

Northern Strategy Trust Management Reporting Handbook and Template

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Introduction

The Northern Strategy Trust is the Government of Canada’s contribution to the implementation of the *Northern Strategy*, a strategic plan for the development of Canada’s north. Each northern territory was allotted \$40 million in funding to be allocated over three years. The Yukon has focused its efforts on implementing the Yukon Chapter of the Northern Strategy which was developed cooperatively by Yukon First Nations and the Yukon Government.

Northern Strategy Trust proposals may be submitted by Yukon First Nation governments and Yukon Government departments, either jointly or separately. Proposals are assessed by a Joint Body comprised of two Yukon First Nation appointees and two Yukon Government appointees. Approximately \$25 million in Northern Strategy Trust monies have been earmarked for distribution to date, with \$9 million in funding requests approved in 2006 and \$16 million in funding requests approved in 2007. Seventeen applications were approved in the first round of funding in 2006 and 39 applications were approved in the second round of funding in 2007. Fifteen million dollars remains available for distribution in 2008.

The Northern Strategy Trust Framework (2007) requires that Trust monies be spent in accordance with accountability requirements of the *Financial Administration Act*. The Framework also requires that periodic reporting on Trust expenditures and project operations be undertaken and made available to the Joint Body and the Yukon Forum. This handbook presents a management reporting framework and template to be used for periodic reporting on Northern Strategy Trust expenditures and project operations.

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2006 Project Listing with Project Descriptions and Approved Budgets (sorted by budget size)

2006 PROJECT NAME	PROJECT DESCRIPTION	BUDGET (\$)
E-Commerce Yukon	To increase access to e-commerce opportunities and increase business export activity.	100,000
High Resolution Imagery - Base Mapping	To compile high resolution base mapping for the entire Yukon to enable better land and resource management decision making. The THFN traditional territory would be the first priority for base maps.	117,000
YFN Regional Healing and Wellness Centre	To study the feasibility of a Yukon First Nations Regional Healing and Wellness Centre.	136,500
Telehealth Yukon	To explore the feasibility of expanding existing telehealth services to First Nation communities.	150,995
Ice Patch Community Dimensions Project	To undertake community-based research related to ice patch discoveries, involving the six YFNs involved in the ice patch work	193,438
VGFN Emergency Response/Search and Rescue	To build capacity in Old Crow and 3 other rural communities to provide emergency medical services.	235,603
Knowledge of Yukon Key Wildlife Habitats	To enhance the existing Wildlife Key Area inventory by identifying gaps in the inventory and conducting wildlife surveys to fill those gaps.	254,000
Traditional Economy Development - Apprentice Hunting Guide Training Program	To teach the basics of big game guiding to qualified Yukon applicants.	280,000
Northern Institute of Justice	To develop a Northern Institute of Justice that will provide training for Yukoners for careers in administrative justice.	284,000
Traditional Knowledge Policy Framework Implementation	To conduct community-based education and discussion forums to help Yukon First Nations implement policies on the management of Traditional Knowledge, pursuant to the Traditional Knowledge Policy Framework developed by the Yukon First Nation Heritage Group.	347,985
Teslin Land Development	To cooperatively develop recreational and residential lots on both TTC settlement land and YG Crown land, and to develop project management capacity within the TTC.	400,000
First Nations Tourism Strategy and Associated Business Support Program	To develop a Yukon wide tourism strategy and associated Business Support Program to develop tourism as part of First Nations' overall economic development strategies.	450,000
TKC Range Road Clean-up	To clean up the Range Road dump and provide training and capacity building opportunities.	520,000
Mine Training Strategy	To provide training that leads to employment in the mining industry.	1,000,000
Forestry Mainline Road Construction in SW Yukon	To construct forestry mainline roads in Champagne Aishihik traditional territory.	1,000,000
Community-based Heavy Equipment Operation and Road Maintenance Training	To offer training to residents of Yukon communities in heavy equipment operating and related occupations.	1,875,500
Marwell Tar Pit	To remediate the Marwell Tarpit.	1,995,000

