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The Aboriginal Healing Foundation CORPORATE PLAN 2012

Our mission is to provide resources which will promote reconciliation and encourage and support Aboriginal people and their communities in building and reinforcing sustainable healing processes that address the legacy of physical, sexual, mental, cultural, and spiritual abuses in the residential school system, including intergenerational impacts.

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2012 CORPORATE PLAN

The Aboriginal Healing Foundation



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Our Mandate

Background

On January 7, 1998, the federal government announced a new policy in response to the Royal Commission on Aboriginal Peoples (RCAP) Final Report. It was called, Gathering Strength—Canada’s Aboriginal Action Plan, a strategy to begin a process of reconciliation and renewal with Aboriginal Peoples. A cornerstone of Gathering Strength was the Canadian government’s commitment of \$350 million to support community-based healing initiatives for Aboriginal people who were affected by the Legacy of Physical and Sexual Abuse in Residential Schools and its Intergenerational Impacts.

The Aboriginal Healing Foundation was created to:

- Deliver funding to support community-based healing services and activities which address the intergenerational legacy of physical and sexual abuse in Canada’s Indian Residential School system;
- Be an effective funding delivery mechanism;
- Foster a supportive public environment for healing; and
- Promote reconciliation between Aboriginal and non-Aboriginal people.

Following discussions with Survivors, members of the healing community, the Assembly of First Nations, the Congress of Aboriginal Peoples, the Inuit Tapirisat of Canada, the Métis National Council, and the Native Women’s Association of Canada, the AHF was established March 31, 1998 with an 11-year mandate, ending March 31, 2009. The AHF is an Aboriginal-run, not-for-profit corporation that is independent of Governments and the representative Aboriginal organizations. The AHF is mandated to disburse the “healing fund” (\$350 million plus interest generated) according to the following schedule:

- One year, beginning April 1, 1998, to set up operations;
- Five years, beginning April 1, 1999, to spend or commit the full \$350 million plus interest generated;
- Five years, beginning April 1, 2003, to pay out multi-year commitments, do ongoing monitoring of projects, and write a final report.

In the Spring 2005 Federal budget, the Government of Canada committed \$40 million to the Aboriginal Healing Foundation. These funds assisted the AHF in extending eighty-eight existing projects three years, to March 31, 2007, but did not extend the timeframe of the Foundation’s mandate. In 2007, the AHF received an additional \$125 million committed to healing in Indian Residential School Settlement Agreement (IRSSA) for former students of Indian residential schools. These funds extended the timeframe of the AHF to 2012, as follows:

- 2007: extend 134 funded projects to March 31, 2010 and 11 healing centres to March 31, 2012 (a total of 145 funded projects).
- 2008: Government evaluation of the AHF, as indicated by the Settlement Agreement
- 2010-2011: initiate winding-down strategy
- 2011-2014: final audit, closure of AHF.

Our Vision, Mission, & Values

Our vision is of all who are affected by the legacy of physical, sexual, mental, cultural, and spiritual abuses in the Indian residential schools having addressed, in a comprehensive and meaningful way, unresolved trauma, putting to an end the intergenerational cycles of abuse, achieving reconciliation in the full range of relationships, and enhancing their capacity as individuals, families, communities, nations, and peoples to sustain their well being.

Our mission is to provide resources which will promote reconciliation and encourage and support Aboriginal people and their communities in building and reinforcing sustainable healing processes that address the legacy of physical, sexual, mental, cultural, and spiritual abuses in the residential school system, including intergenerational impacts.

We see our role as facilitators in the healing process by helping Aboriginal people and their communities help themselves, by providing resources for healing initiatives, by promoting awareness of healing issues and needs, and by nurturing a broad, supportive public environment. We help Survivors in telling the truth of their experiences and being heard. We also work to engage Canadians in this healing process by encouraging them to walk with us on the path of reconciliation.

