

## PROJECTS

### GOVERNMENT DIGITAL TRANSFORMATION PROJECTS

#### 1 - First Nations Consultation System | Yukon Government

**Duration:** June 2020 – Present | **Role:** Lead Consultant, Business Analyst, Project Manager

##### Client Profile

*Yukon Territorial Government serving 22 First Nations groups across the territory.*

##### The Challenge

The government faced a critical consultation coordination problem. Each of the government's departments conducted First Nations consultation independently using disparate methods—email, phone calls, and paper records. This fragmented approach created:

- **Duplicative Engagement:** Multiple departments consulting the same First Nations groups on overlapping issues, creating consultation fatigue
- **Resource Exhaustion:** First Nations groups overwhelmed by redundant requests from different government departments
- **No Single Source of Truth:** Zero visibility into ongoing consultation projects across government
- **Compliance Risk:** No standardized process to demonstrate meaningful consultation obligations were met.

##### Approach

Leveraging CISSP-certified security expertise and government systems experience, I led the design and implementation of a comprehensive consultation management platform:

##### *Technology Architecture:*

- AMANDA government licensing and permitting system (low-code platform)
- GIS integration with Yukon Government corporate spatial warehouse for land-based consultation mapping
- Microsoft Entra ID (Azure AD) integration for secure government authentication
- Auth0 integration for First Nations external user access
- SharePoint integration for document collaboration.

##### Key Features Delivered

- **Collaboration Portal:** Secure external portal enabling First Nations to view, comment, and provide feedback on consultation projects

- Records Management System: Centralized repository for all consultation documentation, correspondence, and agreements
- GIS Integration: Visual mapping of consultation areas enabling spatial analysis and overlap identification
- Automated Reporting: PowerBI dashboards and automated email templates reducing administrative burden
- Cross-Department Visibility: Real-time visibility into all active consultations across government departments.

### **Results & Impact**

- Reduced Consultation Fatigue: Eliminated duplicate engagement by enabling departments to coordinate consultations
- Improved Transparency: First Nations groups gained self-service access to consultation status and documentation
- Enhanced Compliance: Created auditable trail of consultation activities meeting legal obligations
- Operational Efficiency: Reduced administrative time through automated reporting and standardized processes
- Strengthened Relationships: More respectful engagement model improving government-First Nations relationships.

## GOVERNMENT DIGITAL TRANSFORMATION PROJECTS, CONT'D...

### 2 - Immigration Management System Modernization | Yukon Government

**Duration:** June 2020 - August 2024 | **Role:** Business Analyst, Project Manager, QA Lead, RFP Manager

#### Client Profile

*Yukon Territorial Government Immigration Program processing 450 applications annually for the Yukon Nominee Program.*

#### The Challenge

The Immigration program operated on a critically unstable Microsoft Access 2007 database that was:

- End-of-Life Technology: No vendor support available; system failures increasing in frequency
- Manual Paper Processing: Businesses and applicants still submitting paper applications
- Labor-Intensive Reporting: Staff manually compiling reports for territorial and federal governments
- Security Vulnerabilities: Desktop database lacking modern security controls
- Limited Scalability: System unable to handle program growth or process improvements.

#### Approach

Led multi-year modernization initiative wearing multiple hats as business analyst, project manager, quality assurance lead, and RFP manager:

*Discovery & Planning (NIST/CIS Framework Methodology):*

- Conducted stakeholder interviews with 5-person subject matter expert team
- Documented current-state workflows and pain points
- Identified security, compliance, and operational requirements
- Developed RFP requirements balancing functionality, security, and cost.

*Technology Selection:*

- Migrated to AMANDA government licensing/permitting platform
- Implemented public-facing application portal enabling online submissions
- Integrated with existing government systems for data validation.

*Implementation Oversight:*

- Managed vendor relationship and deliverable acceptance
- Conducted UAT with subject matter experts

- Ensured PIPEDA compliance and security controls implementation
- Coordinated data migration from legacy Access database.

