

Strategic Framework 2026 – 2031

VISION

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

MISSION

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

Strategic Objectives			
POLICY ENGAGEMENT & PUBLIC UNDERSTANDING: Canadians across government, business, academia, and civil society make better-informed, more Asia-literate decisions.	CONVENING & PARTNERSHIP BUILDING FOR OPPORTUNITY CREATION: Canadian businesses, researchers, innovators, institutions, and policymakers build stronger, more durable, and more impactful relationships and networks with counterparts across Asia, leading to increased trust, collaboration, and opportunity creation.	CANADA’S ASIA COMPETENCE & EXPERTISE: Canada develops Asia-competent talent, and Canadian institutions deepen their scholarship and expertise on Asia.	CANADA’S PRESENCE & PROFILE IN ASIA: Canada becomes recognized in Asia as a consequential partner and influential voice in regional and global affairs, and as a partner of choice for trade, investment, and economic resilience, through a sustained regional presence, thought leadership, and a transformed awareness of what Canada and Canadians have to offer.
OUTCOMES: Canada moves from uneven awareness to more strategic, better-informed decision-making on Asia across government, business, academia, and civil society, supported by APF Canada’s analysis and expertise. A broader and more diverse range of Canadian actors actively use Asia-focused insights to inform policy, strategy, and engagement.	OUTCOMES: Canada moves from episodic engagement to the establishment of trusted, durable partnerships and action-oriented coalitions. Over time, these relationships deliver measurable benefits for Canadians, including improved economic outcomes, greater access to innovation, and resilient strategic partnerships.	OUTCOMES: Canada sees a step-change in the number of leaders and professionals with the skills, experience, and cultural understanding needed to engage Asia effectively in the current geopolitical moment. Canadian institutions deepen and mobilize Asia-focused scholarship and expertise to build long-term national capacity.	OUTCOMES: Canada sees a measurable shift in how it is perceived across stakeholders in Asia as an influential, engaged, and solutions-oriented partner, as well as a marked increase in how often—and across how many sectors—Asian stakeholders choose Canada as a trusted partner for trade, investment, innovation, and strategic co-operation.
Foundational Elements			
BRAND, REACH & RELEVANCE	SUSTAINABLE RESOURCES & DIVERSE FUNDING	PEOPLE, CULTURE & ORGANIZATIONAL EXCELLENCE	

Strategic Context

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

Value Proposition

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

OUR CALL TO ACTION:

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