ASIA PACIFIC FOUNDATION OF CANADA
FONDATION ASIE PACIFIQUE DU CANADA

2025-26 YEAR IN REVIEW:

A Snapshot of our Work Advancing Canada-Asia Relations

2025–26

CURRENT CONTEXT

A world in flux – and an urgent case for Asia

- Asia is home to 60% of the world's population and generates more than 60% of global growth; the region is central to Canada's future prosperity and security.

- Canada and Asia face shifting alliances, fragmented multilateral frameworks, geo-economic coercion, and intensifying major-power competition, compounded by technological disruption, dramatic advances in AI, and the impacts of climate change.

- Ottawa is moving with unprecedented speed: FTA talks launched with the **Philippines** and **Thailand**; a Canada-**ASEAN** FTA targeted for 2026; a diplomatic and trade reset with India, capped by a March 2026 official visit; recalibrated ties with China following a Beijing visit and APEC meeting with President Xi; and a formal offer to host **APEC** in 2029.

- The Government of Canada has committed to doubling non-U.S. exports by 2035 and unlocking $1 trillion in new investment over five years; diversification is now a strategic imperative, not a temporary pivot.

- For more than 40 years, APF Canada – established by a 1984 Act of Parliament – has been Canada's only national, public-purpose institution dedicated exclusively to Canada-Asia engagement. That mandate has never been more relevant.



GENERATING IMPACT IN ASIA

A sustained, growing Canadian presence across the Indo-Pacific



Asia Regional Office (Singapore)

Officially opened in October 2025; hosted or co-hosted 21 events and supported 12 external engagements in its first year, anchoring Canada's regional presence.



APEC Programming

As Secretariat for APEC Business Advisory Council (ABAC) Canada and Canada's National Committee for Pacific Economic Cooperation (CANCPEC), and through the APEC-Canada Growing Business Partnership, this year APF Canada reached 240 policy actors and 200+ MSMEs across five Southeast Asian economies.



Canada-in-Asia Conference (CIAC) 2026

662 participants (234 from Canada, 421 from Asia), including three government ministers and 13 Canadian heads of mission; 82% of attendees made "useful" connections.



Indo-Pacific Initiative

22 dialogues and 31 fellowships delivered in its first full year, building two-way knowledge networks with India, the Philippines, South Korea, Taiwan, and beyond.



Asia Business Leaders Advisory Council (ABLAC)

9th annual meeting convened 70 senior business leaders from Canada and 10+ Asia Pacific economies in Singapore.



Women's Entrepreneurship Program

This year's mission to the Philippines and Singapore generated over $4.5 million in deals, part of $49.8 million generated since 2019 across 10 missions.

GENERATING IMPACT IN CANADA

Sharpening Canadian decision-making on Asia

- Delivered more than 90 **targeted policy briefings** to federal and provincial governments, business, and academic institutions on trade, security, and diversification.

- Hosted the inaugural **Indo-Pacific Forum in Ottawa** (October 2025), a new flagship platform assessing progress on Canada's 2022 Indo-Pacific Strategy, alongside **10 Track 1.5/2 dialogues and 11 roundtables** with India, the Philippines, South Korea, and Taiwan.

- Launched the **Canada–Indo-Pacific Critical Minerals Hub** with the University of Ottawa; flagship research showed two-way investment in critical minerals extraction rose from $5.3 billion (2015-19) to $27.2 billion (2020-24).

- Advanced **emerging-issues research** at the intersection of security and technology: an Arctic/North Pacific workshop with the Department of National Defence, new AI-governance partnerships, and a growing space-governance research series.

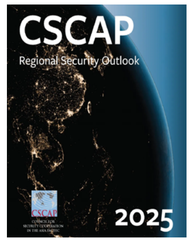
- Grew the **Canadian Women's International Network (CanWIN)** to 296 members and hosted the **CanWIN Global Summit** in Toronto.

- Commissioned **four national surveys** with Angus Reid Institute tracking Canadian public opinion on India, China, and the broader Indo-Pacific.



MAJOR PUBLICATIONS

Policy-relevant research shaping the national conversation



JULY 2025

Regional Security Outlook 2025

Edited and produced for the Council for Security Cooperation in the Asia Pacific (CSCAP), reaching defence ministries and foreign offices across the Indo-Pacific.

Learn more

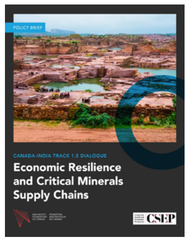


SEPTEMBER 2025

At the Crossroads: India's Relations with the U.S., China, and Russia

Briefed federal officials ahead of the Canada–India diplomatic reset.

Learn more



NOVEMBER 2025

Exploring Pathways for Indo–Canada Critical Mineral Diplomacy

Produced with India's Centre for Social and Economic Progress to inform bilateral critical-minerals co-operation.

