



the
aboriginal healing
foundation

CORPORATE PLAN 2014



www.ahf.ca





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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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, 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.

Vision, Mission and 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 conducive 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.

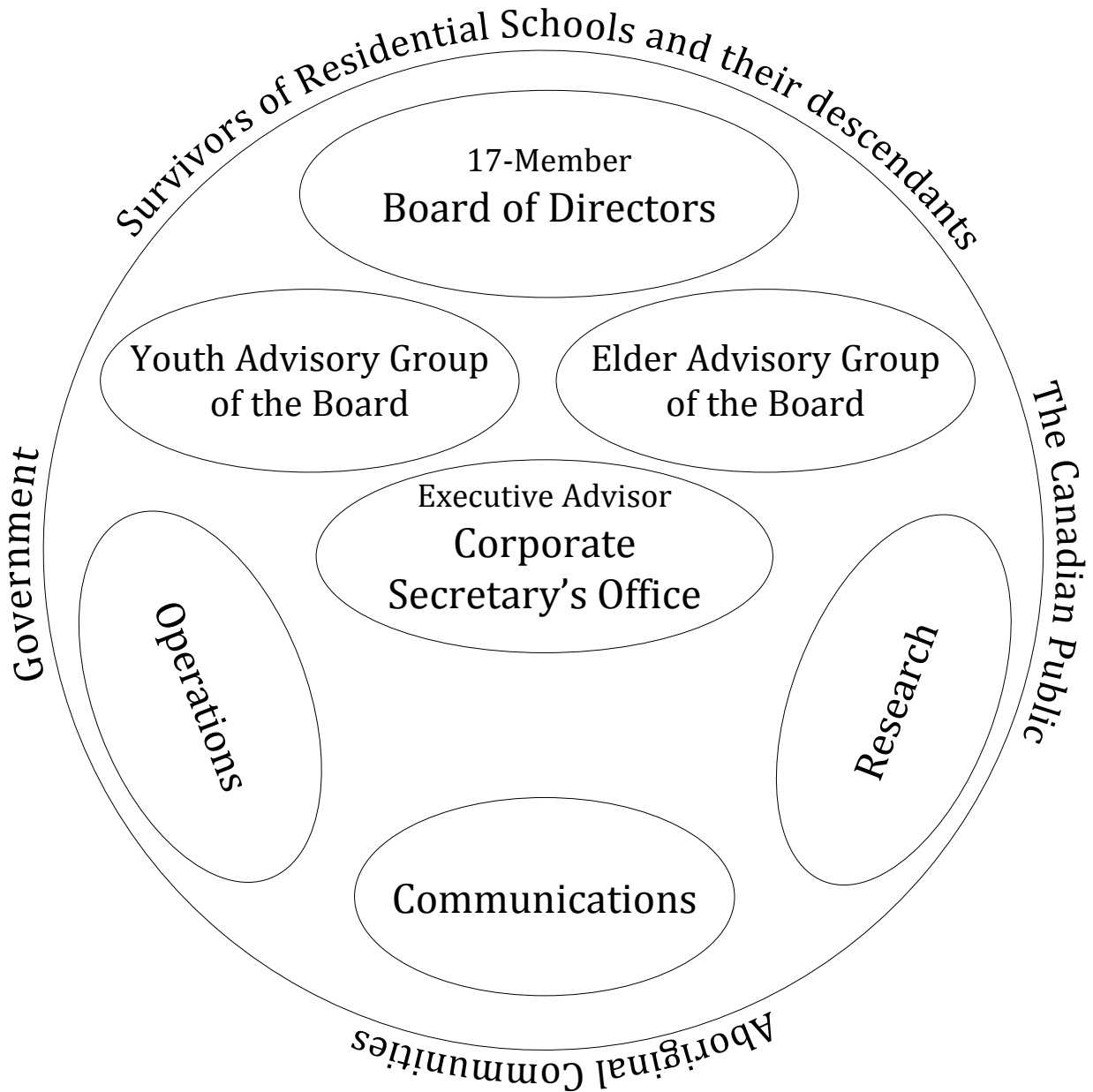
We emphasise approaches that address the needs of Aboriginal individuals, families and the broader community. We view prevention of future abuse, and the process of reconciliation between victims and offenders, and between Aboriginal people and Canadians as vital elements in building healthy, sustainable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

Historical
Corporate Profile

On March 31, 2012, all but four staff positions at the Aboriginal Healing Foundation concluded. On September 1, 2013 the 75 Albert Street office was vacated and a smaller office was acquired at **275 Slater Street, Suite 900** for the remaining year of core operations. This graph shows the historical structure of the AHF to 2012. Since April 1, 2012 the functions of the AHF required under its mandate have been carried out through contract. See the Annual Report 2013 for details.



