



ASIA PACIFIC
FOUNDATION
OF CANADA

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DU CANADA

5-YEAR
ORGANIZATION AND
ACTIVITIES REVIEW

2015-2020

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The Honourable François-Philippe Champagne
Minister of Foreign Affairs
Foreign Affairs, Trade and Development Canada
The Lester B. Pearson Building
125 Sussex Drive
Ottawa, Ontario K1A 0G2

Dear Minister,

Re: 5-year report in accordance with Section 37, Asia-Pacific Foundation of Canada Act

As Chair of the Asia Pacific Foundation of Canada, I have the honour of submitting the following report. This submission is in accordance with the Asia-Pacific Foundation of Canada Act, Section 37, requiring the APF Canada Board to review and submit a report to the Minister, every five years, on the Foundation's activities and organization.

The Board has reviewed and approved the Foundation's 5-year report on its activities and organization, and does not currently recommend any legislative change to the Act.

The Foundation is focusing its efforts to support Asia Canada relations through three core priorities (Research, Education, and Networking), and the strategic research themes of: Business Asia, Perspectives Asia, Strategic Asia, Digital Asia, Engaging Asia, and Sustainable Asia, all with an emphasis on providing policy considerations and business intelligence for stakeholders throughout the Asia Pacific.

These themes actively support our legislative mandate.

Yours truly,

A handwritten signature in black ink, appearing to read "Pierre S. Pettigrew", followed by a horizontal line extending to the right.

Hon. Pierre S. Pettigrew, P.C., L.L.D.
Board Chair, Asia Pacific Foundation of Canada

1. OVERVIEW & SUMMARY





1. OVERVIEW AND SUMMARY

This report comprises a five-year strategic review of the organization and activities of the Asia Pacific Foundation of Canada from February 1, 2015 to January 31, 2020, and was approved by the Foundation's Board of Directors on June 15, 2020. It fulfills the requirement under section 37 (1) of the Asia-Pacific Foundation of Canada Act.

The principal guiding document at the onset of this period in the Foundation's progression was the **Framework for a Strategic Plan (2014-2019)**. This new strategic framework was implemented to guide the Foundation's plans and activities and to structure the organization to be the institution to lead Canada's pivot to Asia – an expanded mandate, which was articulated in the Foundation's new mission statement: "Canada's Catalyst for Engagement with Asia, Asia's Bridge to Canada."

The Framework for a Strategic Plan identified and articulated the Foundation's key role in helping Canadians capture the new opportunities unfolding in the Asia Pacific as the world's centre of gravity shifts to the region, which will represent 44 per cent

of the world's GDP, 42 per cent of global consumption, and 54 per cent of the world's middle class in 2020. The guiding document further emboldened the Foundation's mission as a catalyst and bridge in Canada's two-way relationships with the economies of Asia, underscoring the importance of developing 'ideas for action' for Canadian businesses, governments, and civil society, along with the importance of forging new strategic partnerships across Canada and the Pacific.

Organizationally, the framework document stressed that the Foundation's success in leading Canada to the next level of engagement with Asia would be contingent on strong leadership at the Foundation, starting with a new high-profile CEO, former Canadian career diplomat Stewart Beck, to drive APF Canada's next phase of growth, along with the ability to attract highly-qualified talent and to align the organization with best business practices and sound governance and financial management, including an expanded fundraising capacity to supplement the Foundation's Endowment draw.



Determinants of success were also articulated, and included the ability to influence policy debates, stimulate increased and diversified trade, bolster the ‘Asia Competence’ of all Canadians, provide action-oriented, research-based support to governments, business, and the social sector, and build powerful networks and high-value strategic partnerships with leading organizations across established and emergent sectors.

It was further determined that the Foundation would organize its work and outputs for the next five years based on thematic priorities, rather than on countries of focus.

Priority themes were established as follows:

- **Promoting Trade, Investment and Innovation** – fostering linkages between innovation ecosystems in Canada and in Asia and encouraging two-way business, including issues related to market access, export capacity, and barriers to investment;
- **Mobilizing Energy Assets** – moving quickly and effectively to meet Asia’s changing energy requirements and promoting co-operation between Canada

and Asia on a range of issues related to energy and the environment; and,

- **Building Skills and Competencies** – increasing and enhancing two-way flows of students and providing Canadians with the skills, knowledge, and experience to be successful in Asia.

And finally, it was established that the Foundation, as a trusted independent advisor to government and business, should offer clear, specific, and actionable policy advice and leadership based on sound research and analysis, and that its research and convening activities – including work funded under the grants program that is mandated by the Government of Canada – would be henceforth driven by the Foundation’s strategic priorities and emphasize action rather than simply knowledge generation or information exchange.

It was with this strategic framework and invigorated mandate that the next phase in the Asia Pacific Foundation of Canada’s journey began, with the Foundation setting forth on a new and ambitious course for the five-year period between 2015 and 2020.



Resources Listed and Excerpted in This Report:

The Asia-Pacific Foundation of Canada Act

The Conditional Grant Agreement

Framework for Strategic Plan (2014-19)

External Communications Audit, Weber Shandwick (2017)

Seizing the Moment: A Vision for Canada's Next Level of Engagement with Asia (2017)

Building Blocks for a Canada-Asia Strategy (2016)

External Fundraising Audit, Compton Fundraising Consultants (2018)

Developing a Leading Role for Canada in the Asia Pacific: A 5-Year Strategic Plan (2019-2024)

Canada as a 21st Century Pacific Power: Toward 'Broad Diversification' in Asia (2020)



Much has changed in the world, and the Asia Pacific, since 2015. As this reporting period drew to a close, populist nationalism and economic regionalism were on the rise. Uncertainty and instability in the Asia Pacific – whether in the form of trade tensions between the United States and China, a deterioration in bilateral relations between Canada and China, or a heightened militarization of issues ranging from the South China Sea to India-controlled Kashmir – had grown and were continuing to expand.

More than ever, the Foundation's role as Canada's leading organization on Canada-Asia relations is a vital one, and its mission to provide a catalyst for engagement with Asia and a bridge back to Canada never more urgent. For Canada to prosper and thrive in the 21st century, it must fully embrace dynamic Asia, meeting its challenges and seizing its opportunities. For the past five years, the Foundation has identified these challenges and opportunities for Canadians and Canadian businesses, and carefully adjusted its strategic framework to meet Asia's shifting landscape.

It is, however, the Foundation's enduring position that an immediate priority of any Canadian government must be the formulation and implementation of a comprehensive Asian strategy that draws on Canadian strengths and values to demonstrate our country's strategic commitment to the entire region. In the formulation of this 'grand strategy' of 'broad diversification,' the Foundation has these past five years demonstrated its unique ability to inform Canadian policy-makers, empower Canadian businesses, and convene Canadian thought-leaders as they seek deeper engagement with a region of growing global centrality and importance.

To that end, the Foundation remains dedicated to expanding economic relations through trade, investment and innovation; promoting Canada's expertise in offering solutions to Asia's climate change, energy, food security and natural resource management challenges; building Asia skills and competencies among Canadians, including young Canadians; and, improving Canadians' general understanding of Asia and its growing global influence.



With a measured and strategic approach, the Foundation has shifted from a 'think-tank' to a 'do-tank' over the past five years, not only producing research that provides high-quality, relevant, and timely information, insights, and perspectives on Canada-Asia relations, but also working with business, government, and academic stakeholders to provide actionable policy considerations and real-time business intelligence.

The key enabling functions of the Foundation's activities and organization during this five-year period include:

- Focusing on value-added work driven by the views of the Foundation's key stakeholders (government policy-makers and business decision makers) rather than 'research for the sake of research.'
- Redefining the geostrategic reality and importance of the Asia Pacific for key stakeholders based first on the Foundation's overarching Framework for a Strategic Plan (2014-2019) and subsequently by **four foundational strategy documents** (see: online Annexes) **developed over this five-year period:**

APF CANADA KEY STAKEHOLDERS:



GOVERNMENT (POLICY)



BUSINESS (INTELLIGENCE)



ACADEMIA (EDUCATION)



MEDIA (OUTREACH)



YOUTH (ASIA COMPETENCE)

- **Building Blocks for a Canada-Asia Strategy** (2016)
- **Seizing the Moment: A Vision for Canada's Next Level of Engagement with Asia** (2017)
- **Developing a Leading Role for Canada in the Asia Pacific: A 5-Year Strategic Plan for the Asia Pacific Foundation of Canada** (2019)
- **Canada as a 21st Century Pacific Power: Toward 'Broad Diversification' in Asia** (2020)



- Aligning our outputs and activities, including convening and event activations, with this evolving strategic framework.
- Aligning the organization with good governance and business practices, including sound financial management, enhanced human resources functionality, and expanded business development capacities.

By the end of this reporting period, our culminating organizational shift included the adoption of three core priorities (Research, Education, and Networking), and the expansion from four Research Verticals to six Verticals: Business Asia, Perspectives Asia, Strategic Asia, Digital Asia, Engaging Asia, and Sustainable Asia, all with an emphasis on providing policy considerations and business intelligence for stakeholders throughout the Asia Pacific.



Research Verticals Transition

1. PROMOTING TRADE, INVESTMENT & INNOVATION

Encouraging two-way business and fostering linkages between innovation ecosystems in Canada and Asia.

2. BUILDING SKILLS & COMPETENCIES

Increasing young Canadians' awareness and understanding of Asia by enhancing curricula and promoting study abroad and internships in Asia.

3. ADVANCING SUSTAINABILITY

Offering solutions to climate change, energy, food security and natural resources management challenges in the Asia Pacific.

4. ASIA NOW

Providing timely information and analysis on significant developments in global affairs relevant to the Canada-Asia relationship.



1. BUSINESS ASIA

Analyzing key economic trends in trade, investment, and global value-chains that matter to Canada and the Asia Pacific.



2. PERSPECTIVES ASIA

Synthesizing perspectives on Canada-Asia engagement through surveys and big data analytics.



3. STRATEGIC ASIA

Examining strategic and security related events and trends in the Asia Pacific and their impact for Canada.

TO



4. DIGITAL ASIA

Exploring how technologies of the Fourth Industrial Revolution impact Canada's current and future engagement with the Asia Pacific.



5. ENGAGING ASIA

Providing research and analysis on Asia's importance to Canadians directly engaged with the Asia Pacific.



6. SUSTAINABLE ASIA

Examining sustainable development in Asia from economic, social, and environmental dimensions and its implications for Canada.



The Foundation's research work at the end of this reporting period includes regular **Reports, Policy Briefs, Case Studies, Dispatches, Webinars**, and a thrice-weekly **Asia Watch** newsletter that together support these new thematic areas. The Foundation also works with business, government, and academic stakeholders to provide **custom research, data, strategic briefings**, and **Asia Competency** training for Canadian organizations, while supporting Canadian youth's engagement with Asia through the development of Asia-facing curriculum modules for high schools and overseas **Asia Connect** work experiences for university students and young adults.

In this five-year reporting period, the Foundation has had a deep and lasting impact on Canada-Asia relations. Pivoting strategically from ideation to activation, our work has been able to effectively inform, innovate, and engage, while our integrated teams and high-value networks have enabled us to successfully connect, convene, and collaborate at home and throughout the Asia Pacific. Today, the Foundation prides itself on its unique ability to catalyze connectivity and promote diversification with a broad band of engaged

stakeholders, from the classroom to the boardroom, and from the tech incubator to the street-market stall.

Under the direction of our Board of Directors and President and CEO, our initiatives and outputs these past five years have not only aligned with our guiding Framework for a Strategic Plan and evolving strategic vision, but have also reached widely and deeply across the Asia Pacific while stimulating dialogue and engagement within Canada. Highlights of those engagements include the **Asia Business Leaders Advisory Council (ABLAC)**, a high-level group of Asian and Canadian business leaders that has met annually since the Council's launch in 2016 to identify and articulate opportunities for improved Canada-Asia business engagement. **The Asia Factor**, a four-year project launched in 2014, has explored how each Canadian province and territory has been affected by the relationship between Canada and Asia with interactive data on trade, tourism, population, and immigration. Our Foundation-led **Chinese Research Partnership** with organizations and universities in British Columbia, Alberta, and Ontario culminated in Canada's first web portal



featuring Canadian research, expertise, news, activities, and other resources on China, while our co-chaired **Track II Energy Dialogues** with Canadian and Chinese energy experts saw the Foundation develop and reinforce bilateral co-operation in the field of energy. The Foundation's multi-year **APEC-Canada Growing Business Partnership**, established in 2015 with funding from the Government of Canada, has brought applied research, training, and toolkits to bear on increasing global market access for MSMEs to help stimulate economic growth and reduce poverty in the APEC region. Our continuing **Asia Leaders Speaker Series** launched in 2015 and our **Women's Business Missions to Asia** launched in 2019 are further examples of our unique ability to connect and convene in the economic space, while our international **2019 Free and Open Indo-Pacific Conference** demonstrated our important role as an interlocutor in the geostrategic sphere. These and other points of impact are detailed in Section 4 of this five-year review of our organization and activities.

As the Foundation looks from the past five years to the future of Canada-Asia relations, we know that the need to build Canada's

strategic engagement with the Asia Pacific has never been greater. The guiding Framework for a Strategic Plan (2014-2019) articulated an economic engagement model that the Foundation developed, evolved, and followed. However, with the realities of today's changing global circumstances, particularly the entrenched United States-China trade tensions and the deterioration of Canada-China bilateral relations, a forward-looking Asian engagement strategy of 'broad diversification' must include more than the promotion of trade and investment. Moving into 2019-2020, and building on our reputation as Canada's primary interlocutor on Asian issues, the Foundation has determined that a broader geostrategic approach must emerge, one inclusive of national economic imperatives, but also focused on high-level intelligence for government and business leaders as they consider the security and political implications of heightened engagement with the entire Asia Pacific region.

In that context, the Asia Pacific Foundation of Canada's core priorities at the end of this five-year reporting period are:



- To shape public debate within Canada on Asian affairs through data-informed research.
- To educate the next generation of Canadian Asia scholars and practitioners through curriculum development and engagement.
- To support innovative research on the Asia Pacific through a robust grants program for post-graduate scholars, junior researchers, media fellows and Distinguished Fellows.
- To identify and examine current and emerging issues in Asia with relevance to Canadian economic, security, and political interests.
- To facilitate international connectivity between Canada and Asia through domestic and regional networks.
- To provide strategic direction for the Canadian private sector in engaging with or expanding to Asia in high-priority industries such as artificial intelligence and clean technology.
- To develop a more sustainable funding model for the Foundation in support of these efforts.

The subsequent sections of this report include an overview of the Foundation's **Mandate & History**, a review of both its **Organization** and its **Activities**, and an outline of **The Way Ahead** for Canada's leading organization on Canada-Asia relations in the 21st century.

Note: Supplementary Annexes for this 5-Year Organization and Activities Review (2015-2020) are located on the Asia Pacific Foundation of Canada's website at www.asiapacific.ca/sites/default/files/5-year_board_report_online_annexes.pdf

2. MANDATE & HISTORY





2. MANDATE & HISTORY

The Asia Pacific Foundation of Canada (APF Canada) is a not-for-profit organization focused on Canada's relations with Asia, and established by an Act of Parliament in 1984. Our mission is to be Canada's catalyst for engagement with Asia and Asia's bridge to Canada.

The Foundation is dedicated to strengthening ties between Canada and Asia with a focus on eight thematic areas: trade and investment, surveys and polling, regional security, digital technologies, domestic networks, sustainable development; building Asia Competency among Canadians, including young Canadians; and, improving Canadians' general understanding of Asia and its growing global influence.

Our research provides high-quality, relevant, and timely information, insights, and perspectives on Canada-Asia relations, including policy considerations and business intelligence for stakeholders across the Asia Pacific. Our work includes Reports, Policy Briefs, Case Studies, Dispatches, and a regular Asia Watch newsletter that together support

our eight thematic areas. The Foundation also works with business, government, and academic stakeholders to provide custom research, data, targeted briefings, and Asia Competency training for Canadian organizations.

A leader in research and analysis on Canada-Asia relations for 36 years, the Foundation has developed strong ties with policy-makers, business leaders, academics, and opinion makers in Canada and throughout Asia. As part of our mandate to convene members from all sectors of Canadian and Asian society to share their knowledge and experience of Asia's impact on Canada, the Foundation holds events ranging from small, high-level roundtables to international conferences.

The Foundation supports Canadian policy research on Asia through its Grants Program. We issue competitive calls for proposals linked to our eight thematic priorities. Through this program, the Foundation also selects recent Masters or Ph.D. graduates to work and conduct research as Post-Graduate Research Fellows or Junior Research Fellows. Media



fellowships are also offered to Canadian journalists to travel to Asia to cover specific stories and to conduct outreach on the topic upon their return to Canada.

The Foundation emphasizes a pan-Asia approach to Canada-Asia relations, with a renewed focus this reporting period on the developing economies of the Association of Southeast Asian Nations, as well as our free trade partners vis-à-vis the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and the Canada-Korea Free Trade Agreement (CKFTA), both of which entered into force during this reporting period.

APF Canada also maintains several formal affiliations to help strengthen Canada's relations across the Pacific. These include:

- **Asia Business Leaders Advisory Council (ABLAC)**
- **Pacific Economic Cooperation Council (PECC)**
- **APEC Business Advisory Council (ABAC)**
- **APEC Study Centre**

The Foundation is also engaged with institutional partners both in Canada and across the Pacific. These partnerships were established during this reporting period and enable us to widen our networks, inform our research, and position ourselves as the primary resource for Canada-Asia research and policy advice. These include:

- **National Bureau of Asian Research (U.S.)**
- **Chile Pacific Foundation (Chile)**

The following sections of this report comprise a five-year strategic review of the organization and activities of the Asia Pacific Foundation of Canada from February 1, 2015 to January 31, 2020. They expand on the strategic evolution of the Foundation to deliver on its mandate and mission as Canada's leading organization on Canada-Asia relations and engagement, demonstrating our unique value to Canada and Canadians in a new global reality increasingly centred on the established and emergent economies of the Asia Pacific.

3. ORGANIZATION





3. ORGANIZATION

During this five-year reporting period (February 1, 2015 to January 31, 2020), the Asia Pacific Foundation of Canada has made several significant organizational changes to meet both the objectives and requirements outlined in the guiding Framework for a Strategic Plan (2014-2019) and the Foundation's follow-on strategy documents, as well as changing realities in the broader geopolitical context where those shifts have intersected with the Foundation's work as a convenor, facilitator, and change-agent in Canada-Asia relations.

Two external audits (See: Online Annexes) commissioned by the Foundation during this reporting period also led to notable organizational changes: A review of the Foundation's communications activities by leading global public relations firm Weber Shandwick (2017) and a study of private-sector philanthropic opportunities for the Foundation by not-for-profit specialist Compton Fundraising Consultants (2018).