Ours is a holistic approach. Our goal is to help create, reinforce and sustain conditions condu-

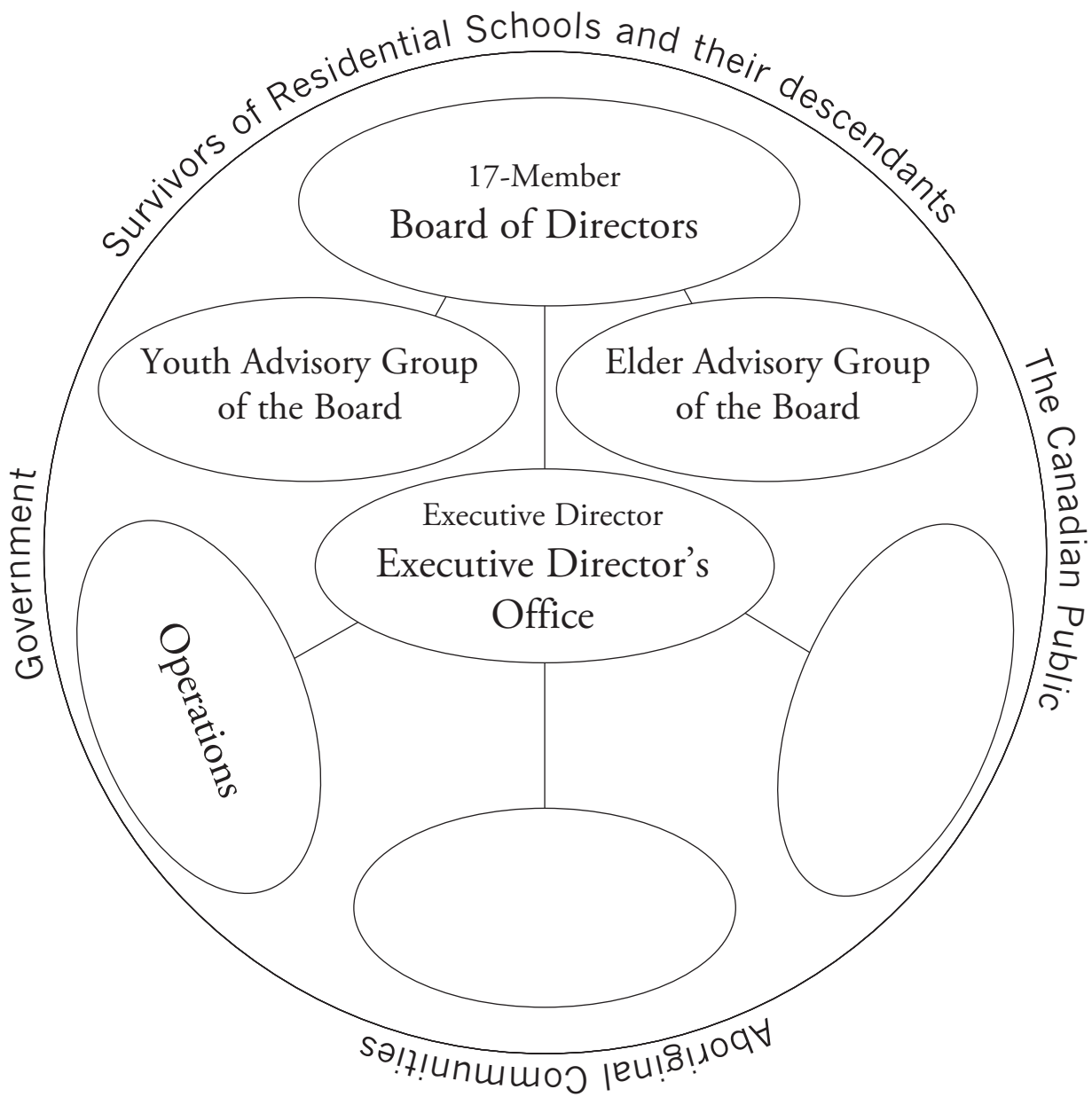
cive to healing, reconciliation, and self-determination. We are committed to addressing the legacy of abuse in all its forms and manifestations, direct, indirect and intergenerational, by building on the strengths and resilience of Aboriginal peoples.

We emphasise approaches that address the needs of Aboriginal individuals, families and the broader community. We view prevention of future abuse, and the process of reconciliation between victims and offenders, and between Aboriginal people and Canadians as vital elements in building healthy, sustainable communities.

By making strategic investments of the resources entrusted to us, and by contributing to a climate of care, safety, good will and understanding, we can support the full participation of all Aboriginal people, including Métis, Inuit and First Nations, both on and off reserves and both status and non- status, in effective healing processes relevant to our diverse needs and circumstances.