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 nominated 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 nominated 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 Advisor in achieving the mission of the organization, and optimizes the relationship between the Board of Directors and management.

Executive Advisor

The Executive Advisor is a contractor and 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.

The Corporate Secretary'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 activities

comply with legal and ethical requirements.

In the remaining year of its operations, to September 2014, the Aboriginal Healing Foundation will continue to perform its core operations through contracted service providers. These duties and services include:

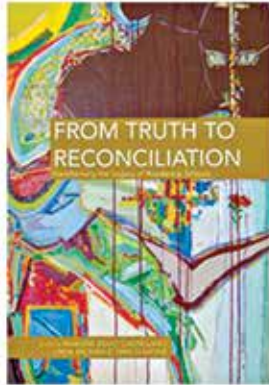
- Information and community support services;
- Close funded projects;
- Budgeting and financial reporting;
- Managing the fund and investment portfolio;
- Informatics and system maintenance, including the project database (GIFTS);
- Overall administration, including mail and office management;
- Managing all accounting processes and maintaining financial controls;
- Distribution of AHF publications;
- Maintenance of a website;
- Media liaison / Interviews;
- Public presentations;
- Responses to public questions/ requests;
- Fulfilling the terms of the funding agreement with Canada.

Our Publications: a Legacy

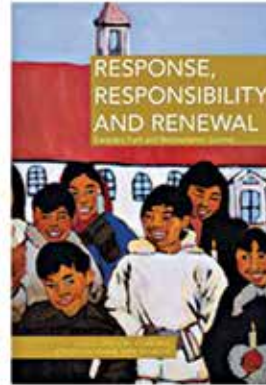
The research agenda and publication strategy of the Aboriginal Healing Foundation has focused on applied or strategic research that contributes to the design, implementation, effectiveness or evaluation of community-level healing projects. We have also produced a range of legacy publications to foster greater awareness, dialogue and reconciliation in Canada. Our intention and expectation is that these publications will have a life well beyond the Aboriginal Healing Foundation and will therefore contribute to the continuing work of healing and reconciliation.



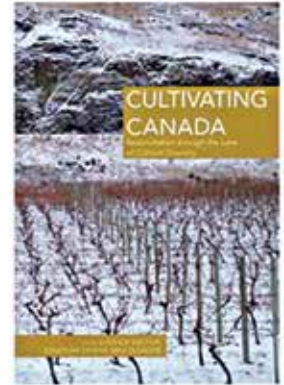
*Speaking My Truth:
Reflections on
Reconciliation &
Residential School*