### **Results & Impact**

- **Eliminated Paper Processing:** 100% online application submission for businesses and applicants
- **Automated Reporting:** Eliminated manual report compilation for territorial and federal reporting requirements
- **System Stability:** Zero unplanned downtime since implementation (vs. monthly issues with Access)
- **Processing Efficiency:** Reduced application processing time through streamlined workflows
- **Enhanced Security:** Implemented role-based access controls, audit logging, and data encryption
- **Scalability Achieved:** Platform capable of handling program expansion and future enhancements.

## GOVERNMENT DIGITAL TRANSFORMATION PROJECTS, CONT'D...

### 3 - Student Financial Assistance Portal Transformation | Yukon Government

**Duration:** August 2020 - March 2023 | **Role:** Lead Consultant, Business Analyst, Project Manager

#### Client Profile

*Yukon Territorial Government Student Financial Assistance program serving students across the territory.*

#### The Challenge

The existing student portal, built on outdated Drupal technology, created significant barriers for both students and administrators:

- **Poor User Experience:** Navigation issues causing student confusion and abandonment
- **Convolutd Backend:** Complex management interface extending application verification and approval times
- **Manual Analytics:** Staff spending excessive time manually generating reports and analytics
- **No Self-Service:** Students unable to track application status or manage their information
- **Support Burden:** High volume of help desk calls due to usability issues.

#### Approach

Led complete system replacement using modern technology stack and user-centered design:

##### *Technology Architecture:*

- Custom-built solution using MS-SQL database, Vue.js frontend, and Java backend
- Modern responsive design enabling mobile and desktop access
- RESTful API architecture for system integration flexibility.

##### *User Experience Improvements:*

- **Student Self-Service Portal:** Complete visibility from self-assessment through approval/rejection
- **Streamlined Questionnaires:** Simplified application process with intelligent question branching
- **Real-Time Status Updates:** Automated notifications at each application stage
- **Document Upload Portal:** Digital document submission replacing paper processes.

##### *Administrative Enhancements:*

- **Automated Workflow:** Application routing and approval processes

- Integrated Reporting: Built-in analytics and reporting dashboards
- Audit Trail: Complete application history for compliance and appeals.

### **Results & Impact**

- Reduced Support Volume: Significant decrease in help desk calls due to intuitive interface and self-service capabilities
- Faster Processing: Reduced verification and approval time through streamlined workflows
- Enhanced Reporting: Eliminated manual report generation; real-time analytics available to management
- Improved Student Experience: Students can now manage entire application lifecycle online
- Operational Efficiency: Staff redirected from manual tasks to higher-value student support activities.

## **GOVERNMENT DIGITAL TRANSFORMATION PROJECTS, CONT'D...**

### **4 - Cloud Privacy Impact Assessment | Yukon Government**

**Duration:** June 2020 - December 2020 | **Role:** Lead Security Consultant, CISSP

#### **Client Profile**

*Yukon Territorial Government evaluating Microsoft 365 and AWS adoption for cloud services.*

#### **The Challenge**

As a government entity handling sensitive citizen data, Yukon Government needed comprehensive privacy and security assessment before cloud migration:

- **Regulatory Compliance:** Ensuring PIPEDA and territorial privacy legislation compliance
- **Data Sovereignty:** Understanding data residency and cross-border data flow implications
- **Security Controls:** Evaluating cloud platforms against government security standards
- **Risk Assessment:** Identifying privacy risks associated with cloud adoption.

#### **Approach**

Conducted comprehensive Privacy Impact Assessment (PIA) using NIST frameworks and government privacy standards:

##### *Assessment Methodology:*

- Evaluated Microsoft 365 and AWS platforms against TRA-1 STRA security framework
- Analyzed data classification, storage locations, and access controls
- Reviewed vendor security certifications and compliance frameworks
- Assessed encryption, authentication, and audit logging capabilities
- Identified privacy risks and developed mitigation strategies.