The Aboriginal Healing Foundation is legally accountable to the Government of Canada by virtue of its Funding Agreement. The Aboriginal Healing Foundation is also accountable to Aboriginal people, including Survivors, their families, descendants, communities and nations.

Corporate Profile



The AHF's Board of Directors reflects Canada's diverse Aboriginal population. It was their vision to create an Aboriginal organization using Aboriginal practices and ways of coming together. The Board's role is to help Aboriginal people heal themselves by providing funds for community-based healing programs, promoting knowledge about the issues and the need for healing, and gaining public support from Canadians. The Board of Directors, composed of 17 Aboriginal members (First Nation, Métis, and Inuit), governs the AHF. The Board manages the property, business and affairs of the AHF and is responsible for the establishment and monitoring of investment policies, standards, and procedures, for relationships with political entities, and for giving final approval to the funding of healing projects. It is morally accountable to Aboriginal people and legally accountable to the Government of Canada.

A Board Advisory Group of four Elders guides and supports the Board of Directors in their work. The Aboriginal Healing Foundation's Elder policy provides a framework for the selection of Elders.

Directors are appointed in accordance with By-law No. 1-A by-law relating generally to the transactions of the affairs of the Aboriginal Healing Foundation.

Board Directors represent Residential School Survivors, Residential School survivors' organizations, and other interested groups — in particular, the Assembly of First Nations, the Inuit Tapiriit Kanatami, the Métis National Council, the Congress of Aboriginal Peoples and the Native Women's Association of Canada.

The nine founding Board Directors are appointed as follows:

- Three by the Assembly of First Nations;
- One by the Congress of Aboriginal Peoples;
- One by the Inuit Tapiriit Kanatami;
- One by the Native Women's Association of Canada;
- One by the Métis National Council; and
- Two by the Government of Canada.

The initial nine Directors then elected an additional eight Directors as follows:

- Five who are members of First Nations and/or First Nations persons;
- One Inuk;
- One Metis; and
- One Inuk or one Metis.

Since 1998 the composition of the Aboriginal Healing Foundation's Board has been dynamic. We have seen a number of members come and go. Members serve two-year terms and are eligible to stand for re-appointment or re-election, as the case may be.

The President

The President shall be the chief executive officer and, subject to the authority of the Board, shall have general supervision of the business of the Corporation and shall have such other powers and duties as the Board may specify. The President must be an Aboriginal person and a resident of Canada. The President is the designated leader of the organization. He/she is the key figure in coordinating the efforts and achievements of the organization.

The Chairman

The chair of each meeting of the Board shall be the President or, in his/her absence, a Vice-President. If no such person is present, the directors present shall choose one of their number to be the chair. The Chairperson of the Board of Directors ensures that the Board of Directors fulfills its responsibilities for the governance of the AHF. He/she acts in partnership and consultation with the Executive Director in achieving the mission of the organization, and optimizes the relationship between the Board of Directors and management.

Executive Director

The Executive Director reports to the Board of Directors. In partnership with the Chairperson, he enables the Board of Directors to fulfill its governance role and facilitates interaction between management, staff, and the Board of Directors. He provides the leadership required for the achievement of the AHF mission, strategy, and objectives, and exercises powers and duties as specified and delegated by the Board of Directors.

With a staff of three, the Executive Director's office assists the Board of Directors to fulfill its governance role, builds and maintains the integrity of the AHF in the eyes of the public and enhances its public profile, implements the AHF mission and objectives, ensures the efficient performance of Management and that all AHF activity complies with legal and ethical requirements. The Executive Director's office attends to its responsibilities in the following areas:

- Board of Directors
- Management
- Staff
- Finance
- Communications
- Research

Operations

Led by the Chief Operating Officer, Operations is responsible for:

- information and community support services;
- data entry and proposal assessment;
- contracting and monitoring funded projects;
- budgeting and financial reporting;
- managing the \$350 million healing fund investment portfolio and additional funds received;
- informatics and system maintenance, including the project database (GIFTS);
- overall administration, including reception, mail and supplies;
- managing all accounting processes and maintaining financial controls.