During this five-year reporting period, the Foundation also relocated its Vancouver Office, consolidated its Central Canada Office (Toronto Office), and established a Prairies Office to facilitate better engagement with business, government, and academic stakeholders in Alberta, Saskatchewan, and Manitoba. Significant changes to the Foundation's Executive Team included the hiring of a new Vice-President, Research and a new Vice-President, Prairies. At the same time, the Foundation also consolidated its Human Resources functions and established a Business Development team to better align its activities with its strategic framework and vision.

At the Board level, where participation is voluntary, having the appropriate composition, inclusive of gender equity, is important in providing the Foundation with the skills and expertise required to direct its strategic engagement with the Asia Pacific region. The contribution of the Board during this period was maximized with new members – both 9(a) and 9(b) designations – from business, government, and academia.



And finally, the Foundation enhanced its secretariat roles, forged new strategic partnerships, and expanded its Distinguished Fellows and Youth Council programs to further enhance and better leverage its domestic and international networks.

These and other organizational changes and developments at the Asia Pacific Foundation of Canada are expanded upon in this section of the report.

Operational Development

Beginning in 2015, the realignment of the Foundation's financial, administrative and human resource functions to the Framework for a Strategic Plan began in earnest, with new President and CEO Stewart Beck spearheading this business 'modernization' initiative. A significant amount of time and effort was allocated to building a professional HR program, including the creation of a Human Resources Handbook and a Pay for Performance program. The concept of an action/results-oriented organization as opposed to a traditional 'think-tank' was

thoroughly ingrained and well-received, with the Foundation team coalescing around a shared vision and a common sense of purpose. Concurrently, expectations and accountabilities were institutionalized and part of the conversation between a manager and staff when designing programs and executing activities.

Also, in 2015, the President and CEO instituted a new budget process, breaking the Foundation's activities into core and non-core. Core budget lines now included administration costs, grants, management salaries, and salaries of staff engaged in activities defined by the Endowment's Contribution Agreement. Non-core budget lines were now for staff and other costs associated with non-core activities – activities ideally paid for by clients. This approach helped to set research priorities, as only those projects that had funding were undertaken – unless otherwise approved by the Board – bringing more clarity to how funds were reallocated over the year.

But perhaps most significantly in 2015, the Foundation's Vancouver Office was relocated to a customized and interactive space at the heart



of the city, and the Central Canada (Toronto) Office was moved from non-core to core following the end of the National Conversation on Asia Project in 2014, consolidating its position and role as the Foundation's satellite operation in Central Canada.

With an expansion to a national organizational footprint, the Foundation's Prairies Office (Regina) was opened in 2018 with the appointment of Vice-President, Prairies, Victor Thomas, who began his work to engage Canada's Prairie Provinces with opportunities in Asia and via the Pacific Gateway with his appointment in June of 2017. A corporate governance and international strategy advisor who also worked part-time as Strategic Advisor to the President at the University of Regina, Thomas began to work with the Foundation's senior staff in Vancouver and Toronto to enhance the organization's presence and impact throughout the Prairies, where a renewed focus on two-way Asia Pacific trade and investment had been identified by government as critical to the region's future economic prosperity.

Other key operational development initiatives during this period included the development of a 'monetization of research' business model replacing singular philanthropic 'asks' that conformed to the results of a fundraising study undertaken by Compton Fundraising Consultants in 2018, and the consolidation in 2019 of the Foundation's Business Development functions with the establishment of a new team tasked with organizing the Foundation's research and business intelligence products and services around the organization's three priority themes of Research, Education, and Networks.

Also, in 2019, Vancouver-based human resources consulting firm Vertical Bridge Consultants was engaged to conduct a market study to evaluate salary levels for the Foundation. Following the study, the firm recommended that the Foundation implement a "salary band" or "steps" within each employee category to support a more structured salary and development progression. At the Board Meeting that July, the Board requested that management explore in more detail Vertical Bridge's suggestion, which was ultimately



approved by the Board and implemented in April 2016.

The resulting four-step salary approach prepared by Vertical Bridge is meant to provide transparency and fairness in the salary determination process and also the ability for Foundation employees to move within the salary band based on performance and experience. The preference is to use performance-based merit increases to move employees within the range between steps, and from one step to the next, as they gain experience and competency in the role.

The salaries attached to the bands remain constant for three years. Before the end of that period, they are reviewed, as was done in fiscal 2019, and adjusted based on the 50 percentile for employers in the local market in our comparator group. Annually, each employee's performance is assessed by their manager and, based on performance, the employee can receive a maximum three per cent salary increase within that step. The employee can also move to the next step if they have achieved the necessary competencies to perform at that level.

In January of 2019, the Foundation welcomed its new Vice-President, Research, Dr. Jeffrey Reeves, who replaced former Vice-President, Research, Dr. Eva Busza, following her move to a new role as a vice-president with the Council of Ontario Universities in 2018. Formerly the Director of Asian Studies at the United States Army War College (AWC) in Carlisle, Pennsylvania, Dr. Reeves arrived at the Foundation with 15 years' experience living and working in Asia, and an extensive career as a researcher, analyst, instructor, and senior strategist focused on statecraft and traditional and non-traditional security issues in the Asia Pacific. In addition to overseeing the Foundation's Research team, Reeves would soon take a leading role in defining the organization's future strategic vision and in developing a program of applied research that is relevant and actionable for Canada and Canadian business in the context of the shifting global economy.



Governance

A Board of Directors governs the Asia Pacific Foundation of Canada based on guidelines set out in the Asia-Pacific Foundation of Canada Act and the Conditional Grant Agreement. Per Article 9(b) of the Act, up to 18 directors may be appointed by the Board; and, per Article 9(a), the Board Chair and up to four other directors may be appointed by the Governor in Council, on the recommendation of the Minister of Foreign Affairs.

The Board's Governance Committee drives the governance of the Foundation's Board membership and the management of terms of service. Working with the Government to recruit 9(a) Order in Council appointments and Board 9(b) appointments is entirely guided by its efforts. Additionally, guiding and informing the Foundation's research agenda, ensuring it aligns with government, business, and academia's needs is an area of focus.

Over the past five years, the Foundation's Board has undergone many meaningful changes, including the retirement of three-term Board Chair John H. McArthur in

early 2015, the appointment of new Board Chair David L. Emerson in July of 2015, the establishment of Acting Board Chair Marie-Lucie Morin in July 2018 upon Mr. Emerson's retirement, and, in July 2019, the appointment of current Board Chair Pierre Pettigrew by the Governor in Council on the recommendation of the Minister of Foreign Affairs. Marie-Lucie Morin reassumed her role as Vice-Chair with Mr. Pettigrew's appointment.

In 2016, several new 9(b) appointments were made, including Sandra Pupatello, Murad Al-Katib, Jean Charest, Blaine Favel, and Paul Lee. Kevin Falcon was elected by the Board to continue to serve a second term as a director in the capacity of a 9(b) appointment. Also, in 2016, the Board's Governance Committee agreed that 9(b) appointees could be elected to serve a consecutive term in a one or two-year capacity to help limit the number of members whose service was concluding at any one time. This flexibility would strengthen the Board's ability to adapt and be responsive to the Foundation's changing needs in terms of skills and regional representation. The Committee



also discussed that new Board members are expected to serve two, three-year terms.

During 2019, there were many shifts in Board membership due to the addition of four 9(a) Order in Council Appointments. Additionally, four 9(b) appointees' terms expired between 2018-2019. In the summer of 2019, Lisa de Wilde, Constance Sugiyama, and Christopher Labelle were appointed to the Board by Order in Council as 9(a) appointments. In the fall, the Board recruited three new 9(b) appointees: Melissa Kennedy, John Knubley, and Brian Gallant. In November of 2019, Dominic Barton formally stepped down from his 9(b) appointment to the Board to serve as Canada's Ambassador to China.

Also, in 2019, the Board agreed that to better support transparency and communication between the Department and the Foundation, a formal appointment of a department official, specifically the Assistant Deputy Minister, Asia Pacific Branch, to the Board would be appropriate. A formal letter requesting for such an appointment has been made to Global Affairs Canada and is under consideration.

A full list of Board members between February 1, 2015 and January 31, 2020, along with Letters of Correspondence regarding Board membership between the Department and the Foundation, is provided in the Online Annexes.



Board Committees: Developments & Recommendations

February 2015 - January 2020

EXECUTIVE COMMITTEE

- Marie-Lucie Morin appointed Vice-Chair of the Board and Chair of the Executive Committee, November 2015.
- The Executive Committee agrees to meet on a bi-annual basis between Board meetings beginning April 2016; extraordinary Board and Committee meetings to be held as necessary.
- Compton Fundraising Consultants hired November 2017 to conduct survey; determined that launching a large-scale private sector campaign would not be as effective as procuring funds on a project-by-project basis, and developing a business development strategy focused on product monetization.
- Murad Al-Katib appointed Chair of the Executive Committee, May 2018.
- Pierre Pettigrew assumed the role of Executive Committee Chair as the new Chair of the Board, July 2019.

GOVERNANCE COMMITTEE

- Kevin Lynch appointed Chair of the Governance and Nominating Committee and Atlantic Canada Outreach, November 2015.



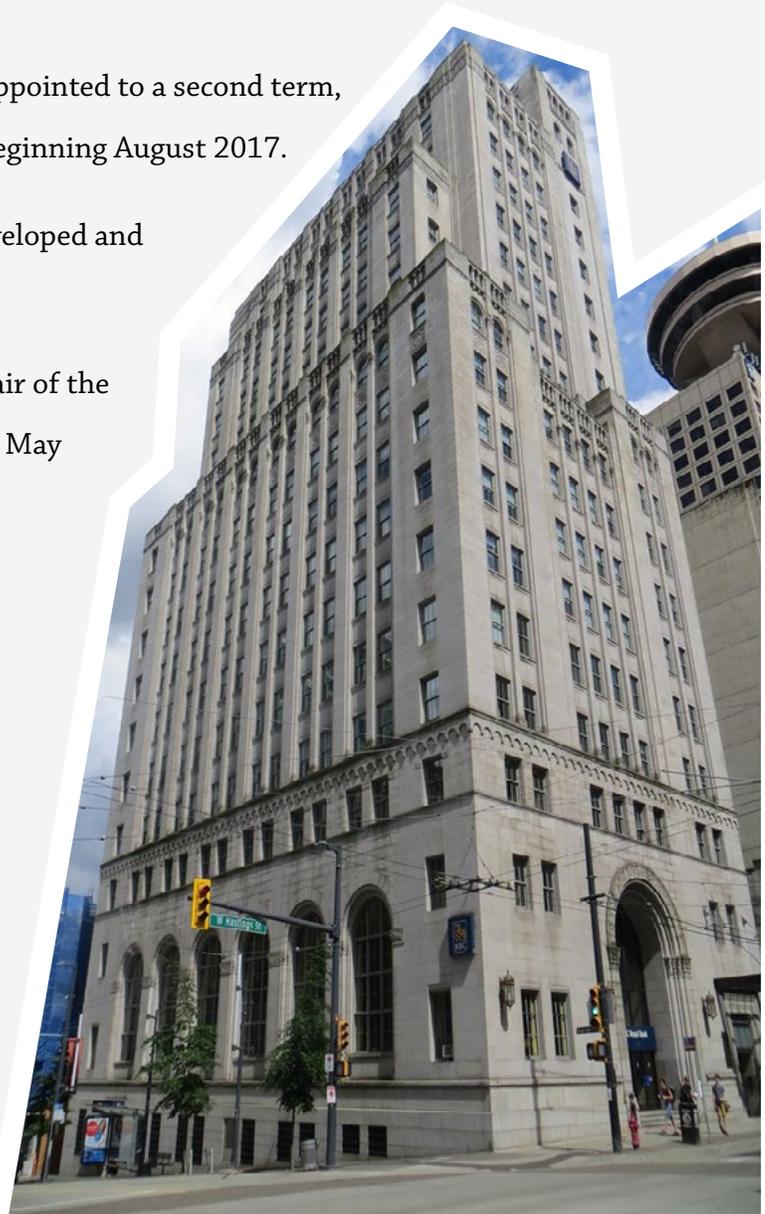
- Murad Al-Katib appointed Governance Committee Chair, April, 2016.
- Board terms adjusted to allow for an extension of a one or two-year term versus a full three-year term to ensure staggered membership completion, November 2016.
- Sandra Pupatello appointed Chair of the Governance Committee, May 2018.
- Process of Board recruitment refined in 2018 to ensure diversity in Broad representation in terms of skill set, geographic location, and gender; Board Skill Set Matrix developed to inform the 9(b) recruitment process, November 2018.
- Board combined the Governance and HR and Compensation Committee led by a Chair and a Vice-Chair to minimize the number of Committees and allow for more discussion time, April 2019.
- Board sought appointment of a Global Affairs department official to the Board as an ex-officio member to enhance the relationship between the Foundation and Global Affairs Canada; recruitment process began in September 2019 with a letter to the Deputy Minister of Foreign Affairs; appointment is being processed for final approval by the department (See: online Annexes).

HR & COMPENSATION COMMITTEE

- Evaleen Jaager Roy appointed Chair of the HR and Compensation Committee replacing Diana Liu, whose last term on the Board ended in May 2015.
- Employee Human Resources Handbook developed, June 2015. The last updated copy was approved by the Board in November 2018 (See: online Annexes).



- Ten-year lease on 890 West Pender (Vancouver Office) expires; Foundation secures new office space at 675 West Hastings Street in 2015.
- Salary Review: a Pay for Performance Policy based on a market-adjusted compensation structure, benchmarked to the 50 per cent market quartile, approved and implemented, 2016.
- President and CEO, Stewart Beck appointed to a second term, (a three-year contract extension) beginning August 2017.
- Vice-President Operations' role developed and filled, November 2017.
- Indira Samarasekera appointed Chair of the HR and Compensation Committee, May 2018.
- New Vice-President Research appointed, Dr. Jeffery Reeves, January 2019.
- Salary Review: After consultation with human resource consultancy firm Vertical Bridge HR, a salary band structure, the Compensation Step Plan, approved and implemented, November 2019.





AUDIT AND EVALUATION COMMITTEE

- Accrual accounting system implemented in 2015, committing C\$360,000 as an annual rolling average to fulfil the Foundation's obligation of a 25 per cent Grants disbursement from the Endowment Fund; new amount to be reviewed every three years starting fiscal 2015/2016.
- McKinsey & Company conducted a review of the Foundation's activities in 2016 that included interviews with the leadership team and Board members; the review helped inform the Foundation's 'Seizing the Moment' strategy document (2017) and ultimately our Five-Year Strategic Plan (2019). (See: McKinsey & Co. Report, online Annexes).
- A Core vs Non-Core budgeting process implemented to separate expenses by core, non-core, and contracted projects costs as of April 2017 to provide more clarity in managing the budget.
- Change in Auditors from Deloitte to KPMG (Deloitte asked to be recused due to Board cross-over/conflicts) conducted in May 2018.
- Paul Lee appointed Chair of the Audit and Evaluation Committee, May 2018.
- New Accounting software, Jet Reports, implemented to improve efficiency and accuracy, with items tagged as Core, Non-Core, and Projects, November 2018.
- Procedures on Signing Authority, a document on the Foundation's signing authorities, developed and approved, April 2019. A supplementary budget request form was also developed at this time. (See: online Annexes).
- In 2019, the Board and the Foundation's auditors sought to define 'investment revenue,' as it was not defined in the Conditional Grant Agreement. A letter was prepared by



the Audit and Revenue Committee Chair addressed to the Assistant-Deputy Minister Asia Pacific OGM explaining the adoption of the definition of ‘investment revenue’ as recommended by KPMG and as appropriate for not-for profits. This letter was signed and approved, February 2020.

INVESTMENT AND REVENUE COMMITTEE

- The Fund’s administration is governed by a Statement of Investment Policies and Procedures, (SIPP), which is reviewed annually. The last updated SIPP is dated July 2019 (See: online Annexes).
- Third-party evaluation of the Foundation’s funds and fund managers was conducted in March, 2015 (See: online Annexes). Mercer, an investment manager researcher and consulting firm, engaged to produce a report providing a performance summary over a four-year period ending March 31, 2015. The report reflected an excess rate of return over the benchmarks and top quartile performance for each asset class.
- Committee Chair George Heller served his last term on the Board and John Montalbano appointed new Committee Chair, November 2017.
- Recommendation made from the Investment and Revenue Committee in November 2017 to acquire a third-party fund administrator to be tasked with reviewing the SIPP to ensure that the Fund is following best practices in governance and asset management. Privately-owned, Vancouver-based actuarial consulting firm, Ellement Consulting Group, retained to present and to help manage and track the Fund’s performance. Ellement signed initial contract with the Foundation on April 5, 2018.



Granting

The Foundation supports Canadian policy research and informed discussion on Asia through its grants program, which is funded through the proceeds of the Endowment established by the Government of Canada. In addition to issuing competitive calls for proposals linked to its thematic priorities, the Foundation also selects recent Masters or Ph.D. graduates to work and conduct research as Post-Graduate Research Scholars or Junior Research Scholars. Media Fellowships are also offered to Canadian journalists to travel to Asia to cover specific stories and to conduct outreach on the topic upon their return to Canada.

During this reporting period, a critical decision was made by the Foundation's Board of Directors in 2015 to implement a rolling three-year average, established at \$360,000, as an annual rolling average to fulfill the Foundation's obligation of granting 25 per cent of its investment revenue to Post-graduate Research Scholars, Junior Research Scholars, Media Fellows, and other contracted research and research projects. This rolling average was established following changes in asset

allocation in the Foundation's Endowment, which created unexpected revenue spikes that originally would have had to be spent in a single fiscal year. A breakdown of the Foundation's Grants disbursements over this five-year period is detailed in the Annexes.

Financial

The Foundation's operations are primarily supported by the investment income from the Endowment Fund. Other sources of income include private sector funding, direct government funding, and sponsored programs.

The Fund was established through a Conditional Grant of \$50 million from the Government of Canada in December 2005. The Board is the administrator of the Fund and responsible for all aspects of its operations. Full details regarding the Foundation's investment policies can be found in the Statement of Investment Policies and Procedures (the



'SIPP') in the online Annexes this report. The SIPP is reviewed and updated as necessary. To assist in meeting its obligations under the Act, the Board has established a governance structure and delegated to the Investment and Revenue Committee responsibility for investment of the Fund, with the objective of maximizing the long-term risk-adjusted return.

