Analysis — Government of NS (2021–2022) — Research & Engagement Lead
- NS Universal Mental Health & Addictions Care — Sensemaking & Engagement (2022) — Mental Health Lead
- Health Priorities Recommendations — APC Chiefs (2022) — Principal Author
- Tri-County Regional Planning Governance Options (2022) — Research Lead
- Policies & Programming Plan — Diamond Bailey Healing Centre (2022) — Project Co-Lead
- Millbrook First Nation Personnel Policies Update (2022) — Policy Development Lead
- Policy Review — Ulnooweg Development Group (2021) — Project Co-Lead
- Inuit Business Registry Policy Review — Nunatsiavut (2020–2021) — Research & Engagement Lead
- Intermunicipal Cost-Sharing Options Analysis (2021) — Research Lead

## Modelling and Forecasting

- Housing & Population Projections — We'koqma'q First Nation

## Economic and Socioeconomic Impact Analysis

- Socio-Economic Impact of Offshore Wind in Nova Scotia — Net Zero Atlantic (2025–2026) — Project Manager
- Economic Impact — Downtown St. John's Secondary Plan (2024) — Project Manager
- Economic Impact — Offshore Wind Nova Scotia (2024) — Research & Engagement Lead
- Socio-Economic Impact — Listuguj Fisheries (2023) — Research Lead
- Economic Impact — Mineral Sector Nova Scotia (2022)
- Impact — Urban Indigenous Programming MNFC (2020–2022)
- Immigration Program Impact — Forum of Ministers (2021)
- Pictou County Revitalization Options Impact — ACOA / NS Lands (2021) — Co-Lead
- Socio-Economic Impact — Indigenous Healing Retreat (2020)

## Training, Funding, and Capacity Building

- Marine House Housing Funding Application Support (2024)
- Long-Term Federal Funding Navigation — CMM (2024)
- Scotia Port National Trade Corridors Fund Application (2023–2024)
- Operations Manual — Lennox Island Fisheries (2023)
- Affordable Housing Funding — Elders & Youth Exiting Care (2023)
- ScotiaPort Inland Terminal Funding Application (2022)
- Transitional Housing & Daycare Federal Funding (2022)
- MNFC Contingency Plan & Manual (2021)
- Membertou Family Homes Law Manual & Training (2021)
- COVID Relief Funding Navigation — Indigenous Businesses (2021)
- Mi'kmaw Kina'matnewey Operational Planning Training (2020)
- NAIG Procurement & Partnership Training (2020)

## Relevant Experience

### Certificates and Professional Affiliations

- Project Management Professional (PMP) - Project Management Institute (Certification Date: April 30, 2025)
- Lean Six Sigma YB Certification, Six Sigma Global Institute (2024)
- Lean Six Sigma GB Certification, Six Sigma Global Institute (2024)
- Project Management Institute - Nova Scotia Chapter Member (2023 - present)
- Canadian Evaluation Society - Nova Scotia Chapter Member (2023-present)
- Open Space Facilitation Training - Engage NS (2019)

## Consulting and Research Work

- Senior Director of Operations and Insights, ATN Strategies (July 2023-July 2024)
- Senior Consultant and Project Manager, Group ATN Consulting Inc. (March 2022-July 2023)
- Associate Consultant, Group ATN Consulting Inc. (Jan 2021-March 2022)
- Research Associate, Group ATN Consulting Inc. (Oct 2019-Jan 2021)
- Research Assistant, Centre for the Study of Defence and Security (May 2019-Dec 2019).
- Prospective Student Engagement, Market Research, and Strategic Planning, St. Thomas University (Sep 2013-Dec 2018).
- Journalist, TC Media, (Aug 2012- Aug 2013)
- Journalist, Telegraph Journal, (April 2012 - Aug 2012)

## Publications

- 2022. Kim J. and MacKenzie A. "Beyond Numbers, Beyond GDP: Bhutan's Journey Towards Gross National Happiness" Towards Sustainable Wellbeing: Moving Beyond GDP in Canada and the World. Toronto: University of Toronto Press.
- 2019. MacKenzie, A. "Missing in Europe: A Critical Analysis of the European Union's Policies Regarding Unaccompanied Minors." Dalhousie University.
- 2017. MacKenzie, A. "Canada in Afghanistan: A Test of the Loss Aversion Theory of Foreign Policy Change." St. Thomas University.
- 2012-2013. 200+ Saltwire Media (Formerly TC Media) Articles
- 2012 100+ Articles in Telegraph Journal

## Select Research Awards

- Doris Boyle Political Science Prize (2019) – Dalhousie University
- Jean Monnet European Union Graduate Research Prize (2019) – Jean Monnet European Union Centre for Excellence
- Winfield Poole Prize in Political Science - St. Thomas University (2017)
- 5 Minute Thesis Competition First Place Prize, International Relations Category - Women in International Security National Conference (2019)



## Senior Research Manager

# Joseph Burton, PhD

Joseph Burton, PhD, Senior Research Manager, is a researcher, and educator with expertise in the fields of history and sociological analysis, with emphasis on democratic governance, economic development, and the self-organization of working-class and historically marginalized communities. Joseph specializes in qualitative analysis and research and is adept at mining primary and secondary literatures to assess change over time and draw clear and impactful conclusions for diverse clients. As a trained labour historian, he also excels in the use of quantitative workforce modeling tools such as shift share and location quotient and in distilling actionable insights related to workforce and community readiness from large data sets. Beyond desktop and archival research, Joseph enjoys and excels in collaborative research tasks as an engagement facilitator. As a consultant and former sessional instructor in academia, Joseph has a deep experience navigating complex issues through productive dialogue. Through his project work he has engaged and learned from innovators in municipal politics, recreation, tourism, and economic development, as well as from Indigenous community members and leaders across Mi'kma'ki.

