

ASIA PACIFIC
FOUNDATION
OF CANADA

FONDATION
ASIE PACIFIQUE
DU CANADA

APF CANADA

Five-Year Report

2020-2025

*The Honourable Anita Anand, P.C., M.P.
Minister of Foreign Affairs
Global Affairs Canada
125 Sussex Drive
Ottawa ON K1A 0G2*

RE: FIVE-YEAR REPORT — ASIA-PACIFIC FOUNDATION OF CANADA ACT, SECTION 37

Dear Minister Anand,

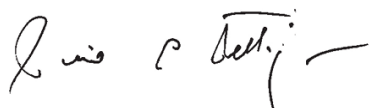
On behalf of the Board of Directors of the Asia Pacific Foundation of Canada, I am pleased to submit the Foundation's 2020–2025 Five-Year Report, as stipulated under Section 37 of the *Asia-Pacific Foundation of Canada Act*.

This report offers an account of the strategies behind the Foundation's activities and organizational evolution during a period marked by renewed national focus on the Indo-Pacific. Following careful review and deliberation, the Board has approved the submission of this report and does not recommend any changes to the Act or the Foundation's activities and organization at this time.

Over the past five years, APF Canada has expanded our footprint and enhanced our impact through a number of significant initiatives. These include, but are by no means limited to, the launch of the Canada-in-Asia Conference series (CIAC) — now a signature pan-Asia convening platform — and the launch of APF Canada's *Indo-Pacific Initiative* funded by the Government of Canada, which supports a suite of new programs overseen by our Vancouver office and a regional presence for the Foundation through the establishment of a Singapore-based Asia Regional Office.

Canada's engagement with Asia has become a strategic imperative amid deepening geopolitical uncertainty, U.S. protectionist trade measures requiring Canada to diversify trade to other markets, and the reordering of global power. APF Canada is delivering more programs, reaching more stakeholders, and producing more high-value outputs than at any other time in our history. This report demonstrates the ways in which we are delivering on our mandate and helping ensure that Canadians — from government and business to academia and civil society — are equipped to succeed in engagement with the Indo-Pacific to ensure Canada's future prosperity and security.

Yours sincerely,



HON. PIERRE S. PETTIGREW, P.C., L.L.D.

*Chair of the Board
Asia Pacific Foundation of Canada*

KEY MILESTONES 2020–2025

2019

Nov – New 5-Year Strategic Plan initiated

2020

Hosted Canada's first international conference on Indo-Pacific security and geopolitics in Vancouver

COVID-19 pandemic: pivot to online events and related research

Canada's first women-only virtual business mission (to South Korea)

2021

May – Launch of Canadian Women's International Network (CanWIN)

Sep – Jeff Nankivell succeeds Stewart Beck as President & CEO

May – APEC-Canada Growing Business Partnership Phase I Capstone Conference (2 days; virtual)

2022

March – APEC-Canada Growing Business Partnership Phase II begins

April – APEC Business Advisory Council meeting hosted in Vancouver

April – National Coalition of Canadians Against Anti-Asian Racism launched with inaugural forum in Toronto, supported by APFC

May – [GAC 2015-2020 Evaluation of APFC](#) published

Launch of Young Professionals Program

Oct – Launch of John H. McArthur Research Fellowships

Nov – Launch of Canada's Indo-Pacific Strategy (IPS); Government of Canada announces support for the establishment of an APFC office and new programs in Asia as part of the IPS

2023

Feb – Inaugural Canada-in-Asia Conference in Singapore

July – Relaunched Media Fellowships program post-pandemic

Nov – Appointment of new VP Research & Strategy, Vina Nadjibulla

Overhaul of research and programming in line with new priorities and regions of focus

Second phase of programming under Women's Entrepreneurship Strategy launched

Oct – Monthly website pageviews first exceed 25K

2024

Jan – Appointment of new VP Operations & Partnerships, Laurel West

July – Launch of APFC's Indo-Pacific Initiative, a project funded by a five-year grant from Global Affairs Canada under Canada's IPS (first announced in November 2022)

Established presence in Quebec with appointment of full-time program manager in Montréal

Inaugural CanWIN Global Summit in Toronto

Launch of "Asia Pacific Conversations" podcast series

March – APFC's total social media followers surpass 25K

2025

Conditional Grant Agreement governing Endowment Fund provided by Government of Canada in 2005 concludes; original grant and its investment proceeds rest with APFC

APFC's Indo-Pacific Initiative programs expand; establishment of APFC Asia Regional Office in Singapore

April – AAPEC Business Advisory Council meeting hosted in Toronto

Annual membership program launched for ongoing financial supporters of the Foundation

April – Monthly website pageviews first exceed 50K

EXECUTIVE SUMMARY

From 2020 to 2025, the Asia Pacific Foundation of Canada (APFC) navigated a period of unprecedented change in the global and regional environment, implementing a series of strategic shifts that significantly enhanced our relevance, reach, and impact. Guided in the initial years of this period by a five-year strategic plan (2019–2024), the Foundation realigned core programming and increased the visibility of our expertise among Canadian and Indo-Pacific stakeholders.

In 2021, the Board introduced a new vision with the appointment of Jeff Nankivell as President & CEO. Mr. Nankivell's experience as Canada's Consul General for Hong Kong & Macao; Deputy Head of Mission in the Embassy of Canada in Beijing; Director General for Development, Asia-Pacific for Global Affairs Canada; and Director for China & Northeast Asia with the Canadian International Development Agency provided APFC

with a leader whose unique experiences and networks are directly relevant to our mission and mandate, the benefits of which are set out in this report. In turn, Mr. Nankivell's leadership has led to the acquisition of superb talent with broad, deep, and relevant experience for APFC with the appointment of Vina Nadjibulla, Vice-President Research & Strategy in 2023, and Laurel West, Vice-President Operations & Partnerships, in 2024 (see [profiles](#) under Executive Leadership, p.30).

Under this renewed direction and with this emboldened executive team, we sharpened our policy focus, deepened engagement in priority sub-regions, and built new operational capacity to deliver on an increasingly ambitious mandate. We also introduced a new set of medium-term strategic priorities in 2023. The concept of “mindshare” — securing a place for Canada in the thinking of Indo-Pacific decision-makers — became a defining goal.

2023 Strategic Priorities

WHAT WE WILL DO:

- Provide relevant information, analysis, and expertise on Asia to Canadian stakeholders while building the APFC brand as a valued and trusted source of relevant information, expertise, and insights and expanding audience reach in Canada and Asia.
- Provide support for Canadians to build and participate in networks.
- Leverage APFC's resources to strengthen Canadian expertise and scholarship for engagement with Asia.

- Build ‘mindshare’ for Canada in Asia, especially Southeast Asia and South Asia.