The following is a list of asset classes that Foundation typically invests in:

- Canadian and global equity
- Fixed income
- Infrastructure
- Cash and cash equivalents
- Mortgage and pension trusts
- Mortgages
- Real estate

As of June 2020, the Foundation has four fund managers: Axiom Infrastructure Inc., Fiera Capital Corporation, Romspen Investment Corporation, Phillips Hager &

North Investment Management (PH&N), and CBRE Global Investors. Concerning CBRE Global Investors, the Foundation is currently in the queue to invest in its Global Alpha Fund, which is expected to happen in quarter two of FY2020/21.

Each month or quarter, the fund managers provide investment statements showing the value of the Foundation's investments they hold. The Foundation's Accounting Manager relies solely on these statements to assess the investments for their fair value measurements.

OVERSIGHT

Oversight of the Fund is administered by the Committee and includes the development of investment policies, appointments and terminations of investment managers, and engaging other external services.

In April 2018, a third-party fund administrator was acquired to review The Statement of Investment Policies and Procedures to ensure that the Fund is following best practices in governance and asset management and to



manage and track the Fund's performance. Ellement Consulting Group has been retained to administer the Fund, and its performance is compared against the following targets:

1. A CPI + 4% primary target which is a proxy to measure the Fund's ability to preserve its real value while meeting spending objectives.
2. A secondary custom benchmark calculated based on the Fund's target asset mix and the respective asset class passive benchmarks. This measures the Fund's ability to add value through active management. The custom benchmark composition has changed over time as the Fund's strategic mixes were updated. As at the end of March 2020, a transitional custom benchmark was employed as the Fund has adopted a new asset mix and is currently in the process of implementing the new mix.

As at the end of March 2020, the Fund added value to both objectives over four and 10 years annualized. On a rolling four-year basis, the Fund also consistently outperforms the two objectives, as illustrated on the next page.



Additionally, the Fund's performance and risk characteristics are compared against a set of funds that also invests in diversified assets (Balanced universe) to provide an indication of how the Fund ranks against its peers. The Fund ranks top decile in the latest four and ten years annualized ending March 2020.

Ellement Consulting Group also compiles the investment statements from each fund manager to create detailed reports for the Board and Committee meetings. These reports serve to inform investment decisions by providing analysis of investment asset mix, rates of return by asset class, comparison of market value against various metrics, analysis of returns as compared to the market, as well as some commentary on market fluctuation that may impact the investment portfolio. The Committee and the Board remain well informed of the performance of the Fund and provide directives to the investment managers.

The membership mix of the Committee ensures the appropriate experience and expertise to identify any unusual items or occurrences in the investment balances. The Committee members as of June 2020 are as follows:

- **John Montalbano**
Principal, Tower Beach Capital Ltd.
- **Jean Charest**
Partner, McCarthy Tetrault LLP
- **Melissa Kennedy**
Executive Vice-President, Chief Legal Officer & Public Affairs, Sun Life Financial
- **Paul Lee**
Managing Partner, Vanedge Capital Partners
- **Kevin Lynch**
Former Vice Chairman, BMO Financial Group
- **Peter Kruyt**
Senior Advisor, Power Corporation of Canada
- **Constance Sugiyama**
President, ConMark Strategy Inc.

Concerning the Foundations accounting practices, in 2015, a Core versus Non-Core analysis of the Foundation's expenses and revenues was adopted. By allocating the



Foundation's costs and revenues into these two categories, it is easier for management and the Board to understand where shortfalls and potential problems exist, and it allows management to set priorities based on the receptiveness of clients to funds, proposed research projects, and events.

Core budget costs include administration costs, grants, management salaries and salaries of staff who are engaged in activities defined by the Endowment's Contribution Agreement; non-core budget costs are for staff and other costs associated with non-core activities, and these non-core activities are ideally paid for by clients through sponsorship and fundraising efforts.

In April of 2019, the Foundation's Board sought to adopt a definition of 'investment revenue' in relation to the Conditional Grant Agreement. The Agreement does not define investment revenue, and as such, the definition has been interpreted differently by the Foundation's auditors over the past five years. A standard and appropriate definition for investment revenue for not-for-profits was identified with the guidance of KPMG

and approved by the Board at the April 4, 2019 Board Meeting. A letter from the Audit and Evaluation Committee Chair was sent to the Assistant Deputy Minister Asia-Pacific, outlining the definition of investment revenue, with a request for acknowledgment and concurrence with the definition outlined in the letter. The letter was countersigned as of February 2020 and can be found in the online Annexes.



Networks ▼

As a nexus of Canada-Asia engagement and collaboration, the Foundation holds vital ties with both public and private sector stakeholders throughout the Pacific region, enabling us to provide value-added research and informed policy advice and to convene and lead the conversation on key issues of relevance to Canada and Canadians.

Over the past five years, the Foundation has continued to host timely and relevant roundtables to strengthen and expand our networks, share our work, and encourage new avenues of engagement across the Pacific. Additionally, the Foundation has engaged in several important initiatives to strengthen and enhance its broader network capacity, and to heighten the Foundation's ability to catalyze connections at home and abroad. These initiatives have included enhancing our secretariat roles, developing new strategic partnerships and affiliations, and consolidating our Distinguished Fellows and Youth Council cohorts.

The Foundation is the designated Canadian centre and secretariat for four transpacific

organizations that bring together – in different combinations – government, business, and academia. These are: The Asia Business Leaders Advisory Council (ABLAC; launched by the Foundation in 2016; secretariat role), the **Asia Pacific Economic Cooperation Business Advisory Council** (ABAC; secretariat role), **the Pacific Economic Cooperation Council** (PECC; secretariat role), and **the Asia Pacific Economic Cooperation Study Centre** (APEC Study Center). Our work for these organizations is varied and ongoing.



► THE ASIA BUSINESS LEADERS ADVISORY COUNCIL (ABLAC)

The Asia Business Leaders Advisory Council (ABLAC) comprises a high-level group of Asian and Canadian business leaders convened annually by the Foundation to identify and articulate opportunities for improved Canada-Asia business engagement. During this reporting period, this highly-valued network has evolved over four meetings to become an essential and well-regarded critical forum to catalyze dialogue and action.

ABLAC's inaugural meeting was held in Vancouver, British Columbia, on February 26, 2016. The agenda was focused on Canada's ability to capitalize on the substantial economic opportunities in Asia. Three key themes were explored during the meeting: Building Canada's 'brand' in Asia, defining Canada's competitive opportunities, and deepening our Canada-Asia commercial networks.

In 2017, the Council held its second meeting in Vancouver and built on the earlier discussion of Canada's brand with a renewed focus on innovation, the Asian business community's perspectives on Canada, and the need for

Canada to make a bold move and 'seize the moment' in relation to Asia. ABLAC 2018 was held in Toronto, Ontario. It included 23 Council members as well as 130 observers from government and business for an expanded network discussion on tangible strategies to diversify Canada's engagement with Asia. The fourth annual ABLAC meeting was held in Hong Kong on February 27, 2019, marking the Council's first meeting outside Canada. In attendance were 25 Council members, of which 11 were Canadian, and 14 were Asian. The Council discussed the benefits of an international advisory council for each of the five verticals in Canada's Innovation Superclusters Initiative and how ABLAC could take the first steps in laying out an Asia engagement strategy for the ISI, with a focus on micro, small and medium enterprises.



► APEC BUSINESS ADVISORY COUNCIL (ABAC)

The Foundation serves as the secretariat for Canada's **APEC Business Advisory Council (ABAC)** members, providing research, analysis, and administrative support. This private-sector body delivers recommendations to APEC Leaders in an annual dialogue and advises APEC officials on business sector priorities and concerns. ABAC meets four times per year, and ABAC representatives also attend Senior Officials' Meetings, the Annual Ministerial Meeting, and the sectoral Ministerial Meetings.

In 2016, the Foundation had the opportunity to collaborate on an ABAC initiative with the Asia-Pacific Financial Forum (APFF), the key platform for finance initiatives within ABAC. **The ABAC Roundtable on Expanding Opportunities for Long-Term Investment in Asian Infrastructure** was a joint Foundation-APFF event held in Toronto in May 2016. It brought together 60 participants, including local and international experts from pension funds, insurance companies, and investors, to discuss what can be done to attract long-term private sector Canadian investments in Asian infrastructure projects.

Potential solutions arising from the roundtable included: improving the capacity to develop bankable projects, developing local currency bond markets, and developing private funds for equity investment in infrastructure by pension funds and insurers.

In July 2017, the Foundation, in partnership with the Government of Canada and the Government of Ontario, facilitated the **ABAC III** meeting in Toronto, Ontario, where recommendations were developed on matters related to trade and economic co-operation and connectivity in the APEC region in advance of the APEC leaders' meeting in Vietnam in November of that year. After the four-day conference, the ABAC membership highlighted its long-term vision for an open, integrated, and innovative APEC region supported by sustainable and inclusive growth and the transformative power of the digital economy. For Canada, it was an opportunity to promote our progressive trade agenda and engage with representatives of businesses of all sizes on expanding and deepening Canada's trade and investment relationships in the APEC region.



ABAC III also included the **APEC-Canada Growing Business Partnership Symposium (ABACx)** hosted by the Foundation, as ABAC Canada Secretariat. ABACx was an opportunity for the Foundation to leverage its APEC network and highlighted Canada's expertise in supporting innovation, entrepreneurs, and MSMEs with the broader APEC community to contribute to poverty reduction and development objectives.

In 2019, the Foundation continued its work through its ABAC network to participate at the APEC Week in Port Moresby, Papua New Guinea, in mid-November. This annual APEC week included the ABAC IV meeting, the APEC Senior Officials' Meeting, the APEC Ministerial Meeting, and the APEC Economic Leaders' Meeting, and was attended by ABAC Canada member Ralph Lutes and Prime Minister Justin Trudeau. Other economic leaders present at this meeting were New Zealand Deputy Prime Minister Winston Peters and Russian Prime Minister Dmitry Medvedev.

► PECC - PACIFIC ECONOMIC COOPERATION COUNCIL

The Foundation is also the Canadian secretariat for the Pacific Economic Cooperation Council (PECC), a non-profit regional forum for co-operation and policy co-ordination to promote economic development in the Asia Pacific. Founded in 1980, PECC is a tripartite network of 26 member committees comprising individuals and institutions dedicated to this shared mission. Of the 26 member committees, 23 represent the economies of Australia, Brunei Darussalam, Canada, Chile, China, Colombia, Ecuador, Hong Kong (China), Indonesia, Japan, Korea, Malaysia, Mexico, Mongolia, New Zealand, the Pacific Islands Forum, Peru, the Philippines, Singapore, Chinese Taipei, Thailand, the United States, and Vietnam. PECC also has one associate member, France (Pacific Territories), and two institutional members, the Pacific Trade and Development Conference and the Pacific Basin Economic Council.

As the only non-governmental official observer of APEC, PECC provides independent business and research input for the regional policy-making process. During this reporting period,



two of our Distinguished Fellows were engaged with this Pacific network – Hugh Stephens as International Co-Chair for PECC (and Chair of the Canada National Committee for Pacific Economic Cooperation), and Donald W. Campbell as a long-standing Council member.

► APEC STUDY CENTRE

The Foundation also serves as Canada's designated Asia Pacific Economic Cooperation (APEC) Study Center. Universities and research institutes around the APEC region host APEC Study Centers (ASCs). There are currently more than 50 APEC Study Centers in 20 of the 21 APEC member economies. In 2019, the Foundation began exploring new ways to leverage its Study Center designation to enhance its connected network across APEC, including collaboration on research initiatives and papers, invitations to participate in significant convenings, and cross-promotion of relevant work.

► INSTITUTIONAL PARTNERS

Toward the end of this reporting period, the Foundation partnered with both the Chile

Pacific Foundation and the National Bureau of Asian Research in the United States. The **Chile Pacific Foundation** (Fundación Chilena del Pacífico) plays a vital role in advocating for Chile's free trade projection towards Asia Pacific markets. Located in Chile's capital of Santiago, the Chile Pacific Foundation, which also holds the Chilean secretariat for ABAC, works in close collaboration with the public sector through several government agencies and encourages public-private dialogue in Chile to develop free-trade-oriented policies for the Pacific region.

Based in Seattle, Washington, with a branch office in Washington, D.C., the **National Bureau of Asian Research** has developed a reputation as a global go-to think-tank on Asia policy. It's **Asia Policy** journal is a peer-reviewed scholarly publication presenting policy-relevant academic research on the Asia Pacific that draws clear and concise conclusions useful to today's policy-makers. As a consortium partner, as of 2019, APF Canada contributes to the quarterly journal's editorial board and advisory committee.



► DISTINGUISHED FELLOWS

The Foundation's Distinguished Fellows program comprises a roster of experts who are associated with the Foundation's work. The Foundation's in-house Selection Committee composed of a panel of experts, as well as members of the Board, chooses individuals who have made significant contributions to Canada-Asia relations in the areas of scholarship, public policy, business, diplomacy, arts and culture, and civil society. These Fellows provide us with valuable insight and guidance and participate in dialogues and public events, offer commentary and op-eds, and respond to media requests about specific topics and issues in Asia.

No definition of expectations or terms of reference for the Fellows had been developed in the past, and in 2015 that was changed, with terms, expectations, and remuneration outlined in a guiding document. The duration of the appointment was set at three years. During their fellowship term, Fellows commit to a mutually agreed-upon set of deliverables. Additionally, the Foundation may approach select Distinguished Fellows to ask for their assistance when shaping certain research

projects. In those instances, an honorarium may be offered, but the role is otherwise voluntary. This new direction was well received, and many Fellows have since made significant contributions to the research and publication agendas of the Foundation, and participated in our two All-Fellows' Meetings each year where they are invited to inform our research and enrich our existing programs, including mentorship for our Post-graduate Research and Junior Research Fellows.

► YOUTH COUNCILS

During this reporting period, 'Asia Competence' has become a central tenet of our organization, informing our work at home and abroad. It is the Foundation's unwavering belief that if we are to truly seize upon the opportunities Asia presents for Canada's future economic prosperity, Canadians should have a better knowledge of the region's cultures, business practices and traditions. We need to deepen Canadians' understanding of Asia's economies, societies and political systems, and that work begins with Canada's next



generation – today's youth. To that end, our volunteer Asia Pacific Youth Council (APYC) members are committed to raising awareness among Canadian youth of Asia and its importance to Canada and deliver signature events for other young Canadians. Council members serve in a volunteer capacity for one-year terms, and they plan and deliver signature events for post-secondary students and young professionals.

The first APYC was convened in Vancouver in 2016. After its continued success, the Foundation expanded the APYC to Toronto in 2019 to broaden the Foundation's reach to the younger demographic across Canada. In 2019, the program was also expanded into new areas, including arts and culture, Asia Pacific business and entrepreneurship, global careers, and Student Election Watch Teams. Alongside the APYC, APF Canada's Asia Competency team organizes and facilitates Student Election Watch Teams to monitor and analyze current events in Asia, specifically topics surrounding key national elections. The program has also provided the Foundation with a crucial networked cohort of young Canadians, whose

skills, experiences, and insights are often leveraged for feedback on important projects, including polling and youth outreach.



Brand & Communications

The Foundation's culminating organizational shift during this reporting period also included a major, multiplatform rebranding of the Foundation and the consolidation of Communications functions within the organization. The rebranding process began in earnest in 2015, with the first substantive 'refresh' of the Foundation's brand in 30 years. Setting the stage for the implementation of the Framework for a Strategic Plan (2014-2019), the rebranding exercise resulted in an update to the visual brand to better reflect the Foundation's work in its contemporary context. Captured in a Brand Guide for the Foundation, the organization's new visual palette includes crisp reds, authoritative blues, an original logo symbolizing Canada's digital connectivity to Asia, and a new set of fonts and design elements to guide the communications team in the production of print and digital collateral.

The 2015/2016 rebrand did not end with a refresh of the visual palette but also included the design and launch of a much more interactive and visually-driven

bilingual website with improved navigation, greater searchability, seamless social media connectivity, and the ability to adapt to any screen size.

The rebrand and website 'modernization' provided the Foundation with a contemporary and forward-looking brand to complement the strategic direction that would drive the Foundation's activities during this reporting period, including positioning the Foundation as an active rather than passive participant in the Canada-Asia dialogue, and the ability to better connect and engage with the younger demographic that will drive Canada's participation in the new Asian Century.

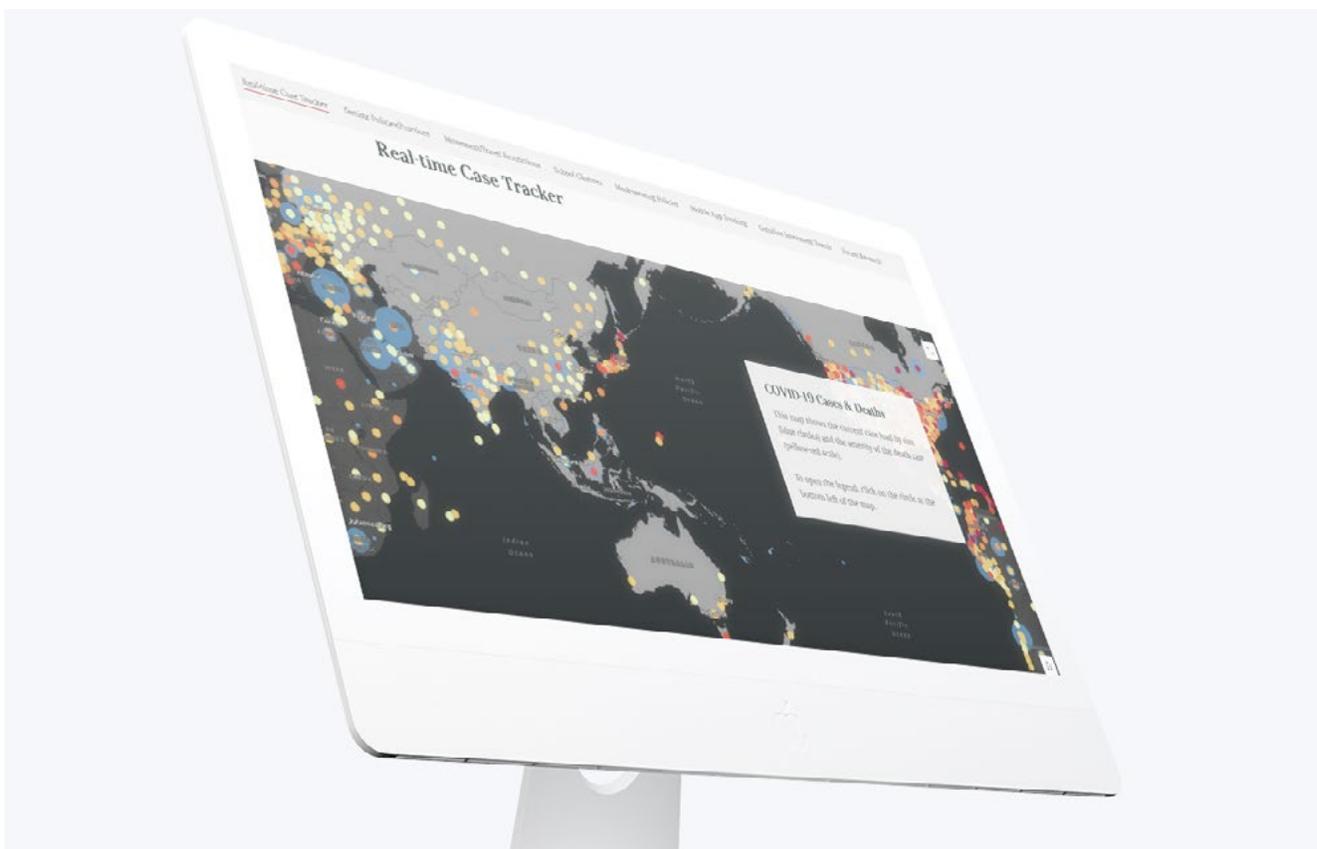
In 2016, a new role of Communications Manager was formalized within the organization, a position reporting to the President and CEO, and managing all aspects of print and digital content production, corporate communications, social media engagement, public outreach, and media relations.