Research

Research is responsible for:

- Supervising the AHF Evaluation
- Maintaining the AHF Resource Centre
- Undertaking research on AHF issues that inform Board decisions
- Contracting research that supports healing initiatives
- Coordinating the preparation and publication of AHF Evaluation and Research
- Supervising and coordinating the AHF Final Report

The research agenda of the Aboriginal Healing Foundation focuses on applied or strategic research that contributes to the design, implementation, effectiveness or evaluation of community-level healing projects.

Communications

Communications' main responsibilities are to communicate the Board's strategic decisions to the Foundation's stakeholders, to promote in a proactive manner the vision, mission and activities of the Foundation.

Guided by the AHF Communications Strategy, the work of Communications involves providing an interactive forum for knowledge-sharing with Aboriginal communities in Canada and identifying issues related to the residential school system, healing, and reconciliation, in order to educate the Canadian public. Communications also collaborate in ensuring the efficient flow of internal information. Communications bears lead responsibility for:

- Publications
- Website
- Media liaison / Interviews
- Regional Gatherings
- Public presentations
- Advertisement
- Public education
- Translation & editing
- Promotional Items

Sound Practices

The AHF is managed by a 17-member Board of Directors which sets policy in accordance with its By-laws, the Funding Agreement signed with the Federal Government, and through ongoing dialogue with Aboriginal people. These dialogues began at the Squamish conference in July 1998 and continued throughout its mandate at annual regional gatherings held across the country, as well as, at project networking workshops and the AHF's Day of Commemoration and National Project Gathering (July 2004 in Edmonton).

Past performance

In order to meet its obligations with respect to accountability, the AHF has established:

- A Risk Management Framework;
- A Monitoring and Compliance Framework; and
- A governance model for community-based projects.

The Government of Canada appoints two members to the Board. The Government of Canada currently has representation from Health Canada and Indian and Northern Affairs Canada.

Over the years, the AHF has:

- Received consecutive unqualified financial audits for each year of its operations;
- Proactively completed a compliance audit in accordance with guidelines established by the Auditor General of Canada;
- Conducted three interim evaluations of AHF program activity;
- Published a three-volume Final Report one year ahead of schedule.

Challenges and Opportunities

Over the past several years the funding context for the Aboriginal Healing Foundation has been dynamic. In the Spring 2005 Federal budget, the Government of Canada committed \$40 million to the Aboriginal Healing Foundation. A funding agreement for this allocation was negotiated and signed in the following months. This \$40 million assisted the AHF in extending eighty-eight projects for thirty-six months (i.e. to March 31, 2007). In the coming months the Government of Canada entered into a negotiating process which culminated in the historic Indian Residential Schools Settlement Agreement, implemented in September 2007.

The Indian Residential School Settlement Agreement is a comprehensive residential school package containing provisions for a Common Experience Payment (CEP), an Independent Assessment Process (IAP), commemorative activities, a Truth and Reconciliation Commission, and healing. The Aboriginal Healing Foundation received a further five-year commitment of \$125 million from the Government of Canada as part of the Indian Residential School Settlement Agreement. In anticipation of several possible outcomes, the AHF Board of Directors met to study and discuss future funding strategies. As a consequence, the Foundation was in a state of readiness when the Indian Residential Schools Settlement Agreement was announced, enabling us to move forward in our work of supporting critical community healing initiatives.

Funds from the 2007 Indian Residential School Settlement Agreement enabled the AHF to provide three-year extensions to grants. On the 31st of March 2010, Aboriginal Healing Foundation funding to these 134 community projects was exhausted. Most of the healing projects have as a consequence closed.

Together, AHF-supported projects constituted a one-of-a-kind national healing network dedicated to and focused upon addressing the intergen-

erational legacy of physical and sexual abuse in Canada's Indian Residential School System. This healing network furthermore complemented and supported the work of the Truth and Reconciliation Commission of Canada and the Indian Residential School Resolution Health Support Program. We are very proud to have been able to contribute to the healing work undertaken by communities.

The challenge for the Aboriginal Healing Foundation has been, and remains, to promote awareness of the long-term nature of this work. We believe that healing offers the best prospect for Aboriginal people effected by institutional abuses, and that in the absence of the Aboriginal Healing Foundation, others may benefit from and employ the resources we are planning to leave as a legacy. The healing must, and will, continue.