2007 Project Listing with Project Descriptions and Approved Budgets (sorted by budget size)

2007 PROJECT NAME	PROJECT DESCRIPTION	BUDGET (\$)
Advancing a League of Our Own: Aboriginal Women's Centre	To develop a business model for an Aboriginal Women's Centre.	TBD
Walking Together to Revitalize and Perpetuate Yukon First Nation Languages	To carry out a feasibility study on building upon, strengthening and optimizing existing language revitalization and maintenance efforts.	TBD
Metafina Site Assessment and Clean-up	To implement a level II environmental assessment of the abandoned Metafina site in Faro.	49,962
Yukon First Nations Justice Network/Traditional Justice Summit Steering Committee	To study the feasibility of establishing a Justice Steering Committee for Yukon First Nations.	56,254
Feasibility Study for a Whitehorse Emergency Shelter for Women	To study the determinants of women's homelessness and examine the space and programming needs of homeless women.	58,500
District Central Services for C6 Subdivision Core Community	Design infrastructure / centralized services for C-6 Subdivision (centralized services to include district heating, fire protection, water and sewer treatment, emergency power).	150,000
Tage Cho Hudan Cultural/Heritage/Training Centre Feasibility Study	Feasibility and design analysis to upgrade and/or replace the Tago Cho Hudan Cultural Centres	150,000
Therapeutic Community Resource Feasibility Study	Joint work to plan a treatment resource as part of a new correctional centre.	150,000
Old Crow Roadway and Drainage Upgrading - Phase 1 Feasibility & Design	To identify and comprehensive solution to Old Crow's complex road and drainage problems.	150,000
Community Capacity Devel. Training in Mediation, Communication and Conflict	To provide training to develop community peace keepers, mediators and negotiators.	150,000
People's Place - Dena Koue and Sustainable Subdivision (Phase II)	To develop complete architectural and engineering drawings for People's Place – Dena Koue (a visitor reception centre, heritage and cultural space, artist studio, and office space) and a residential subdivision.	150,000
Conservation Hatchery Training Institution	To complete a comprehensive feasibility study and operational plan for a conservation hatchery training institution in Dawson.	150,000
CYFN's Elders and Youth Council	To develop a body of elders and youth to report to and advise the leadership of CYFN.	150,000
Educating & Empowering Aboriginal Youth	To conduct education workshops, educational assessments and after school tutoring for youth with learning disabilities.	174,663
2010 Arctic Biodiversity Assessment - Yukon Indigenous Participation	To enable Yukon Indigenous participation in the preparation of the Arctic Biodiversity Assessment report to be published in 2010 by the international Arctic Council.	191,717
First Nations Record Diffusion Project	As a pilot project, identify TTC records held at the Yukon Archives and make copies available for use by TTC.	199,586
Youth Leadership Training and Skills Development	To facilitate and deliver leadership training and employment and life skills development.	210,000
Southern Tutchone Tribal Council (STTC) New Mandate Implementation	To explore options for Southern Tutchone FNs to enhance implementation of their land claims agreements through a regional organization.	250,000
Forty Mile Historic Site Access	To improve access to this significant historic site.	250,000