With its role of effectively communicating the value of deepened engagement with Asia to the Foundation's key stakeholders, particularly the youth demographic that will shape the future of Canada's relationship with the Asia Pacific, Communications has evolved to support the Foundation's three core priorities and six research pillars through the dissemination and promotion of Research outputs and Event activations, brand amplification, key stakeholder engagement, community building, and outreach. The Foundation's Communications team was expanded in

2018 and 2019 to include the organization's Web Manager, and the addition of a Communications and Social Media Specialist and a full-time Graphic Designer.

The team now provides intra-organizational strategic support as well as daily tactical support in the production and release of online and offline publications, the execution of media and social media outreach, and the development of communications collateral for all departments and key projects.



ACTIVITIES





4. ACTIVITIES

Through its many and varied activities at home and abroad, over this five-year reporting period, the Foundation has consolidated its position as the foremost organization working on Asian issues for Canada. As defined in the Asia-Pacific Foundation of Canada Act (1984), the Foundation's primary purpose is to develop closer ties between the peoples and institutions of Canada and their counterparts in the Asia Pacific and to promote capacity development in persons and entities that share an interest in the Asia Pacific region and the building of networks between them.

To that end, not only does the Foundation provide clear, specific, and actionable policy advice and business intelligence based on sound research and analysis, but it also convenes members from all sectors of Canadian and Asia Pacific societies to share their knowledge and experience of Asia's impact on Canada and Canada's opportunities in this fast-growing and dynamic region.

Our core work includes field and desk research, big data and statistical analysis, and surveys

and polling, all culminating in reports, policy briefs, case studies, dispatches, webinars, and the regular Asia Watch news intelligence service that are all publicly available on our website. Our sponsored projects engage government and corporate stakeholders on topics ranging from energy to education and in economies as diverse as Peru and Papua New Guinea. Our formal affiliations include the Asia Business Leaders Advisory Council, the APEC Business Advisory Council, the Pacific Economic Cooperation Council, and the APEC Study Center of Canada and help us strengthen Canada's strategic relations across the Pacific. Our events and activations range from small, high-level, micro-conferences and roundtables to national and international conferences with more than 200 engaged participants.

It has been the Foundation's continuing goal over this reporting period to be the primary source of analysis on Asian economics, politics, society, security, environment, and technology, and to lead debates around Asia issues related to Canada's national interests as well as mobilize the next generation of Asian experts



in Canada through our Asia Competence and youth/education programming.

This section provides an overview of our key activities during this five-year period exemplified in **25 Points of Impact**.

We continue to develop our strategies to broaden our reach and impact, and in 2020 refined our focus around the three central themes of research, education, and networking. As we coalesce our work around these efforts, the Foundation will further solidify its reputation within Canada as the preeminent research institution working on Asian affairs.

The Asia Pacific Foundation of Canada's purpose, as defined by the Asia-Pacific Foundation of Canada Act (Sec. 3).

- ✓ (a) Promote mutual awareness and understanding of the cultures, histories, religions, philosophies, languages, lifestyles and aspirations in the Asia Pacific region and Canada and their effects on each other's societies.
- ✓ (a.1) Promote dialogue on, and understanding of, foreign policy issues as they relate to Canada and the Asia Pacific region.
- ✓ (b) Support development co-operation between organizations, institutions, and associations in Canada and in the Asia Pacific region.
- ✓ (c) Promote collaboration among organizations, institutions, and associations in private and public sectors in Canada and in the Asia Pacific region.
- ✓ (d) Promote closer economic and commercial ties between Canada and the Asia Pacific region.
- ✓ (e) Promote, in Canada, scholarship in and expertise on economic, cultural, social and other subjects relating to the Asia Pacific region, and in the Asia Pacific region, scholarship in and expertise on economic, cultural, social and other subjects relating to Canada.
- ✓ (f) Collect information and ideas relating to Canada and the Asia Pacific region and disseminating such information and ideas within Canada and the Asia-Pacific region.



25 POINTS OF IMPACT OVERVIEW



25 POINTS OF IMPACT

1. APEC Business Advisory Council (ABAC) III and ABACx

Primarily managed through the Asia Pacific Foundation of Canada's Networks & Partnerships Program Manager and the Business Development team, the Foundation serves as the Secretariat for Canada's APEC Business Advisory Council (ABAC) members and hosted ABAC III and ABACx in 2017. As the Secretariat, the Foundation provides research, analysis, and administrative support to ABAC members, builds a constituency of Canadian business leaders actively engaged with and well-informed about Canada-Asia trade and investment policy issues, supports the success of Canada's Global Markets Action



Plan by engaging with key markets and sectors in the Asia Pacific, facilitates Canada's private sector input in APEC processes, and enhances Canada's representation in policy and business networks across the region. Supported by Export Development Canada, Global Affairs Canada, Huawei Canada, Sun Life Financial, the Province of British Columbia, Kensington Capital Partners, OMERS Ventures, Bombardier Inc., Eventmobi, Nanoleaf, OneEleven, and The Economist Group, ABAC III was convened in Toronto on July 25, 2017, and was an incredible success with over 200 people in attendance ranging from ABAC members and staffers, startups, investors, MSMEs, policy-makers, and other business leaders from APEC economies.

Notable highlights included a keynote address from Parliamentary Secretary Pamela Goldsmith-Jones, three panel discussions with Canadian and APEC economy experts, and working sessions to discuss actionable steps to propel economic growth in the APEC region. Also, the Foundation held a high-level symposium, ABACx, in collaboration with the APEC-Canada Growing Business Partnership on the margins of ABAC III. ABACx convened investors, leaders of incubators and accelerators, and startups to highlight key Canadian policy and management best practices and innovations that are increasing MSME capacity building.



25 POINTS OF IMPACT

2. Asia Business Leaders Advisory Council (ABLAC)

The **Asia Business Leaders Advisory Council (ABLAC)** is the only council of its type in North America and was modelled on international business advisory councils in Shanghai, Beijing, Seoul and Singapore. It is spearheaded by the Foundation's Senior Leadership Team, Board of Directors, and the Business Development team. Since the inception of ABLAC in 2016, the Foundation has continued to organize annual meetings on building Canada's brand in Asia, enhancing Canada's competitive opportunities in the region, and deepening Canada-Asia commercial networks. The objective of ABLAC is three-fold: to provide a unique platform for Asian and Canadian business leaders to share strategic policy advice with government, business leaders, and policy-makers; to foster open and candid dialogue on how Canada can realize the full potential of its engagement and partnerships with Asia; and, to catalyze stronger relationships and opportunities between Canada and Asia and create influential business ambassadors for Canada in key Asian markets. The inaugural ABLAC 2016 was held in Vancouver, British Columbia on February 26, 2016. It convened 28 senior business leaders from across Asia and Canada in various key industries of interest, including agriculture and agri-food, energy and natural resources, technology and innovation, digital economy and financial services, and the health sector. Each year ABLAC convenes more than 20 senior and C-suite business leaders from Canada and Asia, and its growing influence and impact was underscored during ABLAC 2019 in Hong Kong. ABLAC 2019 was a milestone year for the Council as it was the first ABLAC meeting to be held outside of Canada, boasted the highest attendance to date, and was the first ABLAC meeting to host a foreign economic leader. The overwhelmingly positive reception of ABLAC 2019 led to the decision to host ABLAC 2020 in Tokyo to support the importance of the CPTPP to Canada and to reinforce the need for diversification away from the U.S. and Chinese markets. ABLAC has distinguished itself as a marquee trans-Pacific event that internationally represents the Foundation's ability to catalyze stronger relationships and opportunities between Canada and Asia, and to bolster Canada's presence and economic interests in the region. The growing legacy of ABLAC would not be possible without the help of key partners such as **Export Development Canada, the Province of British Columbia, the Government of Ontario, Air Canada, CDPQ, CPP Investment Board, Invest in Canada, Noah International (Hong Kong) Limited, OMERS, Sun Life Financial, and Teck Resources Ltd.**





25 POINTS OF IMPACT

3. Asian Leaders Speakers Series (ALSS)

The Foundation's Asian Leaders Speakers Series (ALSS) was created to bring Canada and Asia closer together on business and cultural issues by providing a platform for Canadian leaders from business, government, higher education, and the non-profit sector to connect with high-profile business leaders from Asia. The first annual ALSS was held on March 5, 2015, and featured Managing Director Ray Hatoyama of Sanrio Inc., a Japanese conglomerate that spawned Hello Kitty. Organized by the Foundation's Toronto office, the ALSS has since consistently convened exclusive invite-only, high-



level audiences of up to 120 business, government, and civil society leaders. Following the success of the inaugural ALSS in 2015, the series has garnered support from Borden Ladner Gervais LLP, Japan Foundation, Moriyama & Teshima Architects, Manulife, the Province of Ontario, Royal Bank of Canada, Bank of China, ICICI Bank Canada, Toyota Canada, Sun Life Financial, and Air Canada. The ALSS continues to bring notable and reputable Asian leaders to the fore, such as Japanese architect Fumihiko Maki, Suntory Holdings CEO Takeshi Niinami, Ant Financial Services (Alibaba Group) senior executive Jingming Li, and DHGate.com Founder and CEO Dianne Wang. A special ALSS was held in 2017 featuring Ontario Premier Kathleen Wynne and other prominent government officials. This special edition of ALSS took place against the backdrop of a developing working relationship between the Foundation and the Ontario Government, which ultimately led to major initiatives such as The Asia Factor in Ontario.



25 POINTS OF IMPACT

4. APEC-Canada Growing Business Partnership

The APEC-Canada Growing Business Partnership (ACGBP) is a five-year, multifaceted initiative jointly implemented by the Foundation and the Asia Pacific Economic Cooperation (APEC) Secretariat. Funded by Global Affairs Canada, this initiative helps build the potential of micro, small, and medium enterprises (MSMEs) to promote poverty

reduction and sustainable economic growth in the APEC region, and to address key challenges faced by MSMEs and aspiring entrepreneurs from APEC developing economies in the areas of technology and innovation, market access, human capital, and social entrepreneurship, with an emphasis on the cross-cutting themes of women, youth, governance, and the environment. The initiative has organized and hosted eight workshops and training sessions across four APEC economies (Vietnam, Indonesia, the Philippines, and Peru) to share best practices, policies, and research on MSMEs, with each event convening an audience ranging between 100-300 people, including government officials, industry leaders, and aspiring entrepreneurs. Additionally, 12 commissioned research papers and four online toolkits were published to increase access and enhance the knowledge of MSMEs and entrepreneurship, with each toolkit tailored to the constraints and challenges of each APEC economy and thematic focus area. The publication of the research papers was complemented by the release of four in-house surveys conducted in each APEC economy to further contribute to the global

“ In my capacity of Peru’s APEC Senior Official and on behalf of the Peruvian Government, I would like to take this opportunity to extend to the Asia Pacific Foundation of Canada our sincerest thanks and appreciation for having chosen Peru as one of the pilot economies to implement the APEC-Canada Growing Business Partnership Initiative...which focused on the contribution of MSMEs to their community through environmental sustainability, gender-inclusive practices, and other community-building activities.

José Bustinza Soto, Senior Official of Peru, Director for APEC and Specialized Forums of the General Directorate of Asia and Oceania, Ministry of Foreign Affairs (Peru)

“ The Cherie Blair Foundation for Women is immensely proud of our partnership with the Asia Pacific Foundation of Canada and the work we have achieved together to connect pioneering women entrepreneurs with passionate mentors around the world and make a lasting impact on both. APF Canada is an excellent partner to work with and we have welcomed the exchange of insights and expertise

Helen McEachern, CEO, Cherie Blair Foundation of Women

knowledge hub and ecosystem of information for MSMEs. The ACGBP has a growing global network – as illustrated by the partnership with the Cherie Blair Foundation for Women – to facilitate a mentorship program across each APEC economy, the formation of a Project Advisory Committee, and a myriad of in-country partners such as the Danang Institute for Socio-Economic Development (DISED), Indonesia Business Coalition for Women



Empowerment, Government of the Philippines' Department of Trade and Industry (DTI), and Peru's Ministry of Foreign Affairs, to name a few. The partnership team at APF Canada is currently planning and implementing a capstone policy paper that will be launched at a capstone conference in the final project year.



25 POINTS OF IMPACT

5. Asia Connect



Since its inception in 2015, the Asia Connect program has continued to support Canadian youth in building their own Asia competence through valuable work experience in Asia by forming partnerships with the private sector and Canadian post-secondary institutions. Spearheaded by the Foundation's Asia Competency team, the Asia Connect program has facilitated more than 80 internships across 16 countries and territories, hosted multiple workshops on educating youth about issues and news in Asia, generated the complementary Asia Connect Student Working Group initiative in 2017, and developed new partnerships. These more recent partnerships include a student conference in Vancouver with the highly selective Cansbridge Fellowship Program, two ongoing India Connect Scholarship Programs at Langara College and Simon Fraser University in conjunction with reputable companies and organizations in India, a Hong Kong-China internship with Noah Holdings Limited in their Hong Kong and Shanghai offices, and a Philippines internship with Nimbyx at its office in Metro Manila. The Asia Connect Student Working Groups initiative featured two cohorts of student teams that proposed and presented a three-month project on a topic that had policy relevance in Canada-Asia relations. These efforts culminated in a final showcase event that included cash prizes and other awards. The Asia Connect program would not be possible without the generous support of Global Affairs Canada, Hong Kong Airlines, Noah Canada Wealth Ltd., donations from individuals, as well as new partnerships with AIESEC Canada, Cansbridge Fellowship Program, Langara College, Simon Fraser University, University of Victoria, University of British Columbia's Sauder School for Business, University of British Columbia's Faculty of Engineering, British Columbia's Institute for Technology, University of Ottawa, Canada-Japan Co-op Program, JET Programme, Canada World Youth, International Experience Canada, and Mitacs Globalink.



25 POINTS OF IMPACT

6. Asia Factor

The Asia Factor is a four-year initiative begun in 2014 that has three main objectives: to study each Canadian province and territory's interactions with Asia; to assess the challenges and opportunities each province faces as Asia's prominence increases globally; and, to fill a gap in public knowledge about the growing economic, political, and cultural importance of Asia. Led by the Research team, the Foundation launched a one-of-a-kind interactive microsite that measures and visualizes data on Canadian national and provincial trade, tourism, population and immigration in the context of the Asia Pacific region. The success of the inaugural The Asia Factor in British Columbia led to the development of The Asia Factor as a multi-year project and its expansion nationwide to Canada's Atlantic provinces and the province of Ontario with funding from Atlantic Canada Opportunities Agency, the Province of British Columbia, the Government of Ontario, the Ontario Ministry of Economic Development, Job Creation and Trade, Communitech, and MaRS Discovery District. The Asia Factor in Atlantic Canada was timed to complement the release of Nova Scotia's China Engagement Strategy to assist the region in better responding to Asia's rising global economic importance by providing critical information on the opportunities and challenges for Atlantic Canadian trade with Asia. This timing led to multiple high-level meetings and presentations with Atlantic Canadian stakeholders, including the Halifax Chamber of Commerce and Nova Scotia Premier Stephen McNeil. Meanwhile, the two-year The Asia Factor in Ontario project presented best practices in export promotion from international jurisdictions with successful export performance in Asia, e-commerce opportunities in Asia for Ontario companies, and an in-depth survey of Ontario companies conducting business in Asia.



25 POINTS OF IMPACT

7. Asia Pacific Gateway Corridor Initiative

In support of the Asia Pacific Gateway Corridor Initiative, a one-day roundtable was held in 2019 and convened private sector Gateway-related CEOs with provincial assistant deputy ministers and deputy ministers to discuss the importance of expanding and maintaining the Asia Pacific Gateway Corridor Initiative for the then-new Government of BC. The Asia Pacific Gateway Corridor Initiative is a robust set of Canadian government policies that target trade with the Asia Pacific region and aims to establish itself as the best transportation network to facilitate global supply chains between North America and Asia. The roundtable involved high-level government and policy partners such as the Government of BC, WESTAC, Greater Vancouver Gateway Council, and the Ministry of Transportation and Infrastructure. A notable highlight from the roundtable was the formation of a new collaboration between the Foundation, WESTAC, and the Province of BC to take the initiative nationwide.