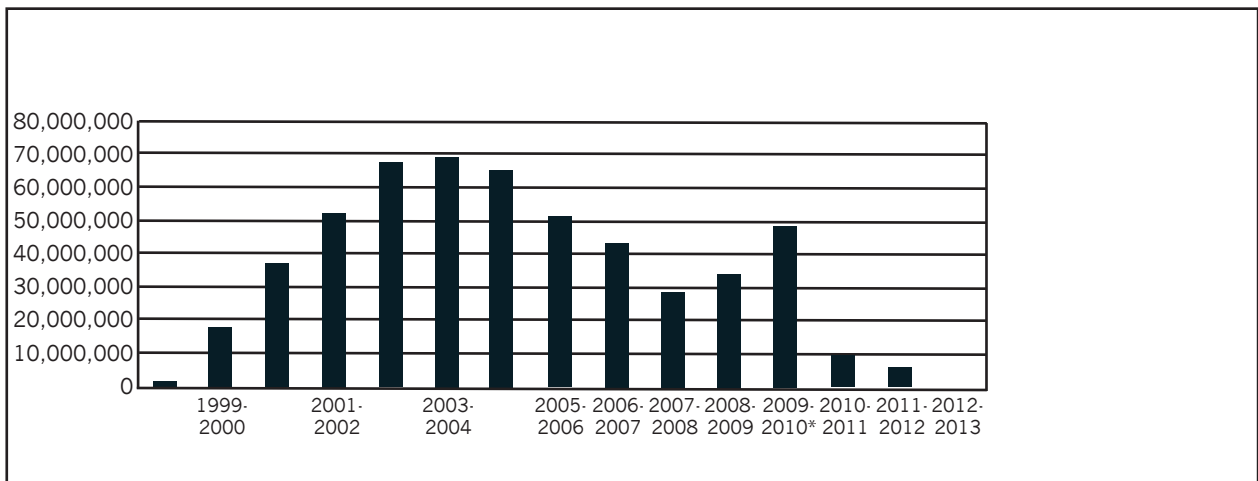
Legacy

The Aboriginal Healing Foundation's winding down strategy looks ahead to 2012 in anticipation of our closure. However, there are challenges which take us beyond this date. At the AHF we have begun "legacy planning" which takes into consideration the post-AHF context. Some of these considerations are: what to do with the enormous physical resources (documents, research data, videos, books, publications, files, etc.) amassed during our operations; how to ensure the accessibility of our research and non-research publications after we have ceased as an organization; how best to promote the sustainability of our funded projects in the years after the AHF has closed. Here we have an opportunity to extend the AHF's legacy. Given the considerable work and cost that have gone into our research, and given its continuing relevance, we feel that extending our legacy is both a practical necessity and a moral obligation. We hope to take advantage of this opportunity through legacy planning, the chief component of which will be an archival strategy. The focus of this strategy will be to continue to produce practical

healing resources and to ensure that they are accessible to communities well into the future.

Our Current Situation

- Current AHF funding Contribution Agreements with 134 projects concluded on March 31, 2010;
- Contribution Agreements with 12 healing centres will conclude December 31, 2014;
- Over the coming years, the Aboriginal Healing Foundation will fulfill the remaining work of its mandate. This includes monitoring of funded projects; publication of annual reports and corporate plans; and distribution of research studies.
- We have initiated the AHF winding-down strategy and are producing a closing document and dissolving the AHF.



*Note: contains holdback payments from previous years awaiting completion of monitoring requirements

Strategic Objectives

- 1 Support community healing efforts and develop/enhance community capacity
- 2 Support development of the capacity of Aboriginal people
- 3 Promote and encourage a more informed and supportive public environment
- 4 Ensure efficient and accountable management
- 5 Promote reconciliation
- 6 Knowledge Exchange
- 7 Implement the organisation's Human Resources and wind-down strategy
- 8 Support the work of the Truth and Reconciliation Commission

Objective 1

Support community healing efforts and develop / enhance community capacity

Team	Activities	Expected Results
Board of Directors	Board meetings to study, discuss, and establish policy direction	Clear policy conforming with AHF Mission, Vision, Values, Mandate, guidelines, and agreements
Executive	Direct management in the carrying out of policy	Activities will support and further the strategic objectives of the AHF
Operations	Provide funding support to, and monitor, community-based direct therapeutic healing projects; provide more direct support to community projects who need assistance in project management	Enhanced community capacity; increased impact of, and participation in, community healing initiatives
Research	Completion of research agenda, and plain-language executive summaries of selected studies; reprint studies as needed; refine reprint strategy	Increased awareness and capacity in communities; more effective program development and implementation
Communications	Support the work of the Board, Executive, Research and Operations by producing, translating, and editing documents; provide healing-related resources to the public; maintain website; support of communities through public outreach (i.e. gatherings) and through the work of the Public Relations Officer	Efficient coordination of AHF teams and enhanced effectiveness of communications