HOW WE WILL SUPPORT THESE OBJECTIVES OPERATIONALLY:

- Build stable sources of external revenue to support the expansion of service offerings to Canadians.
- Attract, energize, and retain talented staff and fellows.

Over this period, the Foundation's core work evolved substantially:

- Given the need for focused, evidence-based insights that directly inform decision-making and bridge Canada's domestic priorities with regional realities, our research shifted toward greater policy impact, focusing on three sub-regions (North Asia, South Asia, and Southeast Asia), 10 priority countries/economies¹, and core themes such as trade diversification, security, innovation, climate, and emerging issues. Research outputs became more varied, accessible, and action-oriented.
- Given the increased importance of building Asia competence across more groups in Canada and creating trusted spaces for dialogue on shared regional challenges, programs expanded in scope and ambition, with long-standing initiatives such as education and youth programs refreshed, and new strategic dialogues, roundtables, and research collaborations launched.
- Given the need for deeper cross-border and multi-sector network facilitation to take Canada to the next level of sustained engagement with the Indo-Pacific, our networks and events became more international and cross-sectoral, exemplified by the now-annual Canada-in-Asia Conference (CIAC), the convening of the Asia Business Leaders Advisory Council (ABLAC) twice in Singapore, and APFC's expanded role in the APEC Business Advisory Council (ABAC), Pacific Economic Cooperation Council (PECC), and Council for Security Cooperation in the Asia Pacific (CSCAP). Flagship initiatives evolved into sustained ecosystems, including the expansion of the Women's Business Missions into the Canadian Women's International Network (CanWIN).

BY THE NUMBERS

(2020-2025 unless specified otherwise)

Research Scholars Supported: 50

Written Products Published: 488

APFC Fellows (all types): 2020 – 19;
2025 – 33

Annual Website Visitors: 2020 – 232,600;
2025 – 354,000

Social Media Followers: 2020 – 17,900;
2025 – 30,600

Young Professional Programs Participants:
Canada – 61; Asia* – 15

Women's Business Missions: Delegates – 295;
Confirmed Deals – \$33M

**Canada-in-Asia Conference Series
Attendance:** 2023 – 532; 2025 – 738

Scope of Annual Operations: 2020 – \$5.4M;
2025 – \$9.6M

**Indo-Pacific program started in 2025*

¹ (Alphabetically) Australia, Bangladesh, China, India, Indonesia, Japan, the Philippines, South Korea, Taiwan, and Vietnam.

During this time, the Government of Canada's Indo-Pacific Strategy (IPS) placed the region at the centre of national foreign policy. APFC was recognized as a key delivery partner, launching the implementation of our Indo-Pacific Initiative (IPI) in 2024 with new and additional, five-year funding from the Government of Canada to expand research, networks, and programming in Asia and Canada. The establishment of the Asia Regional Office (ARO) in Singapore, also enabled by this funding, represents a step change in APFC's operational model, shifting from episodic, Canada-based engagement to an embedded, year-round regional presence.

APFC'S INDO-PACIFIC INITIATIVE (IPI)

In July 2024, APFC launched its Indo-Pacific Initiative (IPI) — a new suite of programs in Asia and Canada, along with a new regional presence in Singapore, funded by a five-year grant (\$22.4 million) and contribution (\$2.07 million) from Global Affairs Canada, under Canada's Indo-Pacific Strategy.

The objectives of the IPI are to promote the publication of scholarly and general-audience works on priority topics, strengthen engagement and network opportunities, generate “mindshare” for Canada in Asia, and give Canadians an enhanced understanding of views and ideas from diverse voices in Asia.

In addition to the opening of a new convening hub in Singapore, the programs established under the IPI are:

- Indo-Pacific Visiting Scholars Program
- Canada-Asia Joint Research Grants

- Canada Chairs in the Indo-Pacific
- Canada-India and Canada-China Collaborative Research Networks
- Regional Roundtables and Strategic Dialogues
- Indo-Pacific Young Leaders
- Indo-Pacific Research Fellows
- Canada-Asia Networks Research
- Indo-Pacific Media Fellowship, and Canada-Asia Training Program for Media
- Canada-in-Asia Conference (established 2023, funding rolled into IPI grant)

The core operations and programs of APFC's ongoing work in Canada continue to be funded primarily by the proceeds of an endowment provided in 2005 by the Government of Canada, along with external funding from other public and private sources.

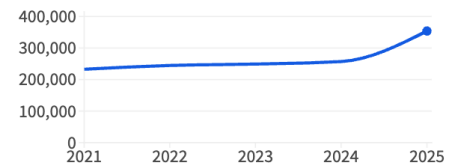
Key accomplishments from 2020 to 2025 include:

- More Canadians are benefiting from APFC's information and analysis. **Public outreach and engagement reached new heights**, with APFC offering a new range of products such as new written outputs, podcasts, and videos; expanding media visibility by 124 per cent (from 112 to 251 media hits) in the past three years alone; and growing our website audience (+52%) and social media followers (+71%) considerably over this reporting period.
- **A significant expansion of APFC's in-person reach** in Canada, with events from coast to coast to coast. While increasing the frequency of events in our Vancouver home base and making more of them accessible through video streaming, we have also held roundtables in **non-traditional locations** for APFC such as St. John's and Whitehorse, and the new IPI funding has enabled a significant increase in APFC events featuring visitors from Asia in centres such as Toronto, Montréal and Ottawa.
- A major step-up in the **production of content reaching French-language audiences**, alongside **the establishment of a full-time program manager position in Montréal for research, communications, and networking**. Improving the presentation of our products and programming in both official languages, we have seen substantial growth in users of our French-language web pages and other outputs. By March 2025, visitors to our French-language pages had reached 19,200 annually, an increase of 586 per cent compared to 2022.
- The **establishment of the Canada-in-Asia Conference as a flagship annual event in Singapore** connecting relevant players from across Asia and Canada. To date, with funding from 37 public- and private-sector partners, our three annual CIAC events have attracted over 1,400 unique participants, 2/3 from across the region (Southeast Asia, South Asia, North Asia, Oceania) and 1/3 from Canada. This is part of a **new phase of activity in Asia for APFC**, with roundtables and dialogues now being convened across Asia with a variety of partners and stakeholder groups.

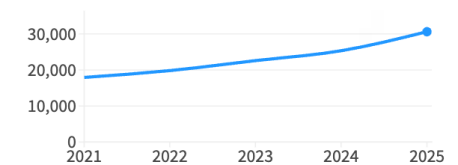
All of this represents an almost doubling in the scope of APFC programs, which was achieved while maintaining a steady headcount

(see the *Organizational Updates* section for details).