Learn more

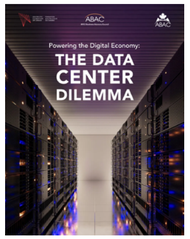


JULY 2025

Canada's Under-the-Radar Trade Opportunity: Digital and AI-Enabled Trade

Reframed federal thinking on trade diversification around Canada's underused digital-export strengths.

Learn more



OCTOBER 2025

Powering the Digital Economy: The Data Center Dilemma

Briefed APEC Business Advisory Council (ABAC) members and ministers on data-infrastructure policy across the region.

Learn more



NOVEMBER 2025

Modernizing Digital Trade: Updating the CPTPP's Digital Economy Measures

Delivered by CANCPEC and AusPECC to the CPTPP Commission's General Review in Melbourne, directly shaping the trade bloc's digital-economy rules.

Learn more

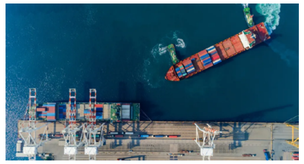


DECEMBER 2025

Strengthening Supply Chain Resilience: Canada–ROK Early Warning System Co-operation

Guided Canadian and South Korean officials on joint supply-chain risk monitoring.

Learn more



FEBRUARY 2026

Adapting Canada's Trade Diversification Strategy in an Era of Strategic Interdependence

Provided federal and provincial trade officials a framework for reducing overreliance on any single partner.

Learn more



FEBRUARY 2026

Strategic Choices for Middle Powers Navigating U.S.-China Competition

Shaped Canadian and allied thinking on coalition-building amid great-power rivalry.

Learn more



MARCH 2026

Advancing Canada–India Trade: Why CEPA Matters

Informed federal negotiators as Canada worked toward closing a long-delayed bilateral trade agreement with India.

Learn more

MAJOR EVENTS

Convening the conversations that matter

APRIL 2025 | VIRTUAL

Outsourcing Repression: Book Talk with APF Canada Senior Fellow Lynette Ong

90 attendees, including policymakers, explored transnational repression risks facing Canada.

Learn more

SEPTEMBER 2025 | OTTAWA

Democratic Resilience & Maritime Security

61 officials and experts addressed undersea-cable and digital-infrastructure security.

Learn more

SEPTEMBER 2025 | MONTRÉAL

Décrypter le conflit entre la Thaïlande et le Cambodge

99 French-speaking Quebecers gained insight into a live regional conflict inside the Francophonie.

Learn more

NOVEMBER 2025 | NEW DELHI

India-Canada Track 1.5 Dialogue on Economic Resilience and Critical Minerals Supply Chains

Helped pave the way for the $1.9-billion NRCan–India Ministry of Mines MoU on critical minerals value chains signed in March 2026.

Learn more

MARCH 2026 | TORONTO

CanWIN Global Summit 2026

97 entrepreneurs, investors, and policymakers; advanced Canadian women-led firms' access to Asian capital.

Learn more

SEPTEMBER 2025 | VANCOUVER

Canada's Strategic Positioning in the Critical Minerals Era

99 industry and government participants examined Pacific supply-chain resilience.

Learn more

SEPTEMBER 2025 | VANCOUVER

Canada–ASEAN Co-operation at a Turning Point

38 stakeholders set priorities for the incoming Philippine ASEAN chair year (2026).

Learn more

OCTOBER 2025 | OTTAWA

Indo-Pacific Forum 2025

Government officials and APF Canada's Indo-Pacific Research Fellows assessed progress on Canada's Indo-Pacific Strategy.

Learn more

FEBRUARY 2026 | SINGAPORE

Canada–Singapore Defence Industrial Co-operation Roundtable

The first bilateral defence-industrial dialogue of its kind, convening both militaries and 20+ companies via APF Canada's Asia Regional Office.

Learn more

SEPTEMBER 2026 | WHITEHORSE

Arctic Security Conference

80 defence and northern-affairs stakeholders connected Arctic and Indo-Pacific security priorities.

Learn more

MEDIA (TRADITIONAL, SOCIAL, DIGITAL)

Growing reach and raising trust as Canada's go-to source on Asia

TRADITIONAL MEDIA

874 media hits (up 56% year-over-year), including 245 placements in Asia-based outlets such as Fortune, CNA Taiwan, and ABS-CBN Philippines – with commentary from Vina Nadjibulla, Jeff Nankivell, and our networks of fellows featured on trade, security, and the Canada–China and Canada–India relationships.

SOCIAL MEDIA

Total followers grew 82% to 55,871, with total impressions surging 554% to over 10.5 million; Facebook followers alone grew 380%, driven in part by CIAC2026 traffic from Thailand, India, and Indonesia.