Strategic Objective 2

Support development of the skills and capacity of Aboriginal people

Team	Activities	Expected Results
Board of Directors	Development of policy	AHF will contribute to the development and promotion of skills in Aboriginal communities
Executive	Direct and oversee the carrying out of policy; support and encourage hiring of Aboriginal people	Activities will support and further the strategic objectives of the AHF
Operations	Hiring of Aboriginal people where possible; internships with Aboriginal students	Increased opportunities for Aboriginal people; development of Aboriginal skills
Research	Contracting of Aboriginal people where possible; support of Aboriginal-directed research; publication of articles by Aboriginal individuals; internships with Aboriginal students	Increased opportunities for Aboriginal people; promotion of Aboriginal-directed research
Communications	Hiring of Aboriginal people where possible; sharing of information and resources with students, researchers, and the public-at-large; internships with Aboriginal students	Increased opportunities for Aboriginal people; support of Aboriginal talent

Strategic Objective 3

Promote and encourage a more informed and supportive public environment

Team	Activities	Expected Results
Board of Directors	Media interviews and presentations; networking; establish policy	Increased awareness of the need for and importance of healing and reconciliation
Executive	Media interviews and presentations; networking; executing Board policy	Activities will support and further the strategic objectives of the AHF
Operations	Manage financial resources in an effective, accountable, and transparent manner, ensuring they are invested in direct therapeutic community healing	Positive and supportive public, confident in the ability of the AHF to manage funds responsibly
Research	Participation in conferences, on Boards, and in networking; development of strategic partnerships	Partners will support and contribute to the public promotion of the Foundation's strategic objectives
Communications	Provide clear, factual and relevant information on the AHF's work; to listen to and address the concerns of survivors, their families, and the public-at-large; coordinate media interviews and provide media with information and resources	Efficient coordination of AHF teams and enhanced effectiveness of communications

Strategic Objective 4

Ensure efficient and accountable management

Team	Activities	Expected Results
Board of Directors	Establish relevant policy; approve reports and budgets submitted to Board Members at regular meetings	Improved effectiveness of the AHF management team
Executive	Ensure management activities conform with policy, workplans, and guidelines; provide strategic direction	Improved effectiveness of the AHF management team
Operations	Monitor budgets and expenditures; review policies on an on-going basis; monitor projects in accordance with the risk management strategy; collect and analyze annual financial reports submitted by projects	Strengthened internal management processes; continued, unqualified annual audits
Research	Strategic research partnerships with other organisations and stakeholders to leverage limited AHF funds	Research partnerships will maximize the effectiveness and efficiency of resources
Communications	Produce corporate plans; provide internal communications support for the organisation; review and distribute key documents (Annual Reports, Corporate Plans, Communications Strategy, Code of Conduct, Ethics Guidelines)	Corporate Plan will capture organisation-wide strategic objectives for reference and will facilitate better understanding, awareness and coordination of activities; policies will be better understood and will remain up-to-date

Strategic Objective 5 Promote Reconciliation

Team	Activities	Expected Results
Board of Directors	Establish relevant policy; ensure policies conform with reconciliation agenda; work in partnership with stakeholders	Staff will carry out activities in compliance with Board policy
Executive	Develop a management plan to carry out policies established by the Board; support Board by meeting with stakeholders and partners; establish a cooperative relationship with the Truth and Reconciliation Commission	The AHF will contribute to strengthening partnerships around the longer-term goal of reconciliation
Operations	Support funded projects in obtaining information to participate in the initiatives of the Truth and Reconciliation Commission	Communities will be better able to address the immediate healing needs and move further toward the longer-term goal of reconciliation
Research	Produce publications on Truth and Reconciliation	Advancement of reconciliation within Aboriginal families and communities and the general public
Communications	Participation in conferences, meetings, gatherings and in strategic partnerships with government, the churches, and other stakeholders who are developing reconciliation initiatives; providing information and resources concerning reconciliation models and goals	Through strategic partnerships, the AHF will increase public awareness of the importance of reconciliation initiatives