*From Truth to
Reconciliation*

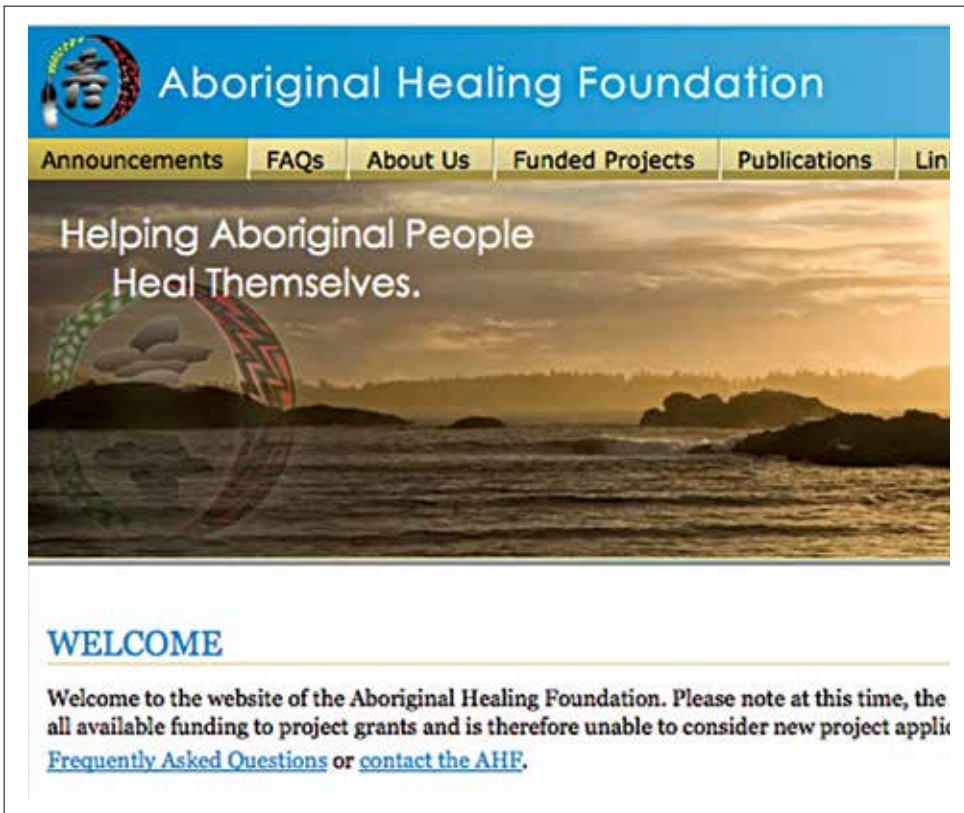


*Response,
Responsibility,
and Renewal*



*Cultivating
Canada*

Our Presence on the Internet



The screenshot shows the homepage of the Aboriginal Healing Foundation. At the top left is the logo, which features a stylized face with a feather. To the right of the logo, the text "Aboriginal Healing Foundation" is displayed in a blue header. Below the header is a navigation menu with the following items: "Announcements", "FAQs", "About Us", "Funded Projects", "Publications", and "Lin". The main content area features a large image of a sunset over a body of water with a rainbow. Overlaid on the image is the text "Helping Aboriginal People Heal Themselves." Below the image, the word "WELCOME" is written in blue. Underneath, a paragraph reads: "Welcome to the website of the Aboriginal Healing Foundation. Please note at this time, the all available funding to project grants and is therefore unable to consider new project appli". At the end of the paragraph are two links: "[Frequently Asked Questions](#)" and "[or contact the AHE.](#)".

The Aboriginal Healing Foundation has made the provisions necessary to maintain a web presence beyond the life of the AHF. Our resources will continue to be available to the public via www.ahf.ca until September 2017. Our resources, including our digital archive, have been transferred to Algoma University. They will ensure the availability and safe keeping of Aboriginal Healing Foundation publications.

<http://www.ahf.ca/>

<http://speakingmytruth.ca/>



The screenshot shows the "Speaking My Truth" website. The logo "SPEAKING MY TRUTH" is at the top left, with "SPEAKING" in blue and "MY TRUTH" in pink. To the right of the logo are the words "BOOKS" and "ORDER / D". Below the logo is the text "Aboriginal Healing Foundation Research Publications". The main image is a large black and white photograph of a dense crowd of children, likely at a residential school, standing in front of a building.

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.