WEBSITE

Total visits rose 44% to 512,000 and pageviews rose 25% to 853,000, with French-language page visits up 107%, reflecting expanded bilingual content and outreach.

PODCASTS

APF Canada's portfolio grew to 37 podcasts, including new French-language Conversations Québécoises and the Critical Minerals Hub's Minerals Matter series, alongside continued releases of Kakehashi Conversations (12 episodes, 4,376 downloads).

VIDEO

30 post-event videos and encore recordings extended the reach of flagship events – including a Pita Limjaroenrat conversation that drew over 22,000 YouTube views – while YouTube views overall grew 72% to 55,170.

IN THE NEWS PAGE

Traffic to APF Canada's media hub rose 55% to 5,386 views, reflecting growing public and stakeholder interest in APF Canada's commentary.

KNOWLEDGE PRODUCTS

Produced 179 knowledge products this year, including 49 issues of the Asia Watch newsletter, 38 reports and policy briefs, and 37 podcast episodes across an expanded portfolio, including the new French-language Conversations Québécoises and the Critical Minerals Hub's Minerals Matter series.



From expansion to focus, coherence, and demonstrable impact

Canada’s Indo-Pacific engagement is now a national operational imperative for Canada’ prosperity, security, and resilience.

Following a Board-led review of its prior five-year plan and a national stakeholder consultation, APF Canada’s Board approved a new Five-Year Strategic Framework (2026–2031) in April 2026.

2026–27 PRIORITIES

- Consolidating the India reset, monitoring the Canada–China relationship, and deepening engagement with ASEAN, Australia, Japan, and South Korea.
- Expanding the Asia Regional Office’s programming, adding a new Canada–Indonesia Chair, and extending Track 1.5 dialogues to Japan, Indonesia, and Vietnam.
- Hosting CIAC2027 in Singapore (March 2027), targeting 600+ leaders, with a sharpened focus on food security, energy security, and defence industries.
- Mobilizing a newly identified national asset – Canadians abroad and Canadian university alumni across Asia – as champions for diversification.
- Preparing to support Canada’s potential hosting of APEC in 2029, its first time since 1997.

This operational plan is anchored in APF Canada’s 5-Year Strategic Framework and our renewed long-term vision and mission . . .

STRATEGIC FRAMEWORK

2026-31 Overview

OUR VISION

A prosperous, secure Canada shaping its future through high-impact engagement with Asia.

OUR MISSION

To enable Canadians to understand, connect with, and succeed in Asia.

STRATEGIC OBJECTIVES

- Policy Engagement & Public Understanding – Canadians across government, business, academia, and civil society make better-informed, more Asia-literate decisions.
- Convening & Partnership Building for Opportunity Creation – Canadian actors build stronger, more durable relationships and networks across Asia.
- Canada's Asia Competence & Expertise – Canada develops Asia-competent talent; Canadian institutions deepen scholarship and expertise.
- Canada's Presence & Profile in Asia – Canada is recognized as a consequential partner and partner of choice for trade, investment, and resilience.

CALL TO ACTION

APF Canada calls on Canadians across government, business, academia, and civil society to forge a shared vision of growth, diversification, and co-operation with Asia – and to help shape Canada's leadership in the region for the years ahead.

FOUNDATIONAL ELEMENTS

Brand, Reach & Relevance

Sustainable Resources & Diverse Funding

People, Culture & Organizational Excellence

CONNECT

Join us in inspiring action and shaping Canada's leadership in Asia

APF Canada's work is only possible because of the partnerships, relationships, and shared ambition of Canadians and Asian counterparts across government, business, academia, and civil society. As we actuate our new Five-Year Strategic Framework, we invite you to join us as a partner, a member, or simply a fellow champion of Canada's future in the Indo-Pacific.

We welcome the opportunity to connect. To reach our executive team directly, please contact:



Jeff Nankivell,
President & CEO
president@asiapacific.ca

Interested in deepening your organization's engagement with APF Canada? To learn more about our Membership Program, contact:



Rosie Bolderston,
Director, Partnerships & Strategic Planning
rosie.bolderston@asiapacific.ca

For media inquiries, please contact:



Michael Roberts,
Director of Communications
communications@asiapacific.ca

Together, we can unlock opportunities, forge partnerships, and catalyze engagement that advances a more prosperous, independent, and globally engaged Canada.

You can also reach us through any of our offices across Canada and Asia:



Vancouver Office (Headquarters)
info@asiapacific.ca



Central Canada Office (Toronto)
torontostaff@asiapacific.ca



Quebec Office (Montréal)
alexandre.veilleux@asiapacific.ca



Asia Regional Office (Singapore)
singapore@asiapacific.ca

ASIA PACIFIC FOUNDATION OF CANADA

Strategic Framework 2026 – 2031

ASIA PACIFIC FOUNDATION OF CANADA | FONDATION ASIE PACIFIQUE DU CANADA

VISION

A prosperous, secure Canada shaping its future through high-impact engagement with Asia.