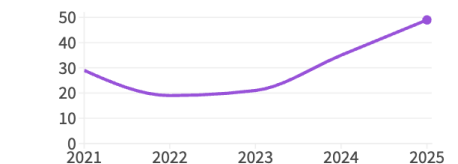
Website Visits



Social Media Followers



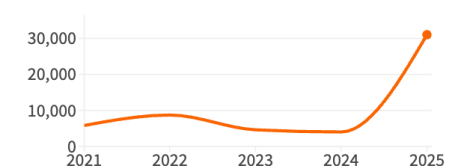
Events



Asia Watch Subscribers



Video Views

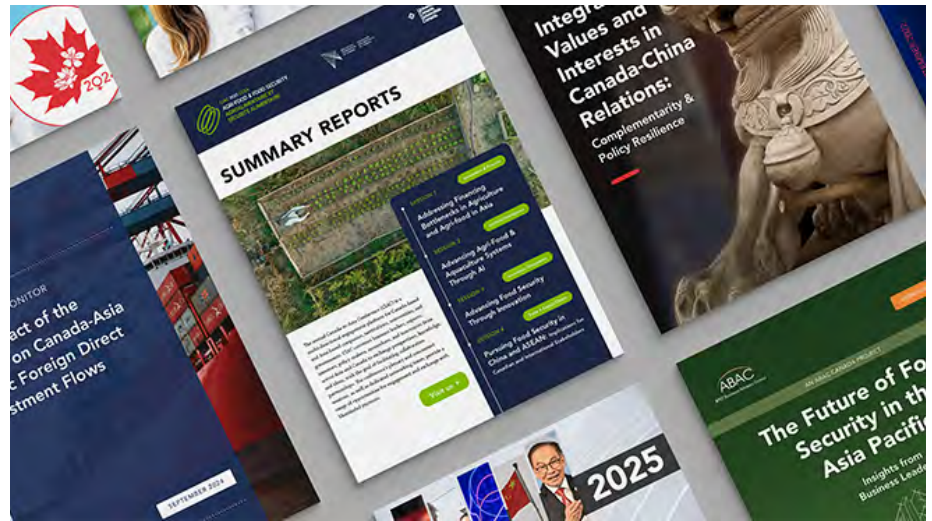


Podcast Downloads



This report outlines the strategic rationale, evolution, and results of our activities from 2020 to 2025, placing operational updates and program highlights in the broader context of the Foundation's mandate. It traces how our work has adapted to shifting geopolitical and economic conditions, including the COVID-19 pandemic, the launch of Canada's Indo-Pacific Strategy, and the growing centrality of Asia for Canada to diversify its economic, security, and geopolitical relationships. It details how our research, programs, networks, and public engagement have been intentionally reoriented for greater policy relevance, deeper cross-sectoral impact, and expanded reach — both in Canada and across Asia.

It should be noted that, like many organizations across the country, APFC faced external challenges during this period. These ranged from the COVID-19 pandemic — which forced the postponement of many activities, such as the 2020 meeting of the Asia Business Leaders Advisory Council, resulting in a loss of momentum for the Council — to strains on the Canada-China, Canada-India, and Canada-U.S. relationships at various times between 2020 and 2025. These challenges also had impacts on our work; for example, heightened tensions



between Canada and India in October 2024 required the postponement of some of our activities with partners in India, to February 2025.

As APFC enters our next strategic planning cycle, we will build on this momentum to deepen policy relevance, grow networks, and strengthen Canada's visibility and credibility in the Indo-Pacific. Future work will continue to align with Canada's national interests, respond to evolving geopolitical and economic conditions, and ensure Canadians have the knowledge, capacity, and connections to thrive in a more Asia-centred world. We will enter this phase knowing that our mandate is now more important than ever, amid fluctuating trade policies, ongoing geopolitical uncertainty, and evolving global power dynamics.

MANDATE, MISSION, AND STRATEGIC CONTEXT

The Asia Pacific Foundation of Canada, founded by an Act of Parliament in 1984, is mandated to deepen ties and mutual understanding between Canada and Asia through research, education, network building and dialogue.



Asia-Pacific Foundation of Canada Act (APFC Act) 1984:

(3) The purpose of the Foundation is to develop closer ties between the peoples and institutions of Canada and the peoples and institutions of the Asia-Pacific region 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 by:

- (a) promoting 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) promoting dialogue on, and understanding of, foreign policy issues as they relate to Canada and the Asia-Pacific region;
- (b) supporting development co-operation between organizations, institutions and associations in Canada and in the Asia-Pacific region;
- (c) promoting collaboration among organizations, institutions and associations in private and public sectors in Canada and in the Asia-Pacific region;
- (d) promoting closer economic and commercial ties between Canada and the Asia-Pacific region;
- (e) promoting, 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; and
- (f) collecting information and ideas relating to Canada and the Asia-Pacific region and disseminating such information and ideas within Canada and the Asia-Pacific region.



OUR VISION:

To be the recognized leader across Canada and the globe in developing ideas for action for business, government, and all institutions that will help Canadians seize the vast opportunities unfolding before us in Asia.

OUR MISSION:

To be Canada's catalyst for engagement with Asia and Asia's bridge to Canada.

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 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, partnerships between government, business, and civil society are a necessary and powerful tool.

OUR STAKEHOLDERS

APFC's four primary stakeholder groups are Canadian governments, businesses, academia, and the general public.

Government and public sector

APFC develops policy-relevant research and analysis that provides information and supports evidence-based decision-making across all levels of government.

For Canadian federal, provincial and municipal governments, regardless of political affiliation, the Foundation serves as a trusted, non-partisan resource for timely insights into developments in Asia. Our work informs Canada's trade diversification, foreign policy, innovation, and security strategies, and contributes to initiatives such as the Indo-Pacific Strategy, APEC engagement, and leadership on the Comprehensive and Progressive Agreement for Trans-Pacific Partnership.

In Asia, APFC works with government ministries, development agencies, trade and investment bodies, and diplomatic representatives to build mutual understanding and strengthen institutional relationships. By serving as a bridge between Canadian and Asian governments, and between governments and other sectors, the Foundation helps advance shared interests and fosters long-term diplomatic, economic, and people-to-people ties.

Private sector and private sector support

APFC serves Canadian businesses by building strategic intelligence and Asia competency that inform and shape engagement, operating 'upstream' of trade promotion and export support services provided by partners such as the Trade Commissioner Service (TCS) and Export Development Canada (EDC). With the advent of new IPI funding to support more activities in Asia, APFC's role in business engagement also increasingly fosters Canada

competence among Asian stakeholders — ensuring that businesses and decision-makers in Asia better understand Canada's policy environment, innovation strengths, and values.