25 POINTS OF IMPACT

8. Asia Watch

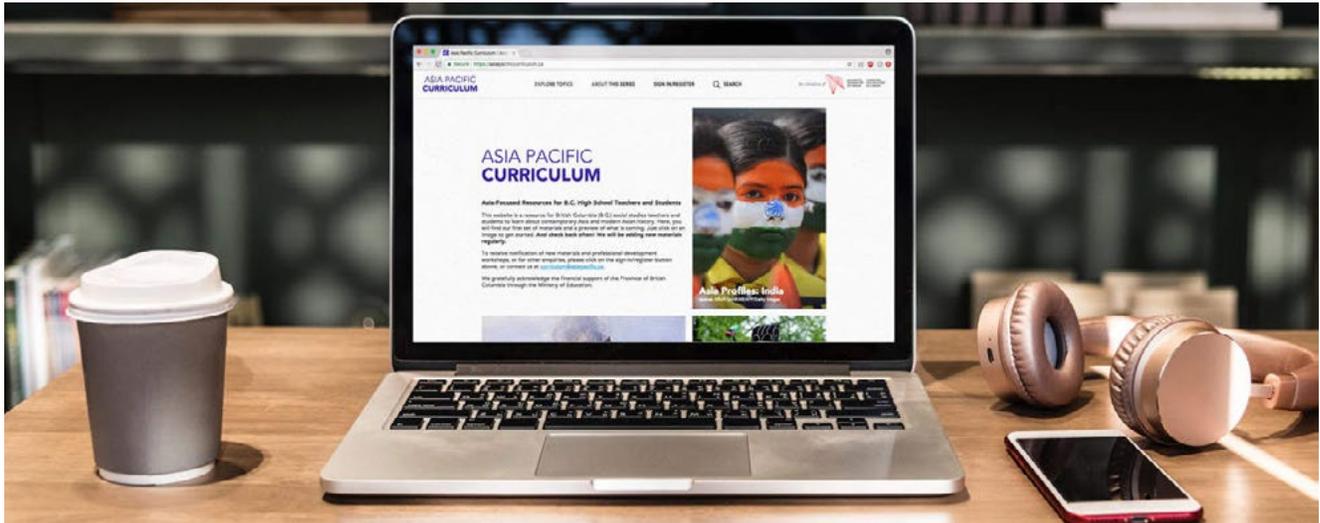
Asia Watch is the Foundation's signature ongoing newsletter that provides a free news intelligence service featuring the latest news, trends, and issues in Asia that matter to Canada. Through a joint and collaborative effort between the Research and Communications teams, in 2019, the Foundation converted its long-running Canada-Asia News Service to form Asia Watch. It currently features four analytical assessments of current events in Asia, along with links to our most recent Research and Events outputs, and is distributed to subscribers three times a week, each issue with an accompanying social media campaign. This value-added product replaced the daily newsfeed that provided links to articles on Asia, but lacked analysis. After its launch in early 2019, Asia Watch has grown its subscriber base to 2,700 subscribers, up 25 per cent since its launch, and has cemented itself as a valuable service to government officials, business leaders, academic experts, and the general Canadian public interested in Asia. Its proven success and positive reception led to the development of Asia Watch as a fundamental facet of the Foundation's new client advisory services 'business model,' outlined in the Foundation's 2019 Five Year Strategic Plan.





25 POINTS OF IMPACT

9. BC Curriculum Project



This three-year initiative aims to incorporate a stronger Asia focus in British Columbia's social studies classrooms and curriculum by introducing students from Grades 6-12 to Asian history, culture, and issues. Content in these curriculum modules covers a wide range of countries and territories, and topics span across history, politics, economics, culture, social change, the environment, and more. Launched in 2017, the Foundation's Senior Program Manager, Skills and Competencies, has been diligently collaborating with key stakeholders, including the B.C. Social Studies Teachers Association (BCSSTA), the B.C. Ministry of International Trade and Minister Responsible for the Asia Pacific Strategy and Multiculturalism, as well as the Government of British Columbia's Ministry of Education, to empower B.C. teachers to learn and teach contemporary Asian studies and history. Intended as a pilot project for the rest of Canada, the B.C. Curriculum Project has aided teachers and students in B.C. by launching and curating an interactive online website to house valuable teaching resources, hosting annual professional development workshops at the BCSSTA province-wide conference, presenting at the annual Ontario History and Social Studies Teachers' Association conference in the fall of 2019, organizing focused workshops for an expanded network of B.C. teachers, and continuously developing and expanding the program's core curriculum modules. New modules were developed for Grades 6 and 9 in June 2019, introducing key issues in contemporary Asia and modern Asian history to younger students. Through these modules,



supported by the BC Ministry of Education and Vancouver's Critical Thinking Consortium, students will continue to learn about macro-trends that are transforming the Asia Pacific region as well as events and trends that shaped Asian and Canadian societies in the past. Ultimately, the project encourages students to think on a more global scale while acquiring the skills they need to succeed in our ever-changing and connected world.



25 POINTS OF IMPACT

10. Building Blocks for a Canada-Asia Strategy

To assist the Government of Canada in its endeavour to articulate a more targeted and strategic approach to engaging Asia, the Foundation published its Building Blocks for a Canada-Asia Strategy document in 2016 to contribute to the advancement of Canadian national interests and the sustainable development and growth of the Asia Pacific. Produced by APF Canada's Senior Leadership and Research team, this non-partisan strategy paper outlines a series of comprehensive recommendations for the Government of Canada to consider as it formulates its response to the rise of Asia. The Foundation developed an effective, forward-looking Canada-Asia strategy succinctly outlined in 10 policy recommendations. The strategy was released at the University of Ottawa as part of a Canada 2020 event, and it was accompanied by a national press release and featured in an op-ed in the Globe and Mail. Within the first week of its release, the document garnered over 3,400 impressions on social media. It generated more than 1,400 online pageviews, which is the highest single-day traffic of any new Foundation publication. The Senior Leadership team travelled across Canada to continue promoting the strategy document, and to discuss the importance of thinking strategically in the long term to ensure the future prosperity of Canada within the context of the new global economy. This outreach led to high-level meetings and presentations with Queen's University, PricewaterhouseCoopers, the City of Markham, the Ontario Public Service, Barrick Gold, and the Province of Halifax.



25 POINTS OF IMPACT

11. Canada-China Track II Energy Dialogues

Between 2016 to 2018, in partnership with the Economic and Technology Research Institute of China National Petroleum Corporation (ENTRI of CNPC) and supported by Natural Resources Canada, the Foundation activated a Track II dialogue series that convened government officials and environmental activists and organizations on Canada-China engagement surrounding energy issues. This dialogue series, co-chaired by the Foundation's president and CEO, had four main objectives: to follow up on a commitment made by Prime Minister Justin Trudeau and Chinese Premier Li Keqiang in 2016 to develop and reinforce bilateral co-operation in the field of energy; to assist Natural Resources Canada in identifying areas of focus for a potential Track II process with China on



energy issues; to serve as the Canadian Secretariat of the Dialogue by facilitating associated research activities and supporting the work of Canadian experts and their Chinese counterparts; and, to further develop a set of recommendations that could support enhanced bilateral energy trade and investment between Canada and China covering a full spectrum of energy subsectors, including renewables, energy efficiency, Indigenous inclusion, natural gas, oil, and nuclear. Key stakeholders of the dialogue series include the Government of Canada, ENTRI of CNPC, the Canadian Nuclear Association, the Indigenous Center of Energy, BC LNG Alliance, Canadian Energy Efficiency Alliance, Canadian Association of Petroleum Producers, Marine Renewables Canada, and Canada's Ministry of Innovation, Science and Economic Development

(ISED). During the two project years, the Foundation's Research team produced a scoping paper that provided an overview of China's energy policy-making structure and implementation measures for reducing greenhouse gas emissions, supported ISED in consultation with federal-provincial-territorial assistant deputy ministers on Canada-China cleantech opportunities, and organized three non-governmental, non-official dialogues that engaged Canadian and Chinese stakeholders.



25 POINTS OF IMPACT

12. China Research Partnership

The China Research Partnership was a three-year online initiative that involved a collaboration between five leading Canadian institutions dedicated to the study of China: the University of British Columbia's Institute of Asian Research, University of Toronto's Munk School of Global Affairs, University of Alberta's China Institute, Ryerson University's Canada-China Institute for Business and Development, and the Canada China Business Council. With the overarching goal of providing a single platform for the dissemination and sharing of knowledge about China, the Foundation launched this new web portal in 2017 featuring Canadian research, expertise, news, activities and other resources on China. This first-of-its-kind, curated website continued to expand as more information was aggregated and grew to feature analysis, commentary, statistics, reports, event listings, and announcements on China – including an extensive database of more than 60 experts and 200 publications on China from the project's partner institutions. The importance of the partnership led to the creation of a dedicated Twitter channel to continue promoting the partnership, which has since garnered more than 500 followers.



25 POINTS OF IMPACT

13. Clean Tech Projects (India and China)

Led by the Research team's Sustainable Asia pillar, the Foundation initiated its Cleantech Projects focusing on two countries: India and China. The first Cleantech project was launched in 2017 in collaboration with Canada's Ministry of Innovation, Science and Economic Development (ISED) to highlight Canadian clean technology capabilities best poised to help India meet its clean growth needs, to identify barriers in Canada and India, and to provide policy recommendations. With this goal in mind, the project conducted a study that included interviews with 29 cleantech practitioners in Canada to provide background research on Canada's cleantech capabilities and India's cleantech landscape, as well as providing a series of potential solutions. The second Clean Tech Project was commissioned by Global Affairs Canada (GAC) under its Global Opportunities for Associations program. This project aimed to help Canadians better understand environmental protection in China, and to assist Canadian governments and businesses in identifying potential opportunities in China's fast-growing clean technology market. Key outcomes included four roundtables with 67 representatives from Canadian cleantech companies on opportunities and challenges of doing business with China, a 40-page research report incorporating an overview of China's transition to green growth, nine analytical articles diving into China's sustainability performance, and most notably, the launch of the China Eco-City Tracker initiative. The China Eco-City Tracker was a public-facing data portal and complementary tool to the Foundation's research work on environmental remediation practices and policies in China. It was presented at a conference organized by the China Institute at the University of Alberta, an event that drew 15 external media and government attendees including representation from Omni TV, Caifu Magazine, Ming Pao, the South China Morning Post, GAC, and the Hong Kong Economic & Trade Office.



25 POINTS OF IMPACT

14. The Free and Open Indo-Pacific (FOIP) Conference



The beginning of 2020 saw a renewed interest in the Free and Open Indo-Pacific (FOIP), a geopolitical construct that extends from the Indian Ocean to the Pacific. As the Indo-Pacific strategic environment continues to evolve in unpredictable ways, Canada and like-minded states across the region must develop multilateral standards and strategies through frank dialogue around specific opportunities. To this end, the Foundation convened a two-day conference in January 2020 to facilitate such a dialogue to achieve greater regional co-ordination, to explore different states' understanding of the FOIP concept as it applies to their domestic policy-making processes, and to serve as a venue for informed scholarship and policy discussion. This exclusive invite-only conference in Vancouver featured experts, speakers and participants from Canada, Japan, ASEAN member states, Australia, New Zealand, India, and the United States, with notable presenters including keynote speaker Admiral (Retired) Scott H. Swift (Former Commander, US Pacific Fleet), Ambassador Yasuhina Kawamura (Embassy of Japan in Canada), Ambassador Sujan R. Chinoy (Director General, Institute for Defence Studies and Analyses, India), and Ambassador Abdul Kadir Jailani (Ambassador of the Republic of Indonesia to Canada), to name a few. The FOIP conference was made possible with the generous support of Fujitsu Intelligence Technology, Hitachi Canada, Toyota Canada Inc., Mitsui & Co. (Canada) Ltd., Global Affairs Canada, Ministry of Foreign Affairs (Japan), Department of National Defence, and CAE, along with internal support from the Business Development, Communications, and Research teams. The success of the FOIP conference paves the way to establish an annual Vancouver Asia Dialogue series that will address key strategic issues in the Indo-Pacific in the years ahead.



25 POINTS OF IMPACT

15. Gender-focused Activities

The growing need to better connect Canadian women business leaders interested in Asia Pacific markets was how the Foundation's Women2Women in the Asia Pacific dialogue series first came about in 2017. Alongside expanding the networks of local Canadian women business leaders, the dialogue series also aimed to identify opportunities for women business leadership representation in Canada's national economic engagement with Asia. The Women2Women series opened up new opportunities for key stakeholder partnerships with Global Affairs Canada, the Ontario Ministry of International Trade, Japan Women's Innovative Network (J-WIN), the Canada-China Business Council, and the University of Regina. After conducting several roundtables across Canada from 2017 to 2018, recommendations from women business and thought-leaders who participated in these dialogues were presented at ABLAC 2018 in Toronto. A direct outcome of these recommendations was the Foundation winning a C\$1.75-million contract with Innovation, Science and Economic Development Canada (ISED) to facilitate women-only business missions to Asia. Spearheaded by the Toronto office, the Women-only Business Missions strive to create business opportunities through B2B matching sessions, partnerships with Asian incubators and venture capital, to expand Canada-Asia networks of women business, thought-, community and government leaders, and to enhance the understanding of business practices, culture, and societal issues, including gender inclusion policies and practices. In the spring of 2019, the Foundation led Canada's first women-only business mission to Japan and the success of this pilot mission – with 34 delegates, 17 entrepreneurs, and six signed deals – prompted the Foundation to extend the model to other Asian markets over the next five years. Both the Women2Women dialogue series and the Women-only Business Missions have been made possible through the support of Torys LLP, Bennett Jones LLP, University of Toronto's Centre for Global Social Policy, Greater Saskatoon Chamber of Commerce, J-WIN, McCarthy Tétrault, Nova Scotia Business Incorporated, ISED, Manulife, Air Canada, the Embassy of Canada in Japan, GAC, and Samantha Thavasa Japan Limited. All the gender-focused activities conducted so far have grown the Foundation's network of women in business-related organizations interested in the Asia Pacific and helped positioned the organization as a leader in catalyzing and empowering women in business.



25 POINTS OF IMPACT

16. Guidebook to Doing Business in Asia

In 2016, the Foundation published a guidebook to assist British Columbia's micro, small and medium enterprises (MSMEs) in identifying and developing opportunities in the growing markets of Asia. This guidebook also sought to assist B.C. companies interested in exporting to Asian markets and provide additional resources to help successfully create lasting business connections. In partnership with the Government of B.C. and the Minister of International Trade and Responsible for Asia Pacific Strategy and Multiculturalism, the Foundation produced this comprehensive guide, which remains a staple resource for helping B.C. MSMEs build their market share in the dynamic Asia Pacific. The guidebook was released alongside a comprehensive survey of more than 140 companies that identified the challenges faced by local businesses active in Asia. Both the guidebook and the survey informed a broader strategy by the Government of BC, Raising Our Game in Asia: the BC Jobs Plan Trade Strategy, which targeted growing trade and investment in Asia. Since the guidebook's release in 2016, it has garnered more than 8,000 online pageviews, underscoring its continued relevance and usefulness to export-eager MSMEs.



25 POINTS OF IMPACT

17. Indigenous-Asia Pacific Business Roundtable & Handbook



Partnering with Indigenous consulting firm Creative Fire, the Foundation hosted seven roundtables with First Nations economic development agencies and published a first-of-its-kind guidebook in Canada in 2019. Under the leadership of the Engaging Asia team, both the roundtables and handbook aim to discuss opportunities for First Nation businesses in Asia, to help catalyze Indigenous business engagement with the Asia Pacific, to explore why opportunities in the Asia Pacific are increasingly important for Indigenous Canada, to provide an outline for the creation of successful Indigenous Canada-Asia Pacific business strategies, and to consolidate and detail the financial, logistical, planning, and networking supports available for doing business in the Asia Pacific. The roundtable series was a monumental first step in establishing strong nation-to-nation trade, marketing, and investment relationships between Indigenous Canada and Asia Pacific nations. All of the feedback and insights from the roundtable series cumulated in a report that details the discussions from the roundtables, which consequently contributed to the development of Canada's first Indigenous Business Guidebook. This unique handbook is a resource for Indigenous businesses interested in importing and exporting goods and services to Asia, as well as attracting foreign investment from the region. Since the release of the guidebook, it has been accessed more than 2,000 times and consistently hits approximately 100 pageviews per month.



25 POINTS OF IMPACT

18. Investment Monitor

The Foundation's Investment Monitor is the most comprehensive and geographically broad Canada-Asia investment tracker available. Launched in 2017, this project was created to analyze and report on Canada's two-way investment relations with the Asia Pacific, to supplement and enrich current official data sets, and to improve Canadians' knowledge of this critical relationship, all within the overarching goal of better informing public debate and policy-making processes at federal, provincial, and municipal levels. Steered by the Foundation's Business Asia team, the Investment Monitor is a powerful, interactive web portal. It houses a series of annual research reports that track and catalogue foreign direct investment (FDI) by Asia Pacific-based companies in Canada, as well as Canada-based companies operating in the Asia Pacific. The web portal has since become the primary hub for governments, economic agencies, business leaders, academics, media, civil society to improve policy development on FDI, support business decision-making, catalyze academic research, and provide facts for informed public debate on foreign investment. Meanwhile, the dedicated annual research report series focuses on one thematic area each year: Asia Pacific investment in Canada (2017), inward FDI from Asia in Canada (2018), outward FDI from Canada to the Asia Pacific and Canadian-Asian investments at the city-level (2019), and two-way FDI relations between Canadian and Asia Pacific cities as well as the interplay of Canada's free trade agreements (2020). Additional notable impacts include the formation of an Investment Monitor Advisory Council, numerous supporting commentary pieces, and several op-eds published in significant publication outlets such as the Vancouver Sun. Throughout the years, the Investment Monitor has been funded by key stakeholders such as AdvantageBC, Bank of Canada, Export Development Canada, the Province of British Columbia, Invest in Canada, and the School of Public Policy at the University of Calgary.



25 POINTS OF IMPACT

19. John H. McArthur Fellowship



The John H. McArthur Fellowship awards an accomplished Asia Pacific thought-leader from business, academia, or the media, and is managed by an independent advisory council. This fellowship is in honour of John H. McArthur, who was the former Chair of the Foundation's Board of Directors and passed away in 2019, and benefits the Foundation through its convening of high-value corporate stakeholders, primarily in the Greater Toronto Area. The inaugural John H. McArthur Distinguished Fellow in 2016 was awarded to Dr. Fareed Zakaria, a foreign policy commentator, Washington Post columnist, contributing editor at The Atlantic and CNN host. The second John H. McArthur Distinguished Fellow in 2019 was awarded to Michael R. Bloomberg, founder of Bloomberg LP and Bloomberg Philanthropies and the 108th Mayor of New York City. Both award ceremonies were held in Toronto and consistently drew an audience of over 550 attendees. However, the Michael R. Bloomberg keynote event was especially successful, earning branded media hits globally, including coverage in the Globe and Mail, Maclean's, BNN Bloomberg, ABC News, the Boston Globe, and the U.K.'s Daily Mail, as well as earning more than 23,000 impressions on social media. This fellowship, which is now managed by an independent advisory council, created a C\$2-million fund from a growing number of generous donors including Air Canada, Bell Media, Cisco, Deloitte, Canadian Tire, Concord Pacific, CPP Investment Board, KPMG, McCarthy Tétrault, ONEX, Osler, Sun Life Financial, Power Corporation of Canada, and TELUS.