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2007 PROJECT NAME	PROJECT DESCRIPTION	BUDGET (\$)
Self Government Resource Centre and Website	To establish a comprehensive resource centre and to create a website of self-government related material.	250,000
Little Teslin Lake Recreations Lots - Implementation Phase	To develop capacity within TTC to allow for the completion of a project to develop recreational lots on the shore of Little Teslin Lake.	255,000
A Community Based Plan for Regional Substance Abuse Treatment	To engage in a planning process and develop a community-based substance abuse plan for the Liard First Nation.	321,500
Revitalizing Culture Through Story and Technology	To utilize DVD technology to produce a high-quality teaching resource to introduce students to FN culture while reviving storytelling traditions.	345,000
Water Stewardship and Climate Change Impacts on the Yukon River	To sponsor training on conducting water quality monitoring along the Yukon River to gather climate change related baseline data.	353,250
Cooperative Education Program for Tr'ondëk Hwëch'in FN University Students	To develop a cooperative education program for FN youth and to address THFN short and long term labour shortage issues.	378,992
Boards and Committees Leadership Training Services	To develop and deliver training for members of Boards and Committees and other enhancements such as one-on-one consulting with board members.	405,000
Southern Lakes Justice Development	As a pilot project, develop a plan for addressing programming short falls in the justice and social services areas in Carcross.	479,000
Satellite Base Mapping (Phase 2)	Developing high resolution base maps in priority areas of Yukon.	500,000
Water and Wastewater System Operator Capacity Building	To develop a comprehensive training, certification and capacity building program for water and wastewater system operators, Yukon-wide.	500,000
Range Road Mobile Home Park Development	Work toward the development of a mobile home park, to be built and operated by KDFN.	500,000
E-Commerce Yukon	To enhance the level of e-commerce activity in Yukon through development of an integrated e-commerce services framework.	561,397
Yukon First Nations Public Service	To work cooperatively among YFNs to develop effective human resource initiatives and practices.	600,000
Training to Develop Municipal and First Nation Government Capacity	To expand the capacity of the Association of Yukon Communities to oversee training for elected officials and staff of municipal and FN governments that deliver municipal-type services.	700,000
Country Residential Subdivision	To work toward the development of a leasehold-based 30 lot country residential subdivision.	749,700
Cold Climate Innovation Centre	To develop an investment ready business plan and carry out 'early start' projects demonstrating and marketing the Cold Climate Centre concept.	755,900
Capacity Development for Land and Resource Management and Development	To assess FN capacity in the areas of land and resource development, develop strategies for improving capacity, and develop a long term capacity strategy through education and training.	950,000
Executive Development Program	To develop comprehensive YFN executive leadership and management programming.	1,050,000
Northern Climate Exchange Community Adaptation Project	To carry out climate change adaptation planning and to implement adaptation actions in 3 Yukon communities.	1,210,000
Toward Sufficiency for the Selkirk People	To provide SFN with resources to strengthen governance structures in support of economic development.	2,012,000

Management Reporting Framework

Note: the management reporting framework presented below applies to projects in both the 2006 and 2007 funding rounds.

TIMING

This series of questions is designed to determine if project timing is on track and the associated degree of risk.

On the basis of the original project application, what was the proposed completion date for the project?

Since receiving word that project funding was approved for funding, has work on the project started?

If project has not yet started, describe in one sentence why the project has not started (e.g., staffing/capacity constraints, contribution agreement not completed, etc.).

Has the project been completed?

If the project has not been completed, is completion now overdue? If overdue, by how many weeks?

If project has not been completed and is not overdue, how many weeks remain between the current week and the proposed completion date?

FUNDING AND EXPENDITURES

This series of questions is designed to determine if project expenditures are on track and the associated degree of risk.

Our records show that \$_____ in funding was approved for this project on _____, 200_.

What amount do your records show have been received for the project to date?

Has the proponent organization made any project expenditures from its own funds in advance of receiving Northern Strategy Trust funding?

If yes, describe in one sentence why it has been necessary to make project expenditures in advance of receiving Northern Strategy Trust funding.

Have all funds for this project been fully expended?

If yes, on what date was the final payment made?

If yes, were total project expenditures less than approved funding? (i.e., was project under budget?)

If the project has started and is on schedule, what percentage of total project funds have flowed so far?

If the project has started and was not completed by the proposed completion date....

...what percentage of funding had not been spent six weeks after the proposed completion date?

...what percentage of funding had not been spent 12 weeks after the proposed completion date?

...what percentage of funding had not been spent 18 weeks after the proposed completion date?

...what percentage of funding had not been spent 24 weeks after the proposed completion date?

...what percentage of funding had not been spent 30 weeks after the proposed completion date?