Through our Business Asia research pillar, in particular, the Foundation equips the private sector with timely, relevant insights into Asia's evolving demographic, economic, and sectoral dynamics. These insights support long-term decision-making and opportunity identification, particularly in emerging and fast-growing markets. Events and programs for the private sector provide Canadian firms of all sizes with unparalleled access to pan-Asian networks, on-the-ground intelligence, and multi-sector convening focused on real-world deal-making, investment flows, and research collaboration.

Business is both a core audience for our work and an important financial supporter of APFC's mandate to develop deeper, more impactful Canada-Asia economic ties.

Research community and civil society

The linkage between APFC and academia is fundamental to the Foundation's reputation as the leading Canadian research centre on Asia. Our researchers, staff, and fellows are among Canada's most accomplished scholars working on Asian economic, political, security, environmental, technological, and demographic issues. They regularly contribute to domestic and regional academic discourse by producing policy-relevant research that adheres to rigorous standards, while remaining accessible to decision-makers and the broader public.

The Foundation's role as a knowledge broker extends to cultivating robust partnerships with universities, think-tanks, and research institutes in Canada and Asia. Through long-standing relationships and new initiatives such as the multi-pronged programming under the Indo-Pacific Initiative, we are significantly expanding our ability to support collaborative research projects, fellowships, and institutional linkages between Canadian and Asian academic communities.

Transnational research engagement enhances APFC's ability to shape public and policy discourse by integrating Asian perspectives and priorities into Canada's national conversation. It also helps Asian academic and civil society partners better understand Canada's values and policy landscape, fostering mutual literacy and long-term trust. Through public events, speaker series, and accessible knowledge products, APFC bridges academic insight with policy relevance and public awareness, strengthening Canada-Asia understanding across sectors.

Canadian general public

In line with our mandate, APFC is strongly committed to serving the Canadian public through accessible, policy-relevant research and public engagement. The Foundation conducts annual national opinion polls to assess evolving Canadian attitudes toward Asia and publishes timely analysis, including our weekly newsletter *Asia Watch*, to inform and empower public understanding of Canada-Asia relations. We host events, lectures, and speaker series that connect experts on Asia with diverse Canadian audiences, bridging knowledge gaps and fostering informed dialogue.

A core element of this engagement with the Canadian public is appearances in general media such as television news, national and local radio programs and general-interest media outlets such as newspapers. Since late 2023, APFC's national and international media reach

has hit new levels and significantly reinforced the Foundation's role as the first call for journalists and producers when Asia-related news stories break.

A central mandate of the Foundation is preparing the next generation of Canadians to navigate and lead in a more Asia-engaged world. Through initiatives such as the Young Professionals Fellowship Program, curriculum development for schools, and international co-op and study abroad opportunities, including the Canada-Japan youth exchange ("Kakehashi") program, we help young Canadians deepen their understanding of Asia's complexity, opportunities, and challenges. These efforts aim to build long-term Asia competency across Canadian society and strengthen public awareness of Canada's interests in the Indo-Pacific.

Across all stakeholder groups, APFC is guided by our overarching mandate: to equip Canadians to engage more strategically and effectively with Asia. At the heart of the Foundation's work is a commitment to serving the public interest as a national resource and platform for building knowledge, capacity, and connectivity. Every program, publication, and partnership is rooted in the goal of advancing Canada's interests in the region in ways that enhance domestic resilience and Canada's ability to have global influence. This clear sense of purpose defines the Foundation's activities and partnerships and serves as the principal benchmark for assessing long-term impact and value to Canada.

STRATEGIC CONTEXT

Canada's engagement with Asia has become a strategic imperative amid deepening geopolitical uncertainty and the reordering of global power. The region is not only home to the world's fastest-growing large economies and innovation hubs, it is also a theatre of intensifying strategic competition, economic disruption, and diplomatic realignment. From regional security frameworks to global trade standards, Asia is shaping the conditions under which the world — including Canada — must operate.

Recent protectionist and transactional trade policies in the United States have added pressure on countries such as Canada to diversify economic and other partnerships beyond North America; a similar urgency to diversify relationships is felt by Canada's current and potential partners in Asia. Tariffs, export controls, and supply chain fragmentation — particularly in strategic sectors such as clean energy, semiconductors, AI, and critical minerals — have amplified the need for more resilient and diversified trade and investment relationships, and nuanced knowledge of these sectors. At the same time, China's assertive diplomacy and the emergence of new regional coalitions such as the Quad and AUKUS are reshaping Asia's security dynamics in ways that demand careful navigation and informed policy responses by Canada.

Against this backdrop, Canada's Indo-Pacific Strategy (IPS), launched in November 2022, commits Canada to a more proactive, comprehensive, and sustained presence in the region, grounded in our national interest, inclusive values, and strategic foresight. The IPS identifies the Indo-Pacific as the world's strategic and economic centre of gravity and articulates the need for a whole-of-society response — one that leverages not just diplomatic and trade tools but also expertise from business, academia, civil society, and the broader public. APFC is uniquely positioned to support this approach, as we bridge critical knowledge gaps, convene cross-sector dialogue, and deliver policy-relevant, evidence-based insights into the region's political, economic, and social currents.

In a world shaped by new trade alignments, technological competition, climate volatility, and shifting security alliances, APFC must play a vital role in equipping Canadian leaders and institutions with the tools to engage confidently and constructively in the Indo-Pacific, while helping key players in Asia to understand and appreciate the opportunities for mutually beneficial partnerships with Canadians. Whether through convening platforms, actionable research and policy analysis, or investing in next-generation talent, the Foundation remains a key pillar of Canada's Asia engagement architecture; at our best we bring clarity, connectivity, and capacity to a rapidly evolving region.

ACTIVITIES AND RESULTS

RESEARCH

By the end of this five-year reporting period, at a time when the region's significance to Canada has never been greater, the Foundation's research activities had positioned us as a timely and indispensable source of insights and analysis of the Indo-Pacific. After the launch of the Government of Canada's IPS and the accelerating corrosion of the global order, we implemented several internal changes and expanded our external engagements to strengthen our ability to anticipate and respond to questions, challenges, and opportunities arising for Canadian stakeholders.

From early 2020 to late 2022, much of the Foundation's research activity focused on the immediate impacts of the COVID-19 pandemic. Notably, this included a multi-stage project funded by the Public Health Agency of Canada that tracked public health responses to the pandemic from across the region and translated observations about these responses into lessons for Canada. APFC also explored the pandemic's second- and third-order effects in the Indo-Pacific (for example, in relation to debt, inflation, technological adoption, and supply chain disruptions).