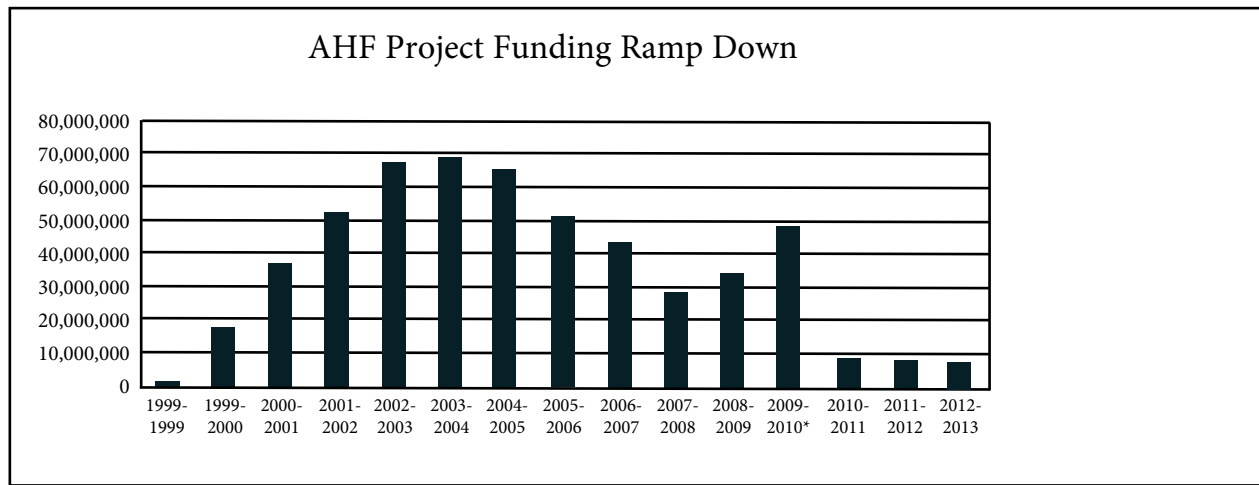
Funds from the 2007 Indian Residential School Settlement Agreement enabled the AHF to provide three-year extensions to grants. On the 31st of March 2010, Aboriginal Healing Foundation funding to these 134 community projects was exhausted. Most of the healing projects have as a consequence closed.

Together, AHF-supported projects constituted a one-of-a-kind national healing network dedicated to and focused upon addressing the intergenerational 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 2014 in anticipation of our closure. However, there are challenges which take us beyond this date. At the AHF we have undertaken legacy planning which takes into consideration the post-AHF context. Some of these considerations have included: 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



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

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 taken advantage of this opportunity through legacy planning, the chief component of which will be an archival strategy. The focus of this strategy has been to continue to produce practical healing resources and to ensure that they are accessible to communities well into the future.

Our Current Situation

- AHF funding Contribution Agreements with 134 projects concluded on March 31, 2010;
- Contribution Agreements with 11 healing centres will conclude December 31, 2013;
- There are concurrently with the 11 healing centres an additional four AHF funded projects: “add-ons” which come under the contribution agreements of a “parent” organisation (hence the term add-on). These project add-ons are completely separate healing centers with their own budgets and workplans set up within the host contribution agreement.
- Over the coming year, the Aboriginal Healing Foundation will fulfill the remaining work of its mandate. This includes closing of funded projects; publication of annual reports and corporate plans; and distribution of research studies.
- We have undertaken a AHF winding-down strategy and are producing a closing document and dissolving the AHF.



- 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



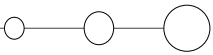


Objective 1



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 to December 31, 2013	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	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	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	Activities will support and further the strategic objectives of the AHF
Operations	Internships with Aboriginal students	Increased opportunities for Aboriginal people; development of Aboriginal skills
Research	Support of Aboriginal-directed research; internships with Aboriginal students	Increased opportunities for Aboriginal people
Communications	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	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	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, etc.)	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	The AHF will contribute to strengthening partnerships around 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 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
Research	Develop and implement archival strategy	Develop an archive
Communications	Support research agenda through media campaigns organized around research study launches; public presentations	Improved and broadened delivery of research and reconciliation


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	Continue student employment program and professional staff development	Organisation activities will conform to management plan
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, the Board and the Corporate Secretary	AHF-funded projects and the public will be better informed of the AHF wind-down strategy