Strategic Objective 6 Knowledge Exchange

Team	Activities	Expected Results
Board of Directors	Establish relevant policy; work in partnership with stakeholders	Staff will carry out activities in compliance with Board policy
Executive	Develop a management plan to carry forward Board policy	Staff will carry out respective roles related to policy
Operations	Conduct project site reviews and project gatherings; ensure submissions of annual management reports	Promising healing practices, as well as other relevant resources, will be gathered from our funded projects and distributed
Research	Produce publications and conduct evaluations focused on promoting awareness of promising healing practices; develop and implement archival strategy	Improved and broadened delivery of healing activities in communities
Communications	Produce and distribute newsletter articles on healing activities; conferences and networking activities; support research agenda through media campaigns organized around research study launches; public presentations	Improved and broadened delivery of healing activities in communities

Strategic Objective 7

Implement the organisation's Human Resources and wind-down strategy

Team	Activities	Expected Results
Board of Directors	Establish relevant policy, build capacity of and transfer knowledge to Aboriginal people	Staff will carry out activities in compliance with Board policy
Executive	Establish employment and mentorship programs; develop Human Resource plan, including individual staff training plans; continue student employment program	Organisation activities will conform to management plan; Human Resource needs will be met as they relate to wind-down strategy
Operations	Review and implement wind-down strategy; plan for disposition of AHF assets/records; continue to work with projects on sustainability; pro-actively identify, encourage and provide in-kind support to individuals, Survivor and community groups, and organizations with capacity to initiate and sustain healing activities; ensure reporting requirements of funded projects address sustainability	Under the scenario established by the wind-down strategy, the Aboriginal Healing Foundation will meet specific staffing and operational targets and will close its doors in 2014; projects will have sustainability plans
Research	Disseminate research materials to help support the sustainability of funded projects beyond the life of the AHF; develop long-term archival strategy for AHF materials; identify recipients of AHF materials and holders of copyright	Transfer copyright after Aboriginal Healing Foundation closes; AHF-produced resources will be available beyond the life of the organization
Communications	Provide support to Research and to Assesment and Finance Operations through the Communications Strategy	AHF-funded projects and the public will be better informed of the AHF wind-down strategy