During this time, APFC also piloted the Canada-Asia Sustainability Tracker (CAST), a situational analysis tool intended for use by Canadian firms and governments. While it provided some value — for example, through the establishment of geographic teams, research products by sub-region, and transferable code-based web modules such as the interactive *'Asia in Focus'* map which is now a primary feature on APFC's homepage — the potential for new external revenue from users turned out to be more limited than initial market research had indicated. An internal review conducted in late 2023 concluded that the imperatives of Canada's new foreign policy direction and advances in information tools had eclipsed the rationale and business case for CAST, and the pilot was wrapped up.

Subsequently, we made several changes to our research approach and capacity to align with the shifts in Canada's Indo-Pacific priorities, including:

Bolstering our capacity on South and Southeast Asia

As many Canadian stakeholders are less familiar with South and Southeast Asia, which are vital to the success of Canada's Indo-Pacific pivot and trade diversification, APFC increased capacity and focus on content related to these two regions. We also sharpened our research focus on



Northeast Asia, closely monitoring the nexus between domestic politics and foreign policy directions in Japan, South Korea, and Taiwan.

Defence, security, and other emerging issues

APFC has expanded its research remit to include increased focus on defence and security, as well as emerging issues such as Arctic security, space policy, and AI (including related critical technologies, critical infrastructure, and digital sovereignty).

This has included direct and more regular engagement with Canada's Department of National Defence and the Canadian Armed Forces. In 2024 and 2025, the Foundation hosted public discussions with high-level personnel from both organizations (including the Minister of National Defence), featured their experts in our podcast, and produced written analysis of trends in defence capabilities and procurement opportunities in the Indo-Pacific.

The Foundation has also produced research and facilitated discussion on sensitive issues that have entered the Canadian public discourse — for example, on the Asian actors implicated in foreign interference and transnational repression and on how Canada could reset its diplomatic relationship with India.

Diversifying partnerships

In this reporting period, APFC has put new emphasis on building ties with experts and decision-makers from Europe, the U.S., and Latin America. Many of the issues Canada is facing in its relations with the Indo-Pacific are not isolated from broader global forces. As such, the Foundation is increasingly partnering with European experts and with European diplomats based in Canada on knowledge-generating events focused

on the Arctic, the security of subsea infrastructure, and the growing links between the Indo-Pacific and Euro-Atlantic security theatres. We have also engaged U.S.- and Latin America-based experts on the Indo-Pacific for public events and private briefings to ensure that our understanding of the wider Indo-Pacific context incorporates insights from those who are able to observe relevant policy discussions taking place in Washington and other national capitals.

French language and Francophone outreach

In recent years, we have significantly increased our outreach to Francophone audiences. In 2024, we appointed a Francophone program manager in Quebec. He and members of our core research and business development staff have greatly stepped up our engagement with the provincial government and local businesses, partnered with academia and civil society organizations, and engaged the Francophone media, including as part of our new Indo-Pacific Initiative. In 2025 we introduced a new French-language podcast series, "Quebec Conversations." These efforts are resulting in improved national reach within Canada: we have seen substantial growth in users of our French-language web pages (growth of 586 per cent in the last three years).

New research outputs

The Foundation's [Insights](#) series was introduced in 2023 to help readers contextualize current events in the Indo-Pacific and their possible implications for Canada through short, concise analyses. [Explainers](#), meanwhile, provide carefully curated background information on longer-standing issues in the Canada-Asia relationship. The Foundation is also making much more of our analysis available in multimedia formats, such as podcasts, webcasts, encore event videos, and through livestreamed events.

Business Asia research

APFC continues to compile and analyze data on investment trends between Canada and Asia, including at the sectoral and sub-national levels, through our [Investment Monitor](#) project. Our [Business Asia](#) researchers have also conducted research on Canada's regional trade agreements and other issues that are relevant to Canada's ability to deepen economic partnerships. This includes, for example, reports on opportunities for trade in agricultural and agri-food products, analysis of Indian domestic economic policy concerns and Canada-India economic ties during diplomatic tensions, research on regional countries' 'China + 1' strategies, and an array of outputs related to the CPTPP. Notably, to mark Canada's chairing of the CPTPP Commission in 2024, we launched the [CPTPP Portal](#), a public repository of information, updates, and core documents, as well as a curated selection of analyses and opinion pieces.

Surveys and polling

During this reporting period, the Foundation conducted three surveys as part of our regular National Opinion Poll series. Through these surveys, for which we partner with reputable polling firms to capture a representative sample of the Canadian public, we have been able to gauge public sentiment on a range of policy areas relevant to the IPS's five strategic objectives. Most recently, in late 2024, we partnered with the Angus Reid Institute to gauge Canadian public sentiment on Canada's relationship with India. These findings provide a critical evidence base for government, business, academia, and media, ensuring that decision-making is informed not only by policy analysis, but also by the perceptions and priorities of Canadians themselves.

MEETING OUR MANDATE:

“ 3 (f) Collecting information and ideas relating to Canada and the Asia-Pacific region and disseminating such information and ideas within Canada and the Asia-Pacific region ”

— APFC ACT (1984)

Recognizing that different audiences consume information in different ways, the Foundation has expanded into short-form analysis, podcasts, and videos designed to engage policymakers, business leaders, educators, and the general public alike. This evolution has allowed the Foundation to broaden the ways in which we meet our statutory mandate to collect and disseminate information relating to Canada and Asia, thus expanding the impact of our work.

For example, APFC produced more than 60 podcast episodes across multiple series between 2020 and 2025, featuring leading voices from Canada and the Indo-Pacific on issues ranging from trade to technology to climate change. Video explainers and event recordings consistently drew views online, while shorter, rapid-response publications boosted visibility on emerging policy debates. **In parallel, the Foundation's overall online and social media audiences grew substantially, from 233,000 website visitors in 2020/21 to 354,000 in 2024/25, a 52 per cent increase, and from 18,000 total social media followers to 31,000, a 71 per cent increase.**

We also conducted surveys in the region — one in Taiwan on public views on foreign policy and national security issues and the other with business leaders and policy experts in six major Indo-Pacific countries on doing business in and with Canada. Our team followed up on the latter with two in-depth studies on the prospects for deepening Canada's business engagement with Indonesia and Singapore. The findings from this work — notably, that business leaders in the region are favourably disposed to consider Canadians as partners but lack the familiarity and contacts to engage successfully — have helped inform Canadian strategic thinking and initiatives at APFC such as CIAC and the establishment of the regional office in Singapore.

Research Fellows

In Canada, APFC has strategically expanded its network of Senior Fellows, Distinguished Fellows, and John H. McArthur Research Fellows to strengthen both the breadth and depth of its expertise. These appointments bring together leading researchers and practitioners with deep country and regional knowledge, as well as technical and policy expertise in areas such as emerging technologies, space, critical minerals, and digital trade. This diverse pool of experts has allowed the Foundation to leverage world-class insights in support of its programs, generate new scholarship on Asia, and amplify Canadian perspectives in international debates. The John H. McArthur Research Fellows program in particular has supported rigorous, policy-relevant research by emerging scholars, further embedding APFC's reputation as a convenor of thought leadership. Together, these fellowships reinforce the Foundation's mandate to promote scholarship and understanding of Asia within Canada and to project Canadian expertise into the region.