ACTIVITIES AND OUTPUTS

This series of questions is designed to determine if completion of project activities/outputs and attainment of project objectives are on track and the associated degree of risk.

On the basis of the original project application, what is the primary objective of the project (in one sentence)?

What activities and outputs (contracts, hiring, meetings, products, courses, programs, plans, etc.) have been completed in support of achieving the primary project objective?

If the project is not complete, what activities and outputs remain to be completed?

What amount of funding is required to complete the outstanding activities and outputs?

What percentage of total project funding is required to complete the outstanding activities and outputs?

ADDITIONAL COMMENTS

This section allows for project administrators/managers to provide additional comments relevant to project implementation.

RISK ASSESSMENT

The timing, funding/expenditures and activities/output questions are used to assign risk scores, as outlined in the table below.

RISK SCORING	
Timing	
0.0	Project completed on schedule, or project proceeding on schedule
1.0	Project overdue, completion expected within 6 weeks
1.5	Project overdue, completion expected within 12 weeks
2.0	Project overdue, completion expected within 18 weeks
2.5	Project overdue, completion expected within 24 weeks
3.0	Project overdue, completion date not known
Funding and expenditures	
0.0	Project funds partially or fully expended within original schedule or funding flow on schedule
1.0	Project overdue, more that 50% of approved funds not spent 6 weeks after proposed completion date
1.5	Project overdue, more that 40% of approved funds not spent 12 weeks after proposed completion date
2.0	Project overdue, more that 30% of approved funds not spent 18 weeks after proposed completion date
2.5	Project overdue, more that 20% of approved funds not spent 24 weeks after proposed completion date
3.0	Project overdue, more that 10% of approved funds not spent 30 weeks after proposed completion date
Activities and outputs	
0.0	All project activities and outputs completed
1.0	Not all project activities and outputs completed, less than 50% of total project funding required to complete outstanding activities and outputs
2.0	Not all project activities and outputs completed, more than 50% of total project funding required to complete outstanding activities and outputs
3.0	Project funds fully expended, all activities and outputs not completed

Risk scores for timing, funding/expenditures and activities/output are summed to arrive at an aggregate risk score, ranging from 0 to 9. The aggregate risk score provides an overall assessment of project risk. Note: default aggregate risk score for completed projects is '0'.

AGGREGATE RISK SCORES		
Risk score	Description	Recommended action
0 to 2.5	low risk of failure to meet objectives	none
3.0 to 6.0	moderate risk of failure to meet objectives	rerun project reporting in 8 weeks
6.5 to 9.0	high risk of failure to meet objectives	rerun project reporting in 4 weeks

Management Reporting Template

One reporting template is to be completed for each funded project.

PROJECT NAME:	Response Type	Response
Timing		
Proposed completion date	dd/mm/yyyy	
Has work on the project started?	yes/no	
If project has not started, why has project not started?	text (1 sentence)	
Project completed?	yes/no	
Completion overdue?	yes/no	
Number of weeks overdue	number of weeks	
If not overdue and not completed, how many weeks to completion?	number of weeks	
Funding and expenditures		
Approved funding per NST Secretariat records	number of dollars	
Amount of project funding received to date	number of dollars	
Project expenditures from own funds?	yes/no	
If own funds used, why own funds used in advance of NST funding	text (1 sentence)	
If project started and on schedule, percentage of total funds flowed so far	percentage	
If final payment made, date of final payment	dd/mm/yyyy	
If final payment made and under budget, amount under budget	number of dollars	
Funds not fully spent, % of funding not spent 6 weeks past proposed completion	percentage	
Funds not fully spent, % of funding not spent 12 weeks past proposed completion	percentage	
Funds not fully spent, % of funding not spent 18 weeks past proposed completion	percentage	
Funds not fully spent, % of funding not spent 24 weeks past proposed completion	percentage	
Funds not fully spent, % of funding not spent 30 weeks past proposed completion	percentage	
Activities and outputs		
Primary project objective	text (1 sentence)	
Completed activities and outputs	text (bullet list)	
All activities and outputs completed?	yes/no	
If not all activities/outputs completed, what activities and outputs are not yet complete?	text (bullet list)	
If not all activities/outputs completed, percentage of total project funding required to complete outstanding activities and outputs	percentage	
Additional comments...		
Risk assessment		
Timing	number from 0 to 3	
Funding and expenditures	number from 0 to 3	
Activities and outputs	number from 0 to 3	
Aggregate risk	sum of above	