## Project Areas

- Qualitative Analysis
- Literature Review
- Facilitation of Community & Stakeholder Engagement
- Data Analysis and Visualization
- Jurisdictional Scans
- Strategic Analysis
- Workforce and Industry Modelling

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## Education

**Doctor of Philosophy in History**  
Simon Fraser University

**Master of Philosophy in Political  
History - Sociology**  
University of Cambridge

**Bachelor of Arts in History (Honours)**  
University of New Brunswick

# Project Lists

## Sector and Economic Profiling

- COWDNS Economic Impact of Offshore Wind in Nova Scotia (2024) - Research and Data Analytics
- Lunenburg Sustainable Cultural Tourism (2024)
- NSCSC-ICI Dashboard Update (2024) - Research and Data Analytics
- Nova Scotia Federation of Agriculture, National Building Code Review (2024) - Data Analytics
- Pictou County Partnership FDI Strategy (2024) - Research Lead
- Future Network of Forest Stewards (2024) - Research Lead and Engagement Support
- Oceans Technology Investment Attract Research (2024) - Research Lead and Engagement Support
- Newfoundland and Labrador Accommodation Needs Assessment (2024) - Research Support
- Truro Colchester Sector Opportunity Analysis (2023) - Research Lead
- New Brunswick Accommodation Study (2023) - Research Support
- Nova Scotia Tourism Accommodation Study (2023) - Research Support

## Stakeholder and Public Engagement

- Provincial and Territorial Supports for Indigenous Tourism (2024) - Research and Engagement Co-lead
- Mi'kmaw Language Revitalization Strategy for Nova Scotia (2023-2024) - Engagement Support
- Dominion Beach Provincial Park Community Engagement (2023) - Engagement Support

## Strategic Planning

- Rental Housing Providers of Nova Scotia Strategic Plan (2025-2026) - Research and Data Analytics
- Pauktuutit Inuit Women of Canada Housing and Shelter Advocacy Strategy (2024-2026) - Research Manager
- East Coast Music Association Strategic Plan (2025) - Research Lead
- Nunatsiavut Government Construction Sector Strategy (2023-2024) - Research and Data Modelling

## Policy, Development, and Options Analyses

- Cashflow Model - Nova Scotia Department of Public Works (2025)
- Lennox Island First Nation Power Centre Feasibility Study (2024-2025) - Data Analysis
- Guysborough Community Readiness Program (2024) - Research Lead
- Western Regional Enterprise Network Population Growth Study (2024) - Research Lead and Engagement Support
- Mi'kmaw Native Friendship Centre Organizational Review (2024) - Data Analysis
- Needs Assessment and Planning to Support Recreation and Active Living for the YMCA of Southwest Nova Scotia (2023) - Research Lead and Engagement Support
- Serious and Violent Crimes Framework (2023) - Research Support

## Economic and Social Impact Analysis

- Net Zero Atlantic Socio-Economic Impact of Offshore Wind Development (2025-2026) - Research Lead
- Craft Beer Economic Impact Study (2025) - Data Analytics
- Economic Impact Assessment of Offshore Wind (2024) - Research and Data Analytics
- Economic Impact of Downtown St. John's Secondary Plan (2024) - Research and Data Analytics
- Department of Planning and Infrastructure, Province of Nova Scotia, Economic Impact Study on the Maine-Nova Scotia Ferry (2023-2024) - Research Support

## Business Plans and Needs Assessments

- Department of Environment and Climate Change Beverage Program Analysis (2025) - Research and Data Analytics
- New Brunswick Public Universities and Colleges Collaborative Advocacy Initiative (2025) - Research and Data Analytics
- Council of Atlantic Ministers of Education and Training (CAMET), Maritime Provinces Higher Education Commission (MPHEC) Review (2024) - Research and Analysis

# Relevant Experience

## Publications

- “Beyond the Nine Hour Movement: Katie McVicar and the Knights of Labor,” Defining Moments Canada: All for 9, definingmomentscanada.ca (September 2023)
- “Joining a Movement: Frederick W. Thompson and the Life of an Organizer.” Defining Moments Canada: All for 9, (May 2023)
- Review of Smelter Wars: A Rebellious Red Trade Union Fights for Its Life in Wartime Western Canada by Ron Verzuh. Canadian Historical Review 104(1), 160-162 (March 2023)
- “The Fight for Nine Hours in Halifax, Nova Scotia.” Defining Moments Canada: All for 9 (February, 2023)
- “The Boundaries of Class in History and Society.” Defining Moments Canada: All for 9 (November, 2022)
- Review of Left Transnationalism: The Communist International and the National, Colonial, and Racial Questions edited by Oleksa Drachewych and Ian McKay and: Not for King or Country: Edward Cecil-Smith, the Communist Party of Canada, and the Spanish Civil War by Tyler Wentzell. Canadian Historical Review 102 (1), 181-185 (March 2021)
- Review of One Job Town: Work, Belonging, and Betrayal in Northern Ontario by Steven High. Canadian Historical Review 100(2), 308-310 (June 2019)
- Review of The Vimy Trap: Or, How We Stopped Worrying and Learned to Love the Great War by Ian McKay and Jamie Swift. Canadian Historical Review 98(2), 405-407 (June 2017)

## Select Research Awards

- Social Sciences and Humanities Research Council Doctoral Fellowship (2019-2022)
- Douglas Gold Medal (2015) - University of New Brunswick

## Consulting and Research Work

- Research Analyst - ATN Strategies (September 2023 - September 2024)
- Collaborating Historian - Defining Moments Canada (June 2022 - August 2023)
- Research Assistant - Simon Fraser University, Department of History (September 2020 - May 2021)