##### *Deliverables:*

- Detailed PIA report documenting findings and recommendations
- Risk assessment matrix with likelihood and impact ratings
- Security control recommendations for cloud configuration
- Privacy protection strategies and data handling procedures
- Implementation roadmap for secure cloud adoption

## **Results & Impact**

- **Enabled Cloud Adoption:** Government able to proceed with Microsoft 365 and AWS implementation with confidence
- **Compliance Achieved:** Documented privacy controls meeting regulatory requirements
- **Risk Mitigation:** Identified and addressed privacy risks before implementation
- **Security Framework:** Established baseline security configuration requirements
- **Ongoing Governance:** Created foundation for continuous privacy and security monitoring.

## **CYBERSECURITY & COMPLIANCE PROJECTS**

### **5 - Safety Management System Procurement | Smith Cameron Manufacturing**

**Duration:** October 2019 - January 2020 | **Role:** Lead Consultant, Business Analyst

#### **Client Profile**

*Manufacturing company with 50 employees and \$5-25M annual revenue facing safety compliance challenges.*

#### **The Challenge**

Smith Cameron operated entirely on paper-based safety management processes creating:

- **Compliance Burden:** Unwieldy volume of paper documentation making regulatory compliance difficult
- **Limited Visibility:** No ability to analyze safety trends or identify systemic issues
- **Inefficient Reporting:** Manual compilation of safety reports for management and regulators
- **Risk Management Gaps:** Inability to track incident patterns or leading indicators.

#### **Approach**

Conducted comprehensive vendor evaluation using structured business analysis methodology:

##### *Requirements Gathering:*

- Interviewed safety managers and frontline supervisors to document needs
- Identified mandatory compliance requirements and desired functionality
- Established evaluation criteria: cost, ease of use, reporting capabilities, mobile access, integration potential.

##### *Vendor Evaluation Process:*

- Initial assessment of 6 safety management system vendors
- Scored vendors against weighted criteria matrix
- Conducted detailed demonstrations with 3 finalists
- Provided side-by-side comparison with implementation cost analysis.

#### **Results & Impact**

- **Digital Transformation:** Eliminated paper-based safety processes
- **Data-Driven Safety:** Enabled analytics and trend identification for proactive safety management

- Regulatory Compliance: Streamlined safety reporting to meet regulatory requirements
- Cost-Effective Solution: Selected platform balancing functionality with budget constraints
- User Adoption: Easy-to-use system ensuring frontline worker engagement.

## CYBERSECURITY & COMPLIANCE PROJECTS, CONT'D...

### 6 - Incident Response & Disaster Recovery Planning | Safety Codes Council of Alberta

**Duration:** 4 months | **Role:** Lead Security Consultant, CISSP

#### Client Profile

*Independent regulatory body with 50-200 employees and volunteers, formed by Alberta's Safety Codes Act to deliver safety programs for the province.*

#### The Challenge

Following a minor security breach in the prior fiscal year, Safety Codes Council recognized critical gaps in their cybersecurity preparedness:

- No Incident Response Plan: No documented procedures for responding to security incidents
- Undefined Roles: Unclear responsibilities during security events
- Limited Recovery Capability: No disaster recovery plan for critical systems
- Regulatory Risk: As a safety regulator, cybersecurity incidents could undermine public trust.

#### Systems Protected

- Corporate network infrastructure
- Data center operations supporting safety inspection and certification systems.

#### Approach

Developed comprehensive incident response and disaster recovery plans using NIST Cybersecurity Framework and CIS Controls:

##### *Incident Response Plan:*

- Defined incident classification and severity levels
- Established incident response team structure and escalation procedures
- Documented detection, containment, eradication, and recovery procedures
- Created communication protocols for internal stakeholders and external parties
- Developed incident documentation and evidence preservation protocols.

##### *Disaster Recovery Plan:*

- Conducted business impact analysis identifying critical systems and RTOs

- Documented backup and recovery procedures for all critical systems
- Established failover procedures and alternate processing capabilities
- Created recovery prioritization matrix based on business criticality.

### **Results & Impact**

- Preparedness Achieved: Organization equipped with comprehensive response playbooks
- Risk Reduction: Clear procedures reducing response time and minimizing impact
- Stakeholder Confidence: Board and management assured of cybersecurity preparedness
- Tabletop Exercise Ready: Documentation used by subsequent consultant for practical training
- Compliance Foundation: Framework supporting regulatory and insurance requirements.