MEETING OUR MANDATE:

“ 3 (e) Promoting, 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”

— APFC ACT (1984)

The expansion of our Fellows network over this period forms a global network of leading voices in policy, business, and academia that promotes scholarship and expertise on Asia in channels such as APFC outputs, op-eds and other media pieces, and at public events across the globe. Across various programs, APFC Fellows now total over 30 actively affiliated experts. Through this growing ecosystem, APFC has further embedded itself as a hub of expertise, fostering exchange and producing scholarship that directly informs both Canadian and regional decision-making.

The IPI introduced new opportunities to expand our network of Fellows to the Indo-Pacific. The new Indo-Pacific Visiting Scholars program brings three high-profile and highly engaging experts to Canada each year to meet with a wide range of audiences — governments, business, academia, the media, and interested members of the public. Our first visiting scholar, Dr. C. Raja Mohan, one of the world’s most prominent experts on Indian foreign policy, travelled to Canada in March 2025. His one-week visit included nearly a dozen engagements in Ottawa, Toronto, and Montréal with experts, students, federal and provincial governments, the Canadian media, and members of the public.

In early 2025, the Foundation also finalized its selection of the inaugural cohort of Indo-Pacific Research Fellows: eight scholars from seven Indo-Pacific countries/economies who, beginning in 2025, will produce various research outputs (e.g. written analyses, podcast recordings) that will inform Canadian stakeholders about a range of issues that are relevant to the IPS.

Other new research initiatives under APFC’s IPI

After APFC’s IPI funding agreements were signed in July 2024, the Foundation worked expeditiously to launch new programs that add a powerful regional dimension to our research work. Especially notable were efforts to re-build ties with India. In September 2024, the Foundation announced the India-Canada Research Initiative (ICRI), a New Delhi-based partnership between the Foundation and the Council for Strategic

and Defense Research (CSDR). Complementing that work is the Canada-India Collaborative Research Network, in partnership with CSDR and the Ananta Centre, another highly regarded Delhi-based think-tank. Together, these programs produce valuable inputs to both the Canadian and Indian governments. Some of the notable early deliverables include a strategic assessment of the bilateral relationship and the appointment of a former Indian high commissioner to Canada as the ICRI’s chair.



Also in fall 2024, the Foundation named the first two recipients of the Canada-Asia Joint Research Grants program, which supports at least two Canadian policy research teams to develop partnerships with counterparts in the region to generate evidence-based policy insights related to one of the IPS’s five strategic objectives. One recipient (the University of Victoria) partnered with Bhutan’s only law school on a forum focused on sustainability, while the other recipient (the University of Montréal) held a series of forums in Canada and with partners in Southeast Asia to explore issues related to security and people-to-people ties.

ACTIVITIES AND RESULTS

PROGRAMS

Over the past five years, APFC has become more strategic and proactive in the way it conceptualizes and delivers its programs. Guided by its mandate to deepen Canadians' understanding of Asia and to strengthen Canada's engagement with the region, the Foundation has developed a portfolio of programs that respond both to national priorities and to stakeholder demand. Foreign policy dialogues have emerged as a core strength, with APFC increasingly taking the initiative to convene and shape high-level discussions across Canada and the Indo-Pacific, ensuring that Canadian voices are part of critical regional conversations.



Education initiatives, which began with the Asia Pacific Curriculum for Canadian schools, have expanded into Asia competence training for the private sector and resources addressing anti-Asian racism, broadening the Foundation's impact across audiences.

At the same time, the promotion of thought leadership has been prioritized through the establishment of research fellowships and expert networks, which expand public knowledge dissemination and strengthen the Foundation's ability to connect with a diverse pool of Canadian and Asian scholars.

Finally, APFC's cultural exchange and international development programs continue to enhance people-to-people ties.

The Foundation's research-related programs underwent a major expansion in 2025 with the conceptualization, design, and implementation of new programs under the IPI that support the objectives already identified as part of our programs stream.

Roundtables and dialogues

Roundtables and dialogues have long been a consistent feature of our work, especially at our Vancouver headquarters location, and in the reporting period we have continued to deliver knowledge and policy events across the country. Over this time, we have become more proactive and strategic in our engagements, seeking out experts to ensure a regular calendar of APFC-led events, as well as profiling our research and staff in more partner events and other platforms.

Among the new IPI-funded programs are a series of track 1.5² and track 2³ regional policy dialogues. By early 2025, the Foundation had already led or co-organized these dialogues with the Philippines, South Korea, Taiwan, and, most notably, with India, with nearly 100 participants in total. Not only did each of these produce actionable recommendations on issues of mutual concern between Canada and the dialogue partner, including economic and security co-operation, supply chains, and digital governance, they also laid the groundwork for advancing the discussion further through future conversations. The Foundation had also initiated discussions on track 1.5/track 2 dialogues to be held with counterparts in Malaysia and Indonesia.

Capacity development

The Foundation has continued to explore ways to foster the next generation of Canadian thought leaders on Asia. In 2022, we replaced our Youth Council — Vancouver- and Toronto-based programs that targeted primarily undergraduate students — with a Young Professionals Program for those aged 22-30. This revised annual program supports 20 highly talented and Asia-engaged Canadians from across the country and internationally. During the nine-month program, the young professionals interact virtually with experts, Foundation staff, and each other, with a focus on expanding their regional and topical knowledge and building communications skills that will equip them to be effective advocates now and in the future for robust and sustained Canadian engagement with the Indo-Pacific. The program culminates in a two-day in-person symposium at the Foundation's head office in Vancouver. Through the program's alumni, the

MEETING OUR MANDATE:

“ 3 (a.1) Promoting dialogue on, and understanding of, foreign policy issues as they relate to Canada and the Asia-Pacific region”

- APFC ACT (1984)

Over the past five years, APFC has strengthened Canada's role in Asia Pacific foreign policy conversations by convening high-level dialogues that bring policymakers, experts, and stakeholders together for frank, forward-looking discussions. This creates platforms where engaged Canadians can listen, learn, and contribute to solutions on foreign policy challenges related to Canada and the Indo-Pacific.

For example, in recent years APFC's leadership in convening a track 2 dialogue between Canadian and Indian academics, business leaders, and policy experts, complemented by the engagement of Indian scholars and support for India-Canada non-government institutional partnerships, helped to enable the continuation of people-to-people ties at a time when official government-to-government interactions were constrained. By creating a neutral and trusted platform, APFC ensured that important conversations on shared challenges such as trade, technology, and security could move forward. These conversations provide continuity in bilateral engagement and lay the groundwork for rebuilding official relations when the political climate allows.