Strategic Objective 8

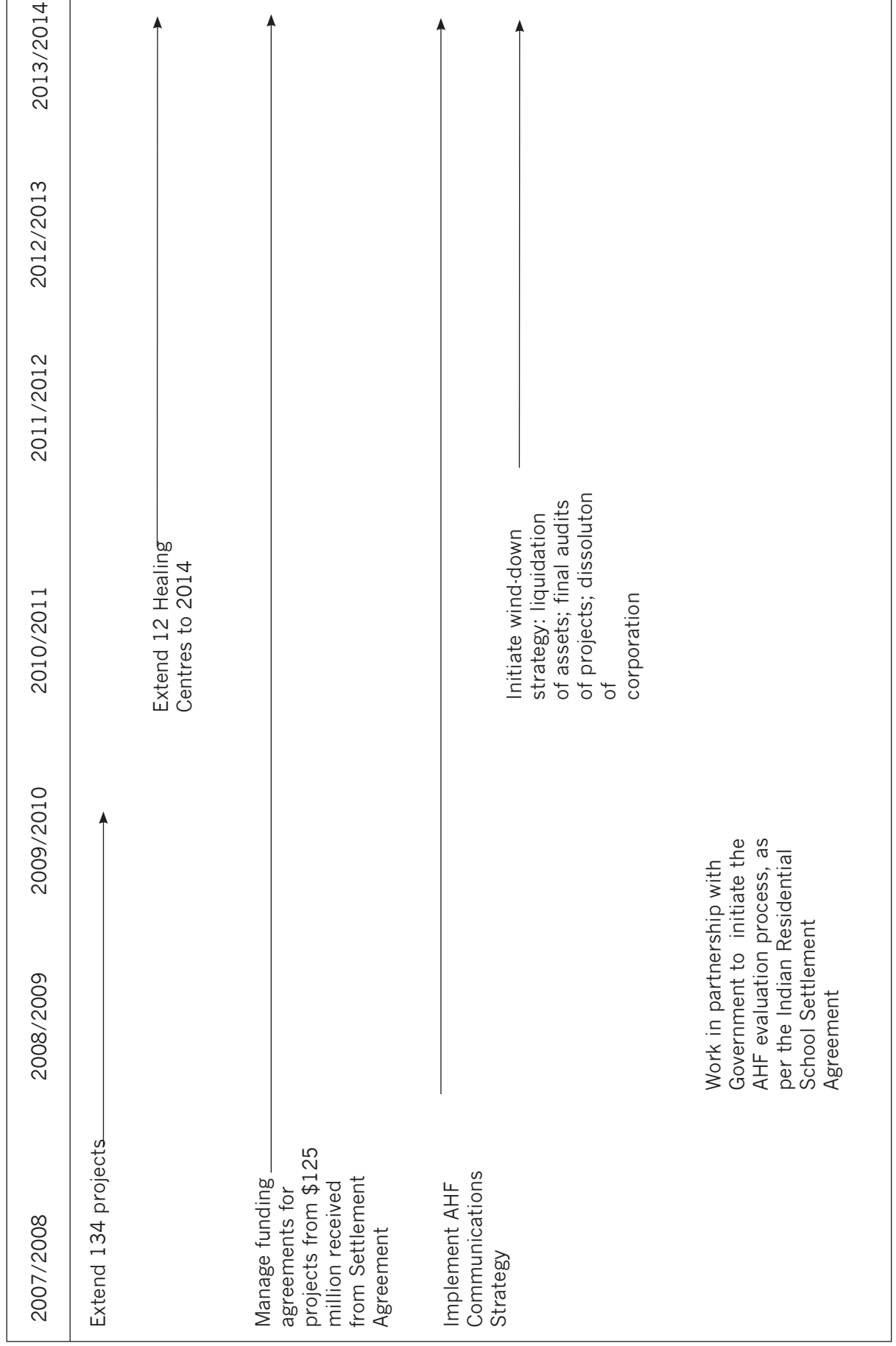
Support the work of the Truth and Reconciliation Commission

Team	Activities	Expected Results
Board of Directors	Establish relevant policy	Staff will carry out activities in compliance with Board policy
Executive	Share information and experience as they build their organization	The Truth and Reconciliation Commission will benefit from the AHF's experience in the work of promoting healing and reconciliation
Operations	Support the work of Research and Communications	Under the scenario established by the winding-down strategy, the Aboriginal Healing Foundation will meet specific staffing and operational targets and will close its doors in 2014; projects will have sustainability plans
Research	Produce and disseminate research materials related to the work of reconciliation; enhance a resource collection	Transfer copyright after Aboriginal Healing Foundation closes; AHF-produced resources will be available beyond the life of the organization
Communications	Share Communications resources and tools	The Truth and Reconciliation Commission will benefit from the AHF's experience in the work of promoting healing and reconciliation

Multi-Year Cash Flow

Budget Expense Item	April 01, 2011 to Mar 31, 2012	April 01, 2012 to Mar 31, 2013	April 01, 2013 to Mar 31, 2014	April 01, 2014 to Mar 31, 2015
Administration	\$4,746,905.00	\$3,015,941.00	\$2,548,342.00	\$212,362.00
Project Funding	\$9,568,159.00	\$8,305,741.00	\$6,129,274.00	

Timetable / Wind-Down



Healing Logic Model

Long-term goals

broken cycle of physical and sexual abuse

sustainable well-being

Short-term outcomes

increased positive ties between those in need and healers/helpers

increased understanding and awareness

more documented history increased honour

increased capacity knowledge and skill to address needs/issues

increased awareness/use of research/resource material

more strategic planning with a focus on healing

Outputs

participation in conferences and gatherings

educational/training curricula developed or offered

historical materials developed

participation in training

distribution and use of research and resource material

strategic plans produced

Activities

support healing efforts, build, reinforce conditions conducive to healing

promote awareness and understanding of needs and issues

support remembrance

develop and enhance capacity

engage in research, support needs assessments and project design

The time frame for AHF program and evaluation activity has been too short to measure long-term impact on sexual abuse, physical abuse, suicide, incarceration and children in care. However, AHF has gathered valuable information on the nature and impact of Aboriginal healing activities. This information can provide the basis for longer-term research.