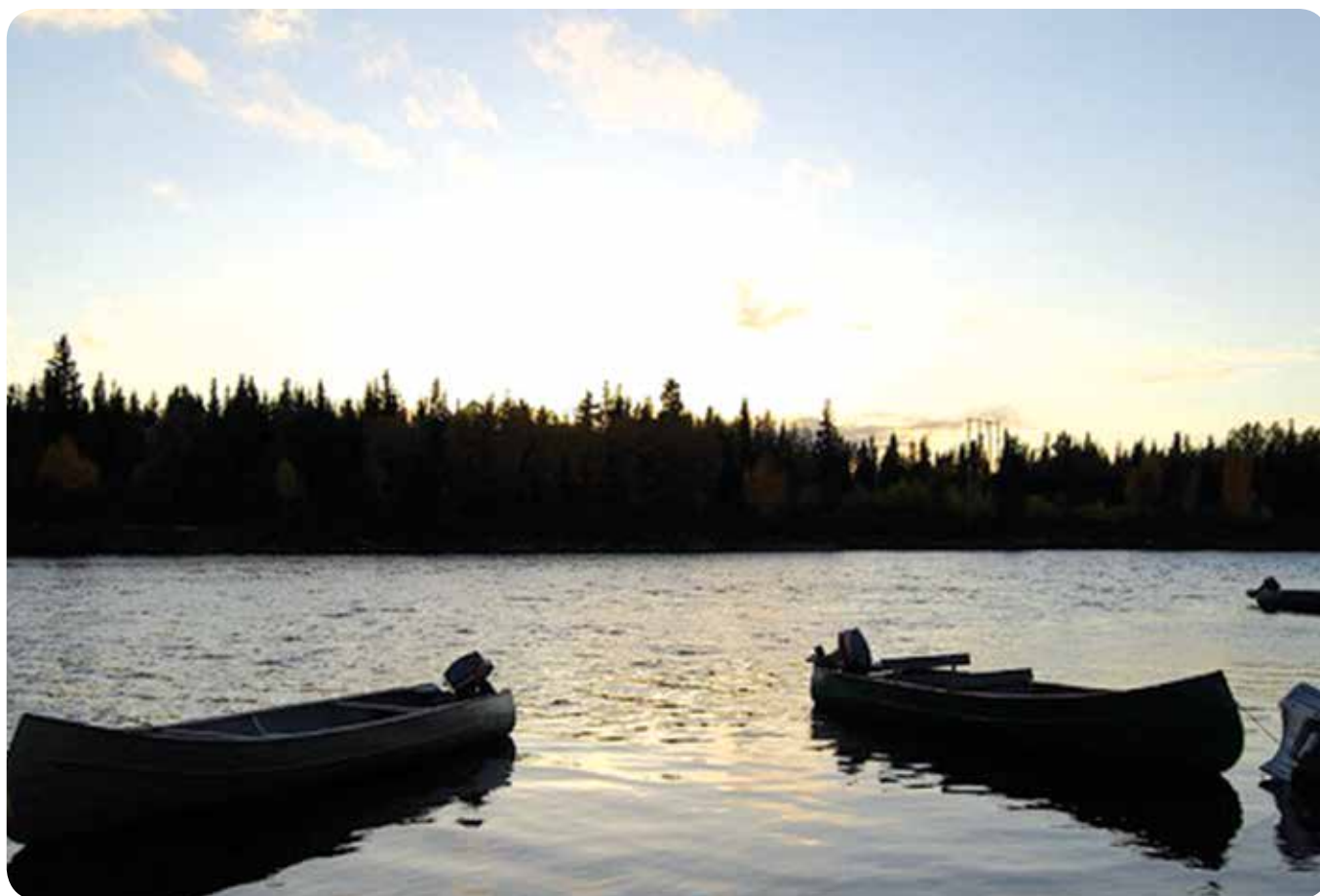

Strategic Objective 8


Support the work of the Truth and Reconciliation Commission

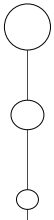
Team	Activities	Expected Results
Board of Directors	Establish relevant policy	Staff will carry out activities in compliance with Board policy
Executive	Share information and experience as they build their organization	The Truth and Reconciliation Commission will benefit from the AHF's experience in the 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 intellectual property 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, 2013 to Mar 31, 2014	April 01, 2014 to Mar 31, 2015
Administration	\$3,624,409	\$1,686,724
Project Funding	\$7,378,178	



Timetable / Wind-Down



2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
Extend 134 projects		→				
			Extend 11 Healing Centres to December 31, 2013	→		
Manage funding agreements for projects from \$125 million received from Settlement Agreement						→
Implement AHF Communications and Research Strategy						→
						→
						Initiate wind-down strategy: liquidation of assets; final audits of projects; dissolution of corporation
						Work in partnership with Government to initiate the AHF evaluation process, as per the Indian Residential School Settlement Agreement

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.

THE
ABORIGINAL HEALING
FOUNDATION
CORPORATE PLAN 2014



The Aboriginal Healing Foundation
275 Slater Street, Suite 900 | Ottawa, Ontario K1P 5H9
Telephone: (613) 237-4441 Toll-free: (888) 725-8886 Facsimile: (613) 237-4442
Email: programs@ahf.ca | Internet: www.ahf.ca