² Government and non-official actors.

³ Non-official actors, such as academics, non-governmental organizations, and other civil society leaders.

Foundation is now connected to a growing community of well-placed future leaders within the Canadian federal and provincial governments, Asian governments (e.g. embassies and consulates), prominent international organizations, NGOs, universities, the private sector, and international development agencies.

Building on the positive results and lessons learned from the domestic Young Professionals Program, the Foundation launched the Indo-Pacific Young Leaders Program, a cohort of 15 early-to-mid-career researchers and practitioners from eight regional countries/economies. The 2025 Young Leaders, selected from an applicant pool of more than 900, have demonstrated exceptional aptitude in their positions in government, the foreign service, regional organizations (e.g. ASEAN), the media, and prestigious think-tanks and universities. Six of them attended the Canada-Taiwan track 2 dialogue in Taipei in February 2025, their first exposure to Canadian foreign policy and strategic thinking, and the entire cohort participated in a one-week familiarization tour of Canada in June 2025.

APFC also re-instigated the annual Media Fellowship program for Canadian journalists after a COVID-19 hiatus, and building on experience and lessons learned from this decades-long program, launched the Asia Media Fellows program for journalists from Asia as part of the IPI.

Education

APFC's education work has built upon the Asia Pacific Curriculum project, which was funded by the Government of British Columbia and provides free teaching resources for K-12 classrooms, giving teachers lesson plans and multimedia materials to help students better understand Asia's societies and their connections with Canada. Since launch, the curriculum platform has been accessed by tens of thousands of educators and students across the country, embedding Asia content

directly into Canadian classrooms. Funding concluded in 2020.

In this reporting period, the education team built upon the success of this initiative based on demand-signals for Asia competence materials from various sectors and groups.

First, we developed and piloted an online course in 2022 on Asian business cultures (China, Indonesia, and South Korea), for young professionals in the environmental technologies sector. This pilot was co-funded by Canada's Digital Supercluster and three Canadian companies. The course included both self-paced learning modules and synchronous learning sessions that utilized scenario-based learning and engagement with three highly qualified instructors (one for each Asian market).

Second, during the COVID-19 pandemic, the Foundation engaged with young adults in Canada who identify as being of East Asian descent to better understand their experiences with racism. Participants supported enhanced education about the experiences and contributions that people of Asian descent have made to Canada. These findings were incorporated into a research report published in 2021 and were the basis for a successful funding application to the Department of Canadian Heritage to produce teacher-informed guidelines on teaching Asian Canadian history and the production of a graphic novel about a Japanese Canadian civil rights activist. The novel was published in March 2025.

APFC also played a role in supporting the launch of the National Coalition of Canadians Against Anti-Asian Racism, including serving as a key delivery partner in the Coalition's Asian Heritage Month kickoff event in April 2022. This event brought together community advocates, cultural leaders, and policymakers to amplify visibility and dialogue around anti-Asian racism in Canada.

Cultural exchange

Over the past five years, APFC's management of the Kakehashi Project, a youth exchange program funded by Japan's Ministry of Foreign Affairs, has evolved from a simple bilateral student exchange to a more strategic platform for cultivating Canada–Japan people-to-people relations. Since its inception in 2014, the program has facilitated immersive learning experiences for Canadian and Japanese participants, ranging from homestays, meetings with government and business leaders, and tours of high-tech and cultural sites. While the COVID-19 pandemic prohibited in-person exchanges for the 2020 and 2021 program years, from 2022 through 2024, 249 students and young adults participated. Over the past five years, APFC has invested in nurturing the Kakehashi Alumni Network, providing opportunities for past participants to remain connected with one another and with the Foundation's broader Canada-Japan programming. This includes the "[Kakehashi Conversations](#)" podcast, alumni events hosted by APFC and our partners, and mentoring opportunities.

APEC-Canada Growing Business Partnership

Among the Foundation's existing programs, the APEC-Canada Growing Business Partnership, a Government of Canada-funded international development program, completed its first phase of work in 2021. This project is a network of research, training, and mentorship activities that provides best practices, tools, ideas, knowledge, and critical connections to build the capacity of micro, small, and medium enterprises (MSMEs) and policymakers to promote inclusive, gender-responsive growth in the APEC region. The first phase of the project focused on Indonesia, Peru, the Philippines, and Vietnam. It produced a range of outputs, including surveys, reports, workshops, and a mentorship program.

MEETING OUR MANDATE:

“3(a) Promoting 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”

– APFC ACT (1984)

APFC has fostered mutual awareness of cultures and histories amongst multiple stakeholder groups, but with a special focus on youth. Educating the next generation of Canadians is an important component of our mandate, as they are entering an increasingly Asia-centric world. Our education modules and cultural exchange programs deliver cultural literacy and cross-societal understanding for young Canadians, broadening their understanding of Asia's cultures and histories while also illuminating the contributions of Asian Canadians. By embedding Asia competence into education, professional training, work experience and public dialogue, APFC is strengthening mutual awareness between societies.

In 2022, APFC and GAC agreed to expand the project into a second phase, which is now underway. Phase two includes capacity-building activities for MSMEs in Malaysia and Thailand, and policy leadership activities in Indonesia, the Philippines, and Vietnam. The project team has attended APEC meetings, delivered presentations, conducted consultations with local stakeholders to ensure alignment with the local context, and worked with local implementation partners to design and prepare project activities.



MEETING OUR MANDATE:

“3(b) Supporting development co-operation between organizations, institutions and associations in Canada and in the Asia-Pacific region”

— APFC ACT (1984)

APFC’s APEC-Canada Growing Business Partnership has introduced new voices and perspectives into APFC’s work and built lasting partnerships that extend beyond the program itself. The mentorship and policy leadership components not only empowered women and MSMEs but also ensured that Canadian expertise was woven into broader regional development dialogues.

Beyond this flagship initiative, development co-operation has become a cross-cutting focus in

APFC’s programming. Over the 2020-2025 period, we engaged in projects funded by the Canadian Trade and Investment Facility for Development and the Expert Deployment Mechanism for Trade & Development, helping to connect Canadian expertise with practitioners in Asia in areas such as agri-food trade policy and CPTPP implementation. At the Canada-in-Asia Conference (CIAC), APFC has also partnered twice with the International Development Research Centre (IDRC) to showcase the impact of Canadian-funded research and development across the region.

Together, these efforts connect Canadian expertise with Asia’s development challenges, ensuring that Canadian support is visible, impactful, and responsive to regional needs.