Assessment completed: dd/mm/yyyy

2006 NST Project Operations Snapshot (Note: to be sorted and charted by 'risk score' when completed)

2006 PROJECT NAME	COMPLETED (YES/NO)	RISK SCORE (0 to 9)	RECOMMENDED ACTION/COMMENTS
E-Commerce Yukon			
High Resolution Imagery - Base Mapping			
YFN Regional Healing and Wellness Centre			
Telehealth Yukon			
Ice Patch Community Dimensions Project			
VGFN Emergency Response/Search and Rescue			
Knowledge of Yukon Key Wildlife Habitats			
Traditional Economy Development - Apprentice Hunting Guide Training Program			
Northern Institute of Justice			
Traditional Knowledge Policy Framework Implementation			
Teslin Land Development			
First Nations Tourism Strategy and Associated Business Support Program			
TKC Range Road Clean-up			
Mine Training Strategy			
Forestry Mainline Road Construction in SW Yukon			
Community-based Heavy Equipment Operation and Road Maintenance Training			
Marwell Tar Pit			

2007 NST Project Operations Snapshot (Note: to be sorted and charted by 'risk score' when completed)

2007 PROJECT NAME	COMPLETED (YES/NO)	RISK SCORE (0 to 9)	RECOMMENDED ACTION/COMMENTS
Advancing a League of Our Own: Aboriginal Women's Centre			
Walking Together to Revitalize and Perpetuate Yukon First Nation Languages			
Metafina Site Assessment and Clean-up			
Yukon First Nations Justice Network/Traditional Justice Summit Steering Committee			
Feasibility Study for a Whitehorse Emergency Shelter for Women			
District Central Services for C6 Subdivision Core Community			
Tage Cho Hudan Cultural/Heritage/Training Centre Feasibility Study			
Therapeutic Community Resource Feasibility Study			
Old Crow Roadway and Drainage Upgrading - Phase 1 Feasibility & Design			
Community Capacity Development Training in Mediation, Communication and Conflict			
People's Place - Dena Koue and Sustainable Subdivision (Phase II)			
Conservation Hatchery Training Institution			
CYFN Elders and Youth Council			
Educating & Empowering Aboriginal Youth			
2010 Arctic Biodiversity Assessment - Yukon Indigenous Participation			
First Nations Record Diffusion Project			
Youth Leadership Training and Skills Development			
Southern Tutchone Tribal Council (STTC) New Mandate Implementation			
Forty Mile Historic Site Access			
Self Government Resource Centre and Website			
Little Teslin Lake Recreations Lots - Implementation Phase			
A Community Based Plan for Regional Substance Abuse Treatment			
Revitalizing Culture Through Story and Technology			
Water Stewardship and Climate Change Impacts on the Yukon River			

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2007 PROJECT NAME	COMPLETED (YES/NO)	RISK SCORE (0 to 9)	RECOMMENDED ACTION/COMMENTS
Cooperative Education Program for Tr'ondëk Hwëch'in FN University Students			
Boards and Committees Leadership Training Services			
Southern Lakes Justice Development			
Satellite Base Mapping (Phase 2)			
Water and Wastewater System Operator Capacity Building			
Range Road Mobile Home Park Development			
E-Commerce Yukon			
Yukon First Nations Public Service			
Training to Develop Municipal and First Nation Government Capacity			
Country Residential Subdivision			
Cold Climate Innovation Centre			
Capacity Development for Land and Resource Management and Development			
Executive Development Program			
Northern Climate Exchange Community Adaptation Project			
Toward Sufficiency for the Selkirk People			