MISSION

To enable Canadians to understand, connect with, and succeed in Asia.

STRATEGIC OBJECTIVES

POLICY ENGAGEMENT & PUBLIC UNDERSTANDING:
Canadians across government, business, academia, and civil society make better-informed, more Asia-literate decisions.

OUTCOMES:
Canada moves from uneven awareness to more strategic, better-informed decision-making on Asia across government, business, academia, and civil society, supported by APF Canada's analysis and expertise. A broader and more diverse range of Canadian actors actively use Asia-focused insights to inform policy, strategy, and engagement.

CONVENING & PARTNERSHIP BUILDING FOR OPPORTUNITY CREATION:
Canadian businesses, researchers, innovators, institutions, and policymakers build stronger, more durable, and more impactful relationships and networks with counterparts across Asia, leading to increased trust, collaboration, and opportunity creation.

OUTCOMES:
Canada moves from episodic engagement to the establishment of trusted, durable partnerships and action-oriented coalitions. Over time, these relationships deliver measurable benefits for Canadians, including improved economic outcomes, greater access to innovation, and resilient strategic partnerships.

CANADA'S ASIA COMPETENCE & EXPERTISE:
Canada develops Asia-competent talent, and Canadian institutions deepen their scholarship and expertise on Asia.

OUTCOMES:
Canada sees a step-change in the number of leaders and professionals with the skills, experience, and cultural understanding needed to engage Asia effectively in the current geopolitical moment. Canadian institutions deepen and mobilize Asia-focused scholarship and expertise to build long-term national capacity.

CANADA'S PRESENCE & PROFILE IN ASIA:
Canada becomes recognized in Asia as a consequential partner and influential voice in regional and global affairs, and as a partner of choice for trade, investment, and economic resilience, through a sustained regional presence, thought leadership, and a transformed awareness of what Canada and Canadians have to offer.

OUTCOMES:
Canada sees a measurable shift in how it is perceived across stakeholders in Asia as an influential, engaged, and solutions-oriented partner, as well as a marked increase in how often—and across how many sectors—Asian stakeholders choose Canada as a trusted partner for trade, investment, innovation, and strategic co-operation.

FOUNDATIONAL ELEMENTS

BRAND, REACH & RELEVANCE

SUSTAINABLE RESOURCES & DIVERSE FUNDING

PEOPLE, CULTURE & ORGANIZATIONAL EXCELLENCE

STRATEGIC CONTEXT

Across governments, businesses, and institutions, Canada and Asia face shifting alliances, fragmented multilateral frameworks, geo-economic risk and economic coercion, and heightened competition among major powers. At the same time, technological disruption and artificial intelligence, security flashpoints, changing trade and supply chains, and global challenges such as climate change continue to reshape the environment in which we operate. In this context, Canada is also pursuing a more deliberate strategy of economic diversification, including the Government of Canada's commitment to double non-U.S. exports by 2035, and unlock $1 trillion in new investment in Canada over five years. This is taking place alongside a gradual reset in Canada's relationships with key partners such as China and India presenting a complex but important window for renewed engagement. Now more than ever, Canada must look to partnerships in Asia as essential to strengthening our prosperity, economic resilience, security, and strategic autonomy.

VALUE PROPOSITION

The Asia Pacific Foundation of Canada is Canada's only national public-purpose institution dedicated to Canada-Asia engagement. Through trusted insight, high-level convening, talent development, and building of sustained partnerships, we enable more effective, durable, and impactful Canadian engagement across the Indo-Pacific. We are independent from the Government of Canada, yet hold a valued role as a trusted advisor on policy across multiple departments and governments at all levels. APF Canada sets an annual agenda for research, policy dialogue, convening, and education aligned with Canada's progress and priorities across key domains—including diplomacy, security, and strategic partnerships; trade and investment diversification; supply-chain resilience and security; middle-power coalition-building; technology and innovation collaboration in priority and emerging sectors; and co-operation on global challenges such as climate change, food security, and energy security.

OUR CALL TO ACTION:

APF Canada calls on Canadians to come together to forge a shared vision of growth, diversification, and co-operation—anchored in elevated, strategic, and sustained engagement with Asia. We invite partners across government, business, academia, and civil society to join us in strengthening Canada's influence, securing strategic partnerships, supporting priority and emerging sectors, facilitating investment, promoting innovation, and building talent. Together, we can unlock new solutions and collaborations that advance a more prosperous, independent, and globally engaged Canada. Let us inspire action and shape Canada's leadership in Asia for the years ahead.

FINAL