25 POINTS OF IMPACT

20. Kakehashi: Japan & Youth Exchange

The Foundation has been the official Canadian implementing organization for the Kakehashi Project since the youth exchange program was launched by the Japanese government in 2013. With its first cohort in 2017, the Foundation has since produced successful year-over-year results. The purpose of the Kakehashi Project is four-fold: to promote mutual trust and understanding among the people of Japan and Canada to build a basis for future co-operation; to increase global understanding of Japan's economy, society, history, diverse culture, politics, and foreign policy; to inspire young leaders and scholars to contribute to the development of Japan and Canada's diplomatic, cultural, and economic relationships; and, to broaden the network of interest in Japan as a destination for travel, study, and work. The program underscores the importance of the long-standing relationship between Canada and

Japan and, by supporting high-school students, university students, and young professionals from both countries, the Kakehashi Project has marked itself as a prominent initiative under the Foundation's Asia Competency pillar. With the Foundation's Toronto Office at the forefront of this project, Kakehashi has generated



long-standing sponsorships with the Government of Japan's Ministry of Foreign Affairs and the Japan International Cooperation Centre (JICE). Over this reporting period, the Kakehashi Project has arranged more than 1,000 exchanges between Canada and Japan, which includes multiple cohorts ranging from high-school students, university students, and young professionals. In the 2018-2019 fiscal year alone, the Foundation facilitated 123 Canadian students and young professionals travelling to Japan and organized 36 Japanese students visiting Canada.



25 POINTS OF IMPACT

21. Mobilizing Energy Assets Project

The Foundation's Toronto Office organized a one-day workshop in Toronto in 2015 that convened 60 key stakeholders from industry, government, and research institutions for a series of thematic panels to develop concrete recommendations on how Canada can deepen engagement with Asia, particularly China, India, South Korea, and Japan on nuclear energy technology, nuclear safety, and social licence. This workshop addressed how Canada can maximize opportunities connected to uranium and nuclear energy technologies in the region against the backdrop of a rising nuclear-generating capacity in Asia. Discussions from the workshop formed the basis of *Maximizing Canada's Nuclear Energy Opportunity in Asia*. This published report provides an overview of opportunities and policy recommendations for how both government and industry can overcome barriers to Canadian and Asian engagement on nuclear energy. The workshop was made possible with the support of key partners, including Natural Resources Canada, Blake, Cassels & Graydon LLP, Canadian Nuclear Safety Commission, SNC-Lavalin Inc., Candu Energy Inc., Cameco, and Canadian Nuclear Partners.



25 POINTS OF IMPACT

22. Polling Activities



To support the Foundation's mission to be Canada's catalyst for engagement with Asia and Asia's bridge to Canada, the Perspectives Asia team conducts regular nationwide surveys that assess Canadians' attitudes towards countries in the Asia Pacific, and their perceptions of Canada-Asia relations. Since 2015, and with the support of Borden Ladner Gervais LLP, Export Development Canada, Global Affairs Canada, Invest in Canada, and EKOS Research Associates, the Foundation has consistently published major surveys year-on-year. The National Opinion Poll (NOP) is the Foundation's major polling initiative, providing in-depth analysis and survey of Canadian attitudes towards Asia. Topics and areas of focus during this reporting period include Canadian Views on Asian Investments (2015), Canadian Views on the Trans-Pacific Partnership (2015), Canadian Views on Asia (2016, 2018), Canadian Views on Engagement with China (2017), Canadian Millennial Views on Asia (2017), Canadian Views on High-tech Investment from Asia (2019), and Canadian Views on Human Capital from Asia (2019). The NOP is supported with complementary digital assets such as web-based infographics, blog posts, op-eds, and articles in major news outlets like the Globe and Mail, CTV News, and the Vancouver Sun – aggregating more than 150 media hits per NOP release. The continuing success of the NOP has made it instrumental in drawing a portrait of Canadians' perspectives on Asia and the region's increasing relevance to Canada's future economic prosperity. The Asia Business Leaders Survey (ABLS) launched in 2019 is another major polling initiative, this time a multi-country, multi-sector poll on Asian attitudes across six countries in Asia: China, India, Japan, Singapore, South Korea and Vietnam. The ABLS interviewed more than 6,000 business leaders and more than 50 thought-leaders, and a full release of the survey will be published in 2020.



25 POINTS OF IMPACT

23. Sectoral Market Development

During this reporting period, the Foundation kept a close eye on developments in key emerging markets in Asia, most notably liquefied natural gas (LNG) capacity, e-commerce, and artificial intelligence.

Sectoral Market Development: LNG Markets in Asia

To better inform government and energy industry stakeholders about market opportunities for Canadian LNG in Asia, the Foundation hosted an invite-only workshop in 2014 that ultimately informed the ‘Canada’s LNG Opportunity in Asia’ policy paper series featuring high-level findings and open discussions with LNG experts across government, industry and academia. Over the next two years, the Foundation’s Research team commissioned four research papers for this series. They focused on LNG relations between Canada and four Asian economies: Australia, China, Japan and India. The team also published two dispatches that further analyzed LNG opportunities for Canada in the Asia Pacific. In 2015, the Foundation organized the ‘3rd Canada LNG Export Conference and Exhibition’, a three-day event that convened global LNG industry leaders.

Sectoral Market Development: E-commerce Markets in Asia

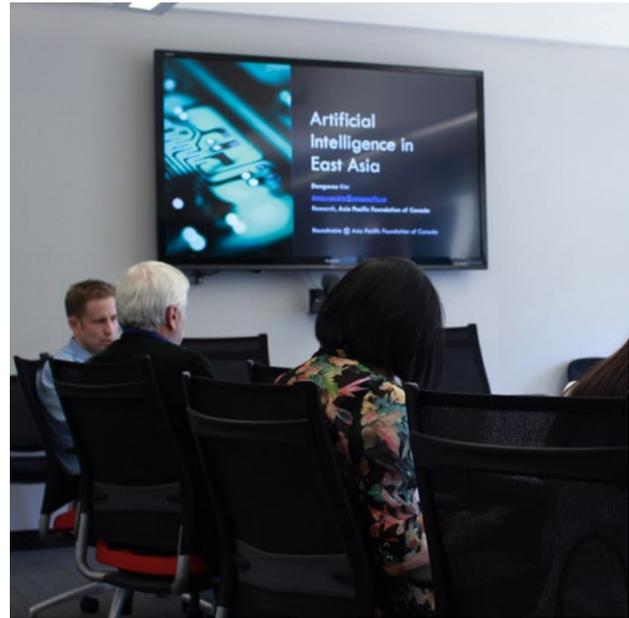
The increasing importance of e-commerce in Asian markets was also tracked and analyzed during this period. With the overarching goal of better understanding the underlying behaviour of e-commerce consumers in Asia and the opportunities those behaviours might present for Canadian online vendors, the Foundation’s Research team and Toronto Office published two reports on e-commerce in China in 2015 and 2017 that detailed the growing importance and opportunities of Asian e-commerce for Canada. The interest surrounding these two dispatches led to the publication of three additional reports from 2017 to 2019 by a research team from Simon Fraser University’s Beedie School of Business. They focused on e-commerce across Asia by examining case studies in China, Japan, and South Korea.

Sectoral Market Development: A.I. and the Fourth Industrial Revolution

The widening prominence of artificial intelligence (A.I.) and its relevance in the Canada-Asia dynamic gained traction in 2018. That year, the Foundation released three dispatches that analyzed and covered current events surrounding A.I. in Asia and potential areas for collaboration for Canada.



These publications led to a comprehensive report published in 2019 that provided an overview of policies on A.I. from three East Asian countries: China, Japan, and South Korea. A webinar and policy brief accompanied the report and argued for a long-term Canadian strategy around challenges related to A.I. With support from the Business Council of Canada, TELUS, McCarthy Tétrault, and Global Affairs Canada, The Foundation organized a successful, invite-only, two-day technology conference in Toronto in the same year. This conference convened more than 60 experts and stakeholders from a range of backgrounds and industries to address the implications of the intersection between geopolitics and technology. The post-conference report summarized key discussion themes, including data governance and the need for capacity building, as well as provided five robust policy recommendations to the Canadian government. Interest in this area of research continues to grow, and in 2019 the Foundation established a new research pillar called ‘Digital Asia’ to explore how technologies of the Fourth Industrial Revolution impact Canada’s current and future engagement within the Asia Pacific. The Foundation strives to remain at the forefront of policy research surrounding technology, and research reports, webinars, presentations, and dispatches continue to be produced by the Foundation’s Digital Asia team.





25 POINTS OF IMPACT

24. Student Activities



Another facet of the Foundation's Asia Competency pillar is student activities and programs, most notably the formation during this reporting period of the Asia Pacific Youth Council (APYC). One of the key goals of the APYC is to advise the Foundation on communications and programming to reach a younger audience through regular meetings with APF Canada's Program Specialist in Youth Programming and Networks. The APYC was also tasked to autonomously manage its own series of events and outreach efforts, which led to popular and often sold-out events such as the ASEAN Dialogue discussion series, a high-value and ongoing mentorship program connecting students and young professionals and launched in 2017. Monthly event programming and signature events including the Talk To Me About Asia conference (which was later developed into an ongoing speaker series), Young Canadians in the 21st Asia-Pacific panel, and Smart Cities & Human-Centred Design: Perspectives from Toronto and Asia, to name but a few youth activations over this period. The first APYC was convened in Vancouver in 2016. Following its continued success, the Foundation expanded the program to Toronto in 2019 to broaden the Foundation's reach to younger demographics across Canada. A highlight in 2019 was the APYC's expansion into new program areas, including arts and culture, Asia Pacific business and entrepreneurship, global careers, and Student Election Watch Teams. Alongside the APYC, the Foundation's Asia Competency team organizes and facilitates these Student Election Watch Teams to monitor and analyze current events in Asia, specifically topics surrounding national elections. Launched in 2016, Election Watch Teams have tracked a myriad of countries and topics in Asia, including rising nationalism in India, the battle



for autonomy in Taiwan, declining democracy in Bangladesh, and widening religious polarization in Indonesia. Another youth-driven initiative during this period was an endangered languages project with a major U.S. publication house. In January 2019, the Foundation was awarded a US\$30,000 National Geographic Society grant to undertake research and curriculum development around non-Mandarin-speaking Chinese communities in Vancouver and Singapore. Fieldwork began in the summer of 2019, and the Foundation produced a 10-minute documentary video that has been submitted to National Geographic for review and publication.



25 POINTS OF IMPACT

25. The Youth Element

What began as a small idea in 2017 from two of the Foundation's Post-Graduate Research Fellows eventually developed into an eight-episode podcast series providing youth with a platform to speak about their views on society and their role in the world. The Youth Element podcast series was a year-long initiative that involved sending two Post-Graduate Research Fellows to travel across five cities in East Asia: Shanghai, Taipei, Hong Kong, Tokyo and Seoul. Podcast episodes explored questions of culture, politics, economics, and national defence – all through the narrated stories of youth and their everyday realities, challenges, and motivations living as citizens in Asia. As part of the series launch, The Youth Element team was interviewed on the CBC Early Edition in Vancouver with host Rick Cluff, and the podcast series was syndicated on the University of British Columbia's student-led radio station CITR 101.9 FM, with audience members (especially youth) remarking on the light-hearted yet insightful commentary the series provided, as well as the noticeable gap the podcast filled by discussing contemporary youth issues in both Canada and Asia.



25 POINTS OF IMPACT MATRICES



25 POINTS OF IMPACT

1. APEC Business Advisory Council (ABAC) III and ABACx

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2017	5 days	Networks & Partnerships Business development team	ABAC members Asia-Pacific Financial Forum Global Affairs Canada	Export Development Canada Global Affairs Canada Huawei Canada Sun Life Financial Services Province of B.C. Kensington Capital Partners OMERS Ventures Bombardier Inc Eventmobi Nanoleaf OneEleven The Economist Group

Objectives	Impacts & Outcomes
<p>To serve as the secretariat for Canada's APEC Business Advisory Council (ABAC) members</p> <p>To provide research, analysis, and administrative support to ABAC members</p> <p>To build a constituency of Canadian business leaders actively engaged with APEC processes and well-informed about Canada-Asia trade and investment policy issues</p> <p>To support the success of Canada's trade policy objectives as outlined by the Global Markets Action Plan by engaging with key markets and sectors in the Asia Pacific region</p> <p>To facilitate Canada's private sector input in APEC processes and enhance Canada's representation in policy and business networks across the Asia Pacific region</p>	<p>Held high-level symposium 'ABACx: The APEC-Canada Growing Business Partnership Symposium on Technology and Innovation' on the margins of ABAC III in Toronto which convened investors, leaders of incubators and accelerators, startups and policy-makers.</p> <p>ABACx highlighted key Canadian policy and management best practices and innovations that are increasing MSME capacity building, namely: Canada's favourable business environment, low tax rates, government innovation programs, and establishment of online resources consolidating information for entrepreneurs and support from the government through the entrepreneurship cycle.</p> <p>ABAC III was attended by over 200 people ranging from ABAC members and staffers, startups, investors, MSME policy-makers, and other business leaders from the 21 APEC economies.</p> <p>Featured keynote address from Parliamentary Secretary Pamela Goldsmith-Jones, three panel discussions with Canadian and APEC economy experts, one site visit to OneEleven (North America's largest scale-up hub based in Toronto), and one working session discussing actionable steps to propel economic growth in the APEC region.</p>



25 POINTS OF IMPACT

2. Asia Business Leaders Advisory Council (ABLAC)

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2016	4 years	Business development team, Senior Leadership team, Board of Directors	ABLAC members Government officials Academia	Export Development Canada Province of BC Government of Ontario Air Canada CDPQ CPP Investment Board Invest in Canada Noah International (Hong Kong) Limited OMERS Sun Life Financial Teck Resources Ltd

Objectives	Impacts & Outcomes
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<p>To provide a unique platform for Asian and Canadian business leaders to share strategic policy advice with government, business leaders, and policy makers</p> <p>To foster open and candid dialogue on how Canada can realize the full potential of its engagement and partnerships with Asia</p> <p>To catalyze stronger relationships and opportunities between Canada and Asia and create influential business ambassadors for Canada in key Asian markets</p>	<p>An annual meeting on building Canada’s brand in Asia, enhancing Canada’s competitive opportunities in the region, and deepening Canada-Asia commercial networks A marquee trans-Pacific event that internationally represents APF Canada’s ability to catalyze stronger relationships and opportunities between Canada and Asia, and to determine how to bolster Canada’s economic positioning in Asia</p> <p>ABLAC 2016 (inaugural, Vancouver) convened 28 senior business leaders from across Asia and Canada in various key industries including agriculture, energy and natural resources, technology and innovation, digital economy and financial services, and the health sector; was featured in a well-received op-ed in the Vancouver Sun</p> <p>ABLAC 2017 (Vancouver) gathered 28 senior business leaders from Canada and Asia (including representatives of Canada’s federal, provincial, and municipal governments, and presidents and CEOs of leading Canadian businesses and institutions) under the theme of “The Canada-Asia Relationship: Seizing the Moment” and featured sessions on sectoral opportunities for Canada in the Asia Pacific, the role of public-private partnerships in Canada-Asia engagement, and rebranding Canada as an innovation hub</p> <p>ABLAC 2018 (Toronto) regrouped private sector leaders from Canada and Asia (including Canadian Minister of Innovation, Science and Economic Development, the Hon. Navdeep Bains, and Canadian Finance Minister the Hon. Bill Morneau) to build actionable recommendations for innovation, talent, and openness in a global trading system under strain from protectionist policies in the U.S.</p> <p>ABLAC 2019 (Hong Kong) was the first ABLAC to be held outside of Canada and brought together 25 ABLAC members and 60 observers (the highest attendance to date), as well as being the first meeting to host a foreign economic leader; its success led to the decision to host the next ABLAC in Tokyo, Japan with the theme of supporting the importance of the CPTPP</p>
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25 POINTS OF IMPACT

3. Asian Leaders Speakers Series (ALSS)

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2015	5 years	Toronto team	High-profile business leaders from Asia, Canadian leaders from business, government, higher education, and non-profit sectors	Borden Ladner Gervais LLP Japan Foundation Moriyama & Teshima Architects Manulife Province of Ontario Royal Bank of Canada Bank of China ICICI Bank Canada Toyota Canada Sun Life Financial Air Canada

Objectives	Impacts & Outcomes
<p>To provide an opportunity for Canadian leaders from business, government, advanced education, and the non-profit sectors to connect with a high-profile business leader from Asia, and to learn about the importance of Asia for the global economy</p> <p>To focus on bringing Canada and Asia closer on a business or cultural issue</p>	<p>Consistently convene curated, exclusive invite-only, high-level audiences of up to 120 business, government, and civil society leaders</p> <p>ALSS 2015 featured Ray Hatoyama (Managing Director, Sanrio Inc.) as an opportunity to build networks with companies in new sectors such as digital animation</p> <p>ALSS 2016 featured Fumihiko Maki (Japanese architect, projects include Aga Khan Museum in Toronto, World Trade Center redevelopment in New York, Bihar Museum in India, and Shenzhen Sea World Cultural Arts Center in China), Takeshi Niinami (Japanese CEO of F&B conglomerate Suntory Holdings), and Jingming Li (Chinese senior executive at Ant Financial Services, financing processing platform of Alibaba Group)</p> <p>2016 also saw a special ALSS featuring Ontario Premier Kathleen Wynne and other prominent government officials which took place against a developing working relationship between APF Canada and the Ontario government – a key opportune moment as Ontario’s Secretary of Cabinet signalled strong support for the two-year Asia Factor in Ontario project of research and analysis APF Canada is conducting for MIT</p> <p>ALSS 2017 featured Diane Wang (Chinese Founder and CEO of e-commerce portal DHGate.com)</p>



25 POINTS OF IMPACT

4. APEC-Canada Growing Business Partnership

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2015	5 years	Research team (APEC-Canada Growing Business Partnership team)	MSMEs and entrepreneurs in the APEC region Policy makers Government officials Researchers and academia	Global Affairs Canada APEC Secretariat Cherie Blair Foundation for Women The Evidence Network Danang Institute for Socio-Economic Development (DISED) Danang Business Incubator (DNES) Vietnam Chamber of Commerce and Industry (VCCI) Innovation Factory Indonesian Business Coalition for Women Empowerment Government of the Philippines' Department of Trade and Industry MapPH Asian Institute of Management KUNAN Peru Ministry of Foreign Affairs NESsT Deetken Impact SEF Canada Ltd.