ACTIVITIES AND RESULTS

NETWORKS AND EVENTS

Over the 2020-2025 period, APFC significantly expanded and evolved our networks and convening activities to enhance the Foundation's role as a central platform for transnational engagement. From the early challenges of virtual programming during the pandemic to the launch of regionally embedded initiatives, the Foundation's strategic pivot was characterized by a shift from primarily Canada-based engagements to the inclusion of Asia-facing, cross-sectoral programming.

This evolution was driven by the recognition that advancing Canada's interests in Asia requires trusted relationships, visible platforms for collaboration, and sustained dialogue among stakeholders in business, government, academia, and civil society. As such, APFC moved beyond conventional conference formats to design and host purpose-built, high-impact gatherings such as the [Canada-in-Asia Conference](#) and the [Women's Business Missions](#), each aimed at catalyzing real-world outcomes through curated, cross-sectoral interaction. Meanwhile, deeper partnerships with regional forums, hosting opportunities, and an expanded network of institutional collaborations allowed APFC to scale Canadian influence across geographies and policy domains.

Throughout this period, APFC actively monitored the Canada-Asia networks and events space, which remains relatively crowded, especially in the business domain. Recognizing this, the Foundation has consistently assessed where our value-add lies relative to other actors in the ecosystem. Three key differentiators have guided our strategic positioning. First, APFC specializes in cross-sector convening, bringing together public, private, and research communities at scale to explore intersections in their respective work, something few others do in a sustained or integrated manner. Second, for the private sector, APFC deliberately operates "upstream" of service-oriented partners such as the Trade Commissioner Service, chambers of commerce, and business councils. APFC focuses on the strategic, policy, and intelligence context in which business opportunities can emerge and partnerships can grow. This deliberate positioning has ensured APFC's convening efforts are complementary, not duplicative, within the broader Canada-Asia engagement ecosystem. Third, APFC brings our own Canada-Asia research, policy



analysis, and proprietary networks to our convening — a unique and powerful addition.

These network-building efforts directly support the Foundation's mandate by fostering mutual awareness, promoting policy dialogue, strengthening institutional collaboration, and advancing closer commercial, cultural, and scholarly ties between Canada and Asia. Through these activities, APFC not only delivers on our legislative objectives but also amplifies Canada's voice and visibility in a complex and competitive global landscape.

Canada-in-Asia Conference (CIAC) series

As part of an overall vision to enhance the impact of the Foundation by expanding APFC's activities and networks to Asia, APFC launched the Canada-in-Asia Conference (CIAC) series in 2023 with Universities Canada. This annual event in Singapore quickly became the flagship platform for convening Canadian and Indo-Pacific leaders. The inaugural event in February 2023 drew more than 530 delegates across seven priority areas, including agri-food, climate, trade, health, and higher education, 55 per cent from across Asia and 45 per cent from Canada.

MEETING OUR MANDATE:

“3(c) Promoting collaboration among organizations, institutions and associations in private and public sectors in Canada and in the Asia-Pacific region”

— APFC ACT (1984)

CIAC's value lies in bringing together business, government, and research leaders in one cross-sectoral forum — neither a trade fair nor an academic symposium, but a dynamic meeting ground where policy meets practice. The conference has been described as catalytic in accelerating partnerships that might otherwise take years to develop. It has facilitated commercial deals, strengthened bilateral ties, and enhanced Canada's visibility as a credible and solutions-oriented Indo-Pacific partner. CIAC now stands as a cornerstone of Canada's regional presence and positions the Foundation as a convening force where business, diplomacy, and innovation intersect.

“The CIAC2023 conference in Singapore was a real success! The conference brought many people from business, government, and academia, from Canada and Asia, together to learn from one another. We are living through a complex time: increased trade and people ties are one of the most effective mitigants to the significant geopolitical challenges our world is facing.”

— CIAC2023 ATTENDEE

Building on this success, CIAC2024 introduced two smaller sector-focused conferences on agri-food and climate solutions, attracting 460 participants from more than 35 cities across the Indo-Pacific. CIAC2025 marked the consolidation of the series as an anchor event for Canada-Asia engagement, with 738 attendees and more than a dozen partner-led side events amplifying opportunities for networking, knowledge-sharing, and deal-making.

" I had multiple purposes for attending [CIAC2024]: to meet potential business partners and potential research and innovation partners, and to learn more about activities in the region. [I was] very successful in all three, with follow-up meetings on potential business and research innovation partners taking place already and next week in person."

– CIAC2024 ATTENDEE

" We found CIAC2025 to be highly valuable for [our organization], offering a platform to connect with a Canadian audience while deepening our understanding of the regional ecosystem, including engagement with the private sector. The conference’s diverse and cross-sectoral participation — from business, diplomacy, and research — helped showcase Canada’s value proposition in Asia."

– CIAC2025 FUNDER

CIAC2023	CIAC2024	CIAC2025
532 ATTENDEES	460 ATTENDEES	738 ATTENDEES
55% Asia (17 economies)	75% Asia (19 economies)	68% Asia (21 economies)
45% Canada	25% Canada	32% Canada
54% private sector	57% private sector	54% private sector
33% research sector	23% research sector	28% research sector
13% public sector	20% public sector	18% public sector

Women's Business Missions and the Canadian Women's International Network (CanWIN)

APFC's approach to supporting women in international business expanded significantly during this period, moving from one-off trade missions to the building of a more robust ecosystem of year-round engagement. Through this work, APFC has become a leading Canadian catalyst for gender-inclusive trade with Asia.

Recognizing the need for tailored support for Canadian women entrepreneurs seeking to expand into Indo-Pacific markets, APFC began by delivering sector-specific Women-only Business Missions, largely funded through Innovation, Science and Economic Development Canada (ISED) and Canada's Women Entrepreneurship Strategy. These missions began as virtual platforms to Taiwan, Australia, New Zealand, and India during the pandemic and later matured into high-impact, in-person initiatives in Japan, South Korea, Thailand, Vietnam, and Taiwan. Over the course of five years, these missions have generated hundreds of B2B connections and multiple commercial agreements, while also contributing to inclusive trade priorities.

In 2021, APFC furthered our activities and results in this area by launching the [Canadian Women's International Network \(CanWIN\)](#), elevating the Foundation's support model from mission-based to network-based. CanWIN now provides a sustained platform for mentoring, deal flow, and peer support across borders.

This shift represents APFC's strategic recognition that inclusion in global markets requires more than episodic access — it requires a trusted ecosystem that amplifies women's capacity to lead in innovation, trade, and entrepreneurship. CanWIN events, such as the annual Global Summit, as well as CIAC-adjacent

MEETING OUR MANDATE:

"3(d) Promoting closer economic and commercial ties between Canada and the Asia