Objectives	Impacts & Outcomes
<p>To help build the potential of micro, small, and medium enterprises (MSMEs) to promote poverty reduction and sustainable economic growing in the APEC region</p> <p>To address key challenges faced by MSMEs and aspiring entrepreneurs from APEC developing economies in the areas of technology and innovation, market access, human capital, and social entrepreneurship, with an emphasis on the cross-cutting themes of women, youth, governance and the environment</p>	<p>Organized and hosted eight workshops and training sessions across four APEC economies (Vietnam, Indonesia, the Philippines, and Peru) to share best practices, policies, and research on MSMEs, with each event having an audience of approximately 100-300 people which includes government officials, industry leaders, and aspiring entrepreneurs</p> <p>Published 12 commissioned research papers (3 from each APEC economy) to increase and enhance the knowledge of MSMEs and entrepreneurship</p> <p>Produced four online toolkits to contribute and increase access to knowledge and information surrounding MSMEs and entrepreneurship, with each toolkit tailored to the constraints and challenges of each APEC economy and focus thematic areas (technology and innovation, market access, human capital, and social entrepreneurship)</p> <p>Conducted four in-house surveys in each APEC economy to further increase and contribute to the global knowledge hub and ecosystem of information for MSMEs</p> <p>Partnered with the Cherie Blair Foundation for Women to facilitate a mentorship program across each APEC economy with a total of 60 participants, an initiative that has been very positively received</p> <p>Expanded and developed extensive networks between Canada and other APEC economies through the formation of the Project Advisory Committee and other stakeholder management initiatives</p>



25 POINTS OF IMPACT

5. Asia Connect

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2015	5 years	Education team	Youth AIESEC Canada Cansbridge Langara SFU University of Victoria UBC Sauder School UBC Engineering BCIT Canada-Japan Co-op Program University of Ottawa Canada World Youth International Experience Canada Mitacs Globalink Nimbyx	Global Affairs Canada Hong Kong Airlines Noah Canada Wealth Management Ltd Anonymous Donor

Objectives	Impacts & Outcomes
<p>Support Canadian youth in building their own Asia competence through valuable work experience in Asia</p> <p>Forming partnerships with the private sector and Canadian post-secondary institutions to create new internship opportunities in key Asian markets. In addition, we are identifying ways to support former interns in connecting with Asia-engaged professional and business networks in both Canada and Asia.</p>	<p>Awarded \$50k grant to AIESEC Canada to promote international work experience in Asia's three largest countries: China, India, and Indonesia</p> <p>Multiple workshops providing tools and techniques for writing about Asia, educating youth on Asia issues and news</p> <p>Asia Connect Student Working Group Initiative (small group workshop on deep dive into Asia topics)</p> <p>Developed into further partnerships with Cansbridge, Langara, SFU, and Noah Management</p>



25 POINTS OF IMPACT

6. Asia Factor

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2014	4 years	Research team	Government officials Export and trade industry leaders and organizations General Canadian public	Atlantic Canada Opportunities Agency Province of BC Government of Ontario Ontario Ministry of Economic Development, Job Creation and Trade Communitech MaRS Discovery District

Objectives	Impacts & Outcomes
<p>To study each Canadian province and territory's interactions with Asia, as well as an assessment of the challenges and opportunities each province faces as the world shifts towards Asia</p> <p>To fill a gap in public knowledge about the growing economic, political, and cultural importance of Asia and what it means for the daily lives of Canadians</p>	<p>Launched one-of-a-kind interactive microsite that measures and visualizes data on Canadian national and provincial trade, tourism, population and immigration in the context of the Asia Pacific</p> <p>The success of the inaugural Asia Factor in B.C. led to the development of the Asia Factor as a multi-year project which expanded nation-wide to Canada's Atlantic provinces as well as the province of Ontario</p> <p>The Asia Factor in Atlantic Canada was timed to complement the release of Nova Scotia's China Engagement Strategy in order to assist the region in better responding to Asia's rising global economic importance by providing critical information on the opportunities and challenges for Atlantic Canadian business and trade with Asia – multiple meetings were held with Atlantic Canada stakeholders including Atlantic Canada Opportunities Agency officials, the Halifax Chamber of Commerce, and Nova Scotia Premier Stephen McNeil</p> <p>The two-year Asia Factor in Ontario expansion resulted in insights into best practices in export promotion from international jurisdictions with successful export performance in Asia, e-commerce opportunities in Asia for Ontario companies, and an in-depth survey of Ontario companies conducting business in Asia</p>



25 POINTS OF IMPACT

7. Asia Pacific Gateway Corridor Initiative

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2019	1 day	Senior Leadership team Research team Business Development team Board of Directors	Government of BC and other government officials Policy makers	Government of BC WESTAC Greater Vancouver Gateway Council Ministry of Transportation and Infrastructure

Objectives	Impacts & Outcomes
To discuss the importance of expanding and maintaining the Asia Pacific Gateway Corridor Initiative for the new B.C. provincial government	Hosted a one-day roundtable that convened private sector Gateway-related CEOs with provincial ADMs and DMs, and ministers to discuss the Gateway's capacity needs for the next 30 years and areas of potential collaboration and information sharing The roundtable resulted in a new collaboration between APF Canada, WESTAC, and the Province of B.C. to take the initiative nationwide



25 POINTS OF IMPACT

8. Asia Watch

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2019	1 year	Research team Communications team	General Canadian public	N/A

Objectives	Impacts & Outcomes
To provide free news intelligence service featuring the latest news, trends, and issues in Asia that matter to Canada	<p>Continuously produce four new condensed and compact analytical assessments of current events in Asia distributed to subscribers three times a week, with accompanying social media assets (short and tailored social media videos and posts)</p> <p>This value-added product replaced APF Canada’s daily newsfeed that provided links to articles on Asia but with no analysis</p> <p>Garnered over 2,500 subscribers since the launch of Asia Watch and its success and positive reception led to the decision to include it as a foundation piece in the client advisory services of APF Canada’s new business model</p>



25 POINTS OF IMPACT

9. BC Curriculum Project

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2015 (launched in 2017)	3 years	Education team	BC Students (grade 10-12) BC Ministry of International Trade and Minister Responsible for the Asia Pacific Strategy and Multiculturalism BC Social Studies Teachers Association	Government of British Columbia (Ministry of Education)

Objectives	Impacts & Outcomes
Three-year initiative to incorporate a stronger Asia focus in B.C.'s social studies classrooms	<p>Provided lesson plans and other resources to serve the province of B.C. for teachers and students, including teaching materials, professional development workshops</p> <p>Empowered B.C. teachers to learn and teach contemporary Asian studies and history</p>



25 POINTS OF IMPACT

10. Building Blocks for a Canada-Asia Strategy

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2015 (published in 2016)	1 year	Senior Leadership team Research team	Government of Canada Policy makers Canadian companies interested in the Asia Pacific	N/A

Objectives	Impacts & Outcomes
To assist the Government of Canada in its endeavour to articulate a more targeted and strategic approach to engaging Asia that both advances Canadian national interests and contributes to the sustainable development and growth of the region	<p>Produced a non-partisan strategy paper that outlines a series of comprehensive recommendations for the Government to consider as it articulates its response to the rise of Asia</p> <p>Released as part of a Canada 2020 event at the University of Ottawa and was accompanied by a national press release and an op-ed in the Globe and Mail newspaper</p> <p>The document had more than 1,400 online pageviews in the first week, generated the highest single day of traffic of any new Foundation publication, and garnered more than 3,400 impressions on social media</p> <p>The Senior Leadership Team travelled across Canada to promote the strategy document as well as to discuss the importance of thinking strategically in the long term to ensure the future prosperity of Canada within the context of the new global economy. The Senior Leadership Team spoke with Queen’s University, PricewaterhouseCooper, the City of Markham, the Ontario Public Service, Barrick Gold, and the Province of Halifax</p>



25 POINTS OF IMPACT

11. Canada-China Track II Energy Dialogues

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2016	2 years	Research team Events & Office Admin Coordinator	Government of Canada Economic and Technology Research Institute of China National Petroleum Corporation (ENTRI of CNPC) Canadian Nuclear Association Indigenous Center of Energy BC LNG Alliance Canadian Energy Efficiency Alliance Canadian Association of Petroleum Producers Marine Renewables Canada Canada's Ministry of Innovation, Science and Economic Development (ISED)	Natural Resources Canada

Objectives	Impacts & Outcomes
<p>To follow up on a commitment made by Prime Minister Justin Trudeau and Chinese Premier Li Keqiang in 2016 to develop and reinforce bilateral co-operation in the field of energy</p> <p>To assist Natural Resources Canada in identifying areas of focus for a potential Track II process with China on energy issues</p> <p>To serve as the Canadian Secretariat of the Dialogue by facilitating associated research activities and supporting the work of Canadian experts and their Chinese counterparts</p> <p>To further develop a set of recommendations that could support enhanced bilateral energy trade and investment between Canada and China, and cover a full spectrum of energy subsectors including renewables, energy efficiency, Indigenous inclusion, oil, natural gas, and nuclear</p>	<p>Produced a scoping paper that provided an overview of China's energy policy-making structure and the country's targets and implementation measures for reducing greenhouse gas emissions as well as for the production and consumption of all energy types</p> <p>Supported ISED in consultation with federal-provincial-territorial assistant deputy ministers to discuss the Canada-China clean technology relationship and opportunities, including more than 40 people from federal and provincial governments, the private sector, and other relevant organizations</p> <p>In partnership with ENTRI of CNPC, initiated a non-governmental, non-official Canada China Track II Dialogue on Energy in China, an initiative that engaged Canadian and Chinese stakeholders</p> <p>Completed at the end of December 2018, three Dialogues were organized over the 2 years</p>



25 POINTS OF IMPACT

12. China Research Partnership

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2016 (launched in 2017)	3 years	Research team Communications team	Policy makers Academia Media Students	Institute of Asian Research (University of British Columbia) Munk School of Global Affairs (University of Toronto) China Institute (University of Alberta) Canada-China Institute for Business and Development (Ryerson University) Canada China Business Council

Objectives	Impacts & Outcomes
To provide a single platform for the dissemination and sharing of knowledge about China	Produced a first of its kind curated website that features news, analysis, commentary, statistics, reports, event listings, and announcements on China, which includes a database of over 60 experts and 200 publications on China from the project's partner institutions Dedicated a specific Twitter channel to continue promoting the partnership which has since garnered more than 500 followers



25 POINTS OF IMPACT

13. Clean Tech Projects (India and China)

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2017	2 years	Research team (Sustainable Asia)	Policy makers in Canada, India, and China Environmental advocates and clean tech organizations	Innovation, Science and Economic Development Canada (ISED) Global Affairs Canada (GAC)

Objectives	Impacts & Outcomes
<p>To identify Canadian clean technology capabilities best poised to help India meet its clean growth needs, identify barriers in Canada and India, and provide some potential solutions</p> <p>To help Canadians better understand environmental protection in China, and assist Canadian governments and businesses to identify potential opportunities in China’s fast-growing clean technology market</p>	<p>Collaborated with ISED to conduct a study which includes interviews with 29 cleantech practitioners in Canada to provide background research on Canada’s cleantech capabilities and India’s cleantech landscape, as well as provide a series of potential solutions (such as a coordinated targeted approach)</p> <p>Commissioned by GAC under its Global Opportunities for Associations program which resulted in four roundtables with 67 representatives from Canadian cleantech companies on opportunities and challenges of doing business with China, a 40-page final research report incorporating an overview of China’s transition to green growth, nine analytical articles diving into the environmental protection performance of China’s 31 provincial capitals, and the launch of the China Eco-City Tracker initiative as a public-facing data portal and complementary tool to APF Canada’s research work on environmental remediation practices and policies in China</p> <p>The China Eco-City Tracker was presented at the “Climate Change, Clean Growth, and Energy Opportunities in China” conference organized by the China Institute at the University of Alberta, followed by a “Lunch & Data Crunch” event that drew 15 external media and government attendees, including representations from Omni TV, Caifu Magazine, Ming Pao, the South China Morning Post, Global Affairs Canada, and the Hong Kong Economic & Trade Office</p>



25 POINTS OF IMPACT

14. The Free and Open Indo-Pacific (FOIP) Conference

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2020	2 days	Business Development team Research team Communications team	Government of Canada Policy makers Academia Wider Canadian public	Fujitsu Intelligence Technology Hitachi Canada Toyota Canada Inc. Mitsui & Co (Canada) Ltd Global Affairs Canada (GAC) Ministry of Foreign Affairs (Japan) Department of National Defence CAE

Objectives	Impacts & Outcomes
<p>To facilitate a dialogue on developing multilateral standards and strategies in response to regional issues in the Indo-Pacific</p> <p>To achieve greater regional co-ordination between such states and frank dialogue around specific opportunities for cooperation</p> <p>To explore different states' understanding of the FOIP concept as it applies to their domestic, foreign, and security policy-making processes</p> <p>To serve as a venue for informed scholarship and policy discussion, the first step in actualizing a common approach to the challenges for the Indo-Pacific</p>	<p>Convened a 2-day exclusive invite-only conference in Vancouver that featured experts, speakers and participants from Canada, Japan, ASEAN member states, Australia, New Zealand, India, and the United States</p> <p>Notable presenters include keynote speaker Admiral (Retired) Scott H. Swift (Former Commander, US Pacific Fleet), Ambassador Yasuhina Kawamura (Embassy of Japan in Canada), Ambassador Sujan R. Chinoy (Director General, Institute for Defence Studies and Analyses, India), Ambassador Abdul Kadir Jailani (Ambassador of the Republic of Indonesia to Canada), and Ambassador Tsuneo Nishida (Honorary Director, The Center for Peace), just to name a few</p> <p>The success of the FOIP Conference paved the way to establish an annual Vancouver Asia Dialogue series that will address key strategic issues in the Indo-Pacific</p>



25 POINTS OF IMPACT

15. Gender-focused Activities

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2018	2 years	Toronto team Communications team	Global Affairs Canada Ontario Ministry of International Trade Japan Women’s Innovative Network (J-WIN) Canada-China Business Council University of Regina	Torys LLP Bennett Jones LLP Centre for Global Social Policy, University of Toronto Greater Saskatoon Chamber of Commerce Japan’s Women’s Innovation Network McCarthy Tétrault Nova Scotia Business Inc ISED

Objectives	Impacts & Outcomes
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<p>To better connect Canadian women business leaders interested in Asia Pacific markets and to identify opportunities that women’s business leadership represents for Canada’s economic engagement with Asia</p>	<p>A presentation of the Women2Women Dialogue series’ findings and recommendations at ABLAC 2018 in Toronto</p> <p>Identifying and connecting networks of Canadian women business leaders with interests in Asia</p> <p>Winning a \$1.75 million contract with ISED for four women-only business missions to Asia</p> <p>Delivered the First Canadian Women-Only Business Mission to Japan (to promote Canadian women-led or -owned businesses and inclusive trade growth between Canada and Japan in care economy sectors)</p> <p>Women Mission led to partnerships and funding from Air Canada, Manulife Financial, Global Affairs Canada, Federal Economic Development Agency South Ontario, and Samantha Thavasa (in kind)</p> <p>Grew APF Canada’s network of women in business and related organizations interested in the Asia Pacific, and positioned the Foundation as a leader in catalyzing women’s business missions to Asia</p>
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25 POINTS OF IMPACT

16. Guidebook to Doing Business in Asia

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2017	1 year	Research team	Government of Canada Policy makers Canadian MSMEs and entrepreneurs	Government of BC Minister of International Trade and Responsible for Asia Pacific Strategy and Multiculturalism

Objectives	Impacts & Outcomes
<p>To assist British Columbia’s micro, small and medium-sized enterprises (MSMEs) to identify and develop opportunities in the growing markets of Asia</p> <p>To assist B.C. companies interested in exporting to Asian markets and provide resources to help successfully create lasting business connections</p>	<p>Produced an extensive resource guide to assist B.C. companies interested in exporting to Asian markets and became a staple resource for helping B.C. MSMEs build their market share in the dynamic Asia Pacific region</p> <p>Released alongside a comprehensive survey on more than 140 companies that identified the challenges faced by B.C. businesses active in Asia</p> <p>The survey and guidebook became part of the Canadian government’s comprehensive Asia trade strategy “Raising Our Game in Asia: the BC Jobs Plan Trade Strategy” which targeted growing trade and investment with Asia</p>



25 POINTS OF IMPACT

17. Indigenous-Asia Pacific Business Roundtable & Handbook

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2019	1 year	Research team (Engaging Asia) Events & Office Admin Coordinator	Canadian Indigenous business communities and leaders Policy makers Asia Pacific businesses	Creative Fire

Objectives	Impacts & Outcomes
<p>To discuss on opportunities for First Nation businesses in Asia</p> <p>To help catalyze Indigenous business engagement with the Asia Pacific</p> <p>To explore why opportunities in the Asia Pacific are increasingly important for Indigenous Canada</p> <p>To provide an outline for the creation of successful Indigenous Canada-Asia Pacific business strategies</p> <p>To consolidate and detail the financial, logistical, planning, and networking supports available for doing business in the Asia Pacific</p>	<p>Partnered with Indigenous consulting firm Creative Fire and hosted seven roundtables with First Nations economic development agencies</p> <p>The roundtable series was a monumental first step in establishing strong nation-nation trade, marketing and investment relationships between Indigenous Canada and Asia Pacific nations</p> <p>Feedback and insight gained from the roundtable series cumulated in with a report that details the discussions and outcomes, as well as the development of Canada’s first Indigenous business guidebook</p> <p>Published first of its kind guidebook in Canada which is intended to be a resource for Indigenous businesses interested in important and exporting goods and services and attracting investment</p>



25 POINTS OF IMPACT

18. Investment Monitor

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2017	3 years	Research team (Business Asia) Communications team	Government officials Economic agencies Business leaders Academia Media General Canadian public	AdvantageBC Bank of Canada Export Development Canada Province of British Columbia Invest in Canada School of Public Policy (University of Calgary)

Objectives	Impacts & Outcomes
<p>To analyze and report on Canada's two-way investment relations with the Asia Pacific</p> <p>To supplement and enrich current official data sets and improve Canadians' knowledge of this critical relationship with the goal of better informing public debate and federal, provincial and municipal policy-making</p>	<p>Launched a powerful, interactive web portal and a series of annual research reports that track and catalogue foreign direct investment by Asia Pacific-based companies in Canada, and by Canada-based companies in the Asia Pacific</p> <p>The web portal has since become the primary hub for governments, economic agencies, business leaders, academics, media, civil society and the Canadian public to improve policy development on FDI, support businesses in decision making, catalyze academic research on investment, and provide facts for an informed public debate on foreign investment</p> <p>APF Canada's Investment Monitor is also the most comprehensive and geographically broad Canada-Asia investment tracker available</p> <p>The dedicated annual report series included Asia Pacific investment in Canada (2017), monitoring inward FDI from Asia Pacific in Canada; Canadian investment in the Asia Pacific (2018), monitoring outward FDI from Canada in the Asia Pacific; Canadian-Asia Pacific investments at the city-level (2019), and monitoring FDI two-way investment relations between Canadian and Asia Pacific cities; and the interplay between Canada's free trade agreements and two-way investment relationships in the Asia Pacific (2020)</p> <p>Additional notable impacts include the formation of an Investment Monitor Advisory Council, a number of supporting commentary pieces, and several op-eds published in major publication outlets such as the Vancouver Sun</p>



25 POINTS OF IMPACT

19. John H. McArthur Fellowship

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners	
2016	3 years	Board of Directors Senior Leadership team Toronto team Communications team Business Development team	General Canadian public Asia Pacific thought leaders from business, academic, or the media	Air Canada Bell Media Cisco Deloitte Canadian Tire Concord Pacific CPP Investment Board KPMG	McCarthy Tetrault ONEX Osler Sun Life Financial Power Corporation of Canada TELUS

Objectives	Impacts & Outcomes
To honour John H. McArthur (former Chair of the APF Canada Board of Directors) and to award an accomplished Asia Pacific thought leader from business, academia, or the media	<p>Created a CAD\$2 million fund from a growing number of generous donors which awards an accomplished Asia Pacific thought leader</p> <p>The inaugural John H. McArthur Distinguished Fellow in 2016 was awarded to Dr. Fareed Zakaria (foreign policy commentator, Washington Post columnist, contributing editor at The Atlantic and CNN host) who spoke to an audience of over 550 in Toronto about Canada’s place in the world following the election of Donald Trump, and the impact for Canada in the context of Asia</p> <p>The second John H. McArthur Distinguished Fellow in 2019 was awarded to Michael R. Bloomberg (founder of Bloomberg LP and Bloomberg Philanthropies, and the 108th Mayor of New York City) who delivered a keynote address focusing on Canada-U.S. relations, the U.S.-China trade war, and climate change to an audience of over 550 in Toronto</p> <p>The Michael R. Bloomberg keynote event earned branded media hits globally, including coverage in the Globe and Mail, Maclean’s, BNN Bloomberg, ABC News, the Boston Globe, and the U.K.’s Daily Mail, as well as earning more than 23,000 impressions on social media</p>



25 POINTS OF IMPACT

20. Kakehashi: Japan & Youth Exchange

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2016 (launched 2017)	3-4 years	Toronto team	Canadian students (high school, university) Japanese students (high school, university)	Ministry of Foreign Affairs (Japan) Government of Japan Japan International Cooperation Centre (JICE)

Objectives	Impacts & Outcomes
<p>To promote mutual trust and understanding among the people of Japan and Canada, building a basis for future friendship and cooperation</p> <p>To increase global understanding of Japan's economy, society, history, diverse culture, politics and foreign policy</p> <p>To spark greater engagement between the youth of Japan and Canada, and inspire young leaders and scholars to contribute to the development of Japan and Canada's diplomatic, cultural and economic relationships</p> <p>To broaden the network of interest in Japan as a destination for travel, study and work using social media, word of mouth and other grassroots outlets for communication</p>	<p>Arranged for the exchange of over 1,000 high school students, university students and young professionals between Canada and Japan</p>



25 POINTS OF IMPACT

21. Mobilizing Energy Assets Project

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2015	1 year	Research team Toronto team	Environmental advocates, leaders, and organizations Academia Government of Canada Policy makers	Natural Resources Canada Blake, Cassels & Graydon LLP Canadian Nuclear Safety Commission SNC-Lavalin Inc./Candu Energy Inc. Cameco Canadian Nuclear Partners

Objectives	Impacts & Outcomes
To address how Canada can maximize opportunities connected to uranium and nuclear energy technology and services sales in the region amid the rising nuclear generating capacity in Asia	<p>Convened a day-long workshop in Toronto which brought together 60 key stakeholders from industry, government, and research institutions for a series of thematic panels to develop concrete recommendations on how Canada can deepen engagement with China, India, South Korea, and Japan on nuclear energy technology and services, nuclear safety and social license</p> <p>Discussions from the workshop also formed the basis of the Maximizing Canada’s Nuclear Energy Opportunity in Asia report which provides an overview of opportunities and recommendations for how government and industry can overcome barriers to Canada-Asia engagement on nuclear energy and maximize synergies</p>



25 POINTS OF IMPACT

22. Polling Activities

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2015	5 years	Research team (Perspectives Asia) EKOS Research Associates Communications team Business Development team	N/A	Borden Ladner Gervais LLP Export Development Canada Global Affairs Canada Invest in Canada

Objectives	Impacts & Outcomes
To conduct regular nationwide surveys that assess Canadians' attitudes towards countries in the Asia Pacific, and their perceptions of Canada-Asia relations	<p>APF Canada's major polling initiative is the publication and release of the National Opinion Poll (NOP) which provides an in-depth analysis and survey of Canadian attitudes towards Asia, past topics and areas of focus include Canadian Views on Asian Investments (2015), Canadian Views on the Trans-Pacific Partnership (2015), Canadian Views on Asia (2016, 2018), Canadian Views on Engagement with China (2017), Canadian Millennial Views on Asia (2017), Canadian Views on High-tech Investment from Asia (2019), and Canadian Views on Human Capital from Asia (2019)</p> <p>The NOP is supported with complementary digital assets such as web-based infographics, blog posts, op-eds and articles in major news outlets such as the Globe and Mail, CTV News, and the Vancouver Sun – ultimately aggregating more than 150 media hits per NOP release</p> <p>The continuing success of the NOP has made it instrumental in drawing a portrait of Canadians' perspectives on Asia and the region's increasing relevance to Canada's prosperity</p> <p>Another major polling initiative is the Asia Business Leaders Survey (ABLS) which spawned from recommendations from the Board of Directors</p> <p>The ABLS is a multi-country, multi-sector poll on Asian attitudes in six Asian countries (China, India, Japan, Singapore, South Korea and Vietnam) to doing business with Canada, and was supplemented by interviews with policy makers</p> <p>Interviewed over 6,600 business leaders and 57 thought leaders where initial results on three countries that had been polled were discussed at ABLAC 2019 – a full release of the survey is set to be published at the time of ABLAC 2020</p>



25 POINTS OF IMPACT

23. Sectoral Market Development

Sectoral Market Development: LNG Markets in Asia

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2014	2 years	Research team	LNG industry experts Academia Energy industry experts	Canada LNG Export Conference and Exhibition

Objectives	Impacts & Outcomes
To inform government and energy-industry stakeholders about market opportunities for Canadian LNG in Japan, China, and India	<p>Hosted and organized an invite-only workshop for the 'Canada's LNG Opportunity in Asia' paper series that featured high-level findings and an open discussion with a select group of LNG experts from government, industry and academia.</p> <p>Commissioned four research papers that focused on LNG relations between Canada and four Asian economies: Australia, China, Japan and India.</p> <p>Published two additional dispatches, one which analyzed Indonesia's LNG industry and another that assessed Canada's long-term strategy in terms of energy innovation partnerships with Asia.</p> <p>Co-organized and supported the 3rd Canada LNG Export Conference and Exhibition in 2015, a 3-day event for global LNG industry leaders to meet and share insights.</p>

Sectoral Market Development: E-commerce Markets in Asia

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2015	4 years	Research team Toronto team	Academia Business leaders E-commerce industry experts Canadian business owners seeking to expand to the Asian online market	Simon Fraser University (Beedie School of Business)

Objectives	Impacts & Outcomes
To better understand the underlying behavior of e-commerce consumers and what opportunities those behaviors may present for Canadian online vendors	<p>Published two detailed analyses of e-commerce in China that highlighted the growing importance and relevance of e-commerce.</p> <p>The two papers on Chinese e-commerce led to the publication of three research reports by a research team from Simon Fraser University on e-commerce in Asia with relevance to Canada, specifically China, Japan, and South Korea.</p>



Sectoral Market Development: A.I. and the Fourth Industrial Revolution

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2018	2 years	Senior Leadership team Research team (Digital Asia) Toronto team	Academia Business leaders E-commerce industry experts Canadian business owners seeking to expand to the Asian online market	Business Council of Canada Telus McCarthy Tétrault Global Affairs Canada

Objectives	Impacts & Outcomes
<p>To explore how technologies of the Fourth Industrial Revolution impact Canada’s current and future engagement with the Asia Pacific</p> <p>To strengthen multi-sectoral linkages between Canada and Asia by promoting bilateral and multilateral dialogues around technology, economic, political, and security issues</p> <p>To identify key opportunities and challenges in A.I.</p> <p>To offer insights into how Canada can and should navigate issues surrounding technology and A.I.</p>	<p>Released three dispatches that analyzed and covered current events surrounding A.I. in Asia and Canada.</p> <p>Published a comprehensive report that provided an overview of policies on A.I. from three East Asian countries – China, Japan, and South Korea; also led to the creation of a complementary webinar as well as the development of a policy brief that outlines and argues for a long-term Canadian strategy towards challenges relating to A.I.</p> <p>Hosted and organized a successful invite-only, 2-day conference in Toronto that convened more than 60 experts and stakeholders from a broad range of backgrounds to address implications of the rapidly changing intersections between geopolitics and technology.</p> <p>The success of the conference spawned a post-conference report that outlines key discussion themes such as data governance, the need for capacity building, and five robust policy recommendations.</p> <p>The rapid development and importance of this area of research led to the establishment of a new research pillar at APF Canada titled “Digital Asia.”</p>



25 POINTS OF IMPACT

24. Student Activities

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2016	4 years	Education team Toronto team	Youth Young professionals	N/A

Objectives	Impacts & Outcomes
To advise the Foundation on communications and programming to reach a younger audience, as well as to manage their own set of events and outreach efforts	<p>Election Watch Teams (Philippines, India, Taiwan, Bangladesh, Indonesia, Myanmar) to monitor and analyze current events in Asia</p> <p>ASEAN Dialogue discussion series to mark 50th anniversary of ASEAN</p> <p>Launched mentorship program for students and young professionals</p> <p>Monthly event programming and signature events (Talk To Me About Asia conference and following speaker series, Young Canadians in the 21st Asia-Pacific panel, networking events, Smart Cities & Human-Centred Design: Perspectives from Toronto and Asia)</p>



25 POINTS OF IMPACT

25. The Youth Element

Start Date	Duration	Foundation Involvement	Key Stakeholders	Sponsors & Partners
2017	1 year	Post-Graduate Research Fellows	Youth	N/A

Objectives	Impacts & Outcomes
<p>To provide youth with a platform to speak for themselves about their views on society and their role in the world</p>	<p>Featured stories from five cities: Shanghai, Taipei, Hong Kong, Tokyo, and Seoul, with episodes exploring questions of culture, politics, economics, and national defence – all through the narrated stories of youth and their everyday realities, challenges, and motivations living as citizens in Asia</p> <p>Arranged for The Youth Element team to be interviewed on the CBC Early Edition in Vancouver with host Rick Cluff</p> <p>Syndicated on the University of B.C.'s student-led radio station, CITR 101.9 FM</p> <p>Audience members, especially youth, noted the light-hearted, yet insightful commentary the series provided as well as the noticeable gap the podcast filled in discussing contemporary youth issues in both Canada and Asia</p>



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Zining Wang

Grace Pacio APFCWeb

THE WAY AHEAD

STEPHANIE LEE

Lauren Chang

Yuko Uchida on Behalf of Jeff Re...

Mike Roberts

Stewart Beck

Nadine - APF Canada

Kai Valdez Bettcher

Charles Labrecque

Jamie Curtis

Grace Pacio APFCWeb

Phebe Ferrer

Pauline Stern

Yuko Uchida on Behalf of Jeff Re...

Scott Harrison

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Nadine - APF Canada

Stewart Beck

Jamie Curtis



5. THE WAY AHEAD

The Asia Pacific is, and will remain, the world's most dynamic region with regard to economic growth and opportunity, innovation, security issues, political developments, environmental and climate change challenges, and demographic trends. The North American platform will continue to provide a strong foundation across economic, environmental, and security dimensions, but the expansion of trade, investment, and people-to-people relationships with the broader Asia Pacific will be more vital than ever in the years ahead.

The ascendancy of Asia comes at a time of further disruption to the global economy. Protectionism and nationalistic sentiments are on the rise in many parts of the world, and protracted trade disputes threaten core relationships on which Canada has long relied. Within the Asia Pacific, issues-areas such as nuclearization in North Korea, freedom of passage in the South China Sea, volatility along India's northern border, political unrest in Hong Kong, and legal sovereignty in Taiwan are all areas that will impact international security norms and values in the near term. And for many states in the Pacific and Southeast Asia,

the pressures of climate change and rising sea levels are proving an existential challenge.

For Canada, engagement with Asia Pacific states on these critical issues will enrich the country in myriad ways. Canadian companies will benefit from the Asia Pacific's growing economy with regard to trade, investment, and innovation. Canadian involvement in strategic issues will allow it to influence regional security and defence development and to show leadership through engagement. On the environment, Canada is well-positioned to demonstrate the value of its globally-leading technology in addressing issues like food and water security and cleaner energy solutions.

It is the position of the Foundation that Canada must strengthen and maintain its existing relationships with international partners, but more importantly, seek out new opportunities to collaborate and prosper through new relationships in the established and emerging markets of Asia. In this critical drive for broad economic diversification, the Government of Canada is playing a central role.



The Foundation is uniquely positioned to support the Government of Canada, and other public and private sector stakeholders, by providing the research, analysis, policy advice, and business intelligence that will help Canada and Canadians seize the Asian opportunity and take a leading role in the region. Over the past five years, through the alignment and refinement of its strategic objectives, the Foundation has matched the evolving needs of government and business leaders. It will continue to do so in the years ahead.

Over the next five years, the Foundation will consolidate its position as a thought-leader and as Canada's leading research centre working on Asia Pacific affairs. We will provide the kind of high-level intelligence and evidence-based analysis that is needed to develop Canada's potential leading role in the region.

To this end, the Foundation will leverage its research to support Canadian governments and businesses in engaging more effectively with Asia Pacific states and in Asia Pacific markets, while providing the Canadian public with the knowledge needed to address the unique opportunities and challenges unfolding in the

OUR VALUES



NON-PARTISAN:

We will safeguard the role of the honest broker and serve as a non-partisan, unbiased, independent source of information and advice.



INTEGRITY:

We undertake our work with rigour, accountability, and transparency.



EVIDENCE-BASED

We insist on producing data-driven research and analysis in line with international academic and industry standards. We believe that sound decisions and actions are based on facts.



INCLUSIVITY:

We work to ensure diversity within our research team and to advance Canadian and Asian marginalized groups' interests through outreach and advocacy.



PARTNERSHIPS FOR PUBLIC GOOD:

We believe that to address global challenges, partnership between government, business, and civil society is a necessary and powerful tool.



region. The Foundation will further use its institutional expertise and diverse network to educate the next generation of Canadian Asia scholars and practitioners who will guide and lead us in the ‘Asian Century.’

The Foundation acts as a nexus between Canadian governments, business, academia, and the Canadian public. Although the Foundation’s engagement has primarily been through contracts with governments and curriculum development, requests from the private sector for more targeted business intelligence about the Asia Pacific are increasing. Over the next five years, the Foundation will address these gaps in knowledge by developing a new business model that provides meaning and value to stakeholders through the marketing of relevant products and services, including consultancy, competency training, data packs, and business missions.

In tandem with the rollout of a new business development model, the Foundation will widen its engagement across multiple sectors over the next five years. In all of its activities, the Foundation will identify areas where it can

have the most significant impact and lead Canada’s thinking on and engagement with the Asia Pacific.

For the purpose of this five-year strategic plan (See: A 5-year Strategic Plan for the Asia Pacific Foundation of Canada, November 2019; online Annexes), the Foundation’s ‘core’ activities will include: research, education, and network activities. Each activity will be critical for the support of the Foundation’s mandated role under The Asia-Pacific Foundation of Canada Act (1984) and its vision to be the leading think-tank in Canada on Asia Pacific affairs.

In line with our core activities, the Foundation envisions a five-year plan built in three stages: 1) Refocus, 2) Strengthen, and 3) Market. Refocus implies the purposeful movement of the Foundation’s research efforts into six pillars, each built around a thematic area where the Foundation can add unique analytical value and generate marketable research. This phase has been underway since May 2019, during which the Foundation has identified these thematic pillars as Business Asia, Engaging Asia, Perspectives Asia, Sustainable Asia, Strategic Asia, and Digital Asia.



Within the Foundation's Education programming, refocusing will include the establishment of the Foundation's disparate co-op and study abroad efforts under a secretariat. Within the critical Networks structure, refocusing will include the leveraging of the Foundation's current secretariat positions to develop research partnerships, influence global stakeholders through engagement, and secure funding through international channels.

Strengthen refers to the phase in which the Foundation moves from a state of adjustment – identifying and consolidating the most valuable research, education, and networking efforts – to a stage of refining and improving these efforts for greatest impact. This will involve the further development of diverse research products within each pillar, ranging from large, marquee publications to weekly, actionable research products. Strengthening the Education program includes the application of the Foundation's B.C. Curriculum Program to Canada's other provinces, such as Saskatchewan, Ontario, and Nova Scotia. Strengthening the Foundation's Network efforts includes taking on additional secretariat responsibilities (CSCAP, for example) and

deepening partnerships through APEC channels with APEC Study Centers.

Finally, Market refers to efforts across the Foundation's three areas of focus to generate revenue and further support its core activities. During this phase, the Foundation will continue to produce high-quality, data-driven, original research and programming that supports its Education and Networking activities, but with a stronger focus on increasing the funding support sourced from sponsorships, contracts, and requests for information.

At the core of this five-year strategy is a more robust business development model that optimizes funding possibilities, monetizes relevant and actionable research, and deepens engagement with both public and private sector partners to reduce the Foundation's Endowment Fund distribution, with a target of C\$3.25 million in 2021-2022.

Canada continues to build on its global reputation as a fair, inclusive, and transparent trading partner, investing in policies, programs, and partnership building that will ensure our



country's economic prosperity in a tougher global marketplace. Canada's early adoption of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (ex the U.S. and China), its completion of the Korea-Canada Free Trade Agreement, and its co-ordination and funding of the Canada Innovation Supercluster Initiative are but three examples of our country's commitment to outward-looking diversification.

From its educated labour force to its excellent track record in sectors that are in demand in Asia – including natural resources, high- and cleantech, financial services, infrastructure, and health care – Canada has the strengths needed to successfully compete in tomorrow's economy.

The Asia Pacific Foundation of Canada is uniquely positioned within this new paradigm of diversification to identify and articulate opportunities for our business, government, and student/young professional stakeholders in the Asia Pacific. Our activities have never been more relevant or important to Canada's future economic prosperity, and we embrace our continuing mission to

help our stakeholders to take advantage of opportunities and to navigate potential obstacles for engagement in Asia.



5 YEAR REPORT ANNEXES

(SECONDARY DOCUMENT)

Supplementary Annexes for this 5-Year Organization and Activities Review (2015-2020) are located on the Asia Pacific Foundation of Canada's website at www.asiapacific.ca/sites/default/files/5-year_board_report_online_annexes.pdf

ARCTIC OCEAN



CANADA

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ASIE PACIFIQUE
DU CANADA

AUSTRALIA

NEW ZEALAND

SOUTHERN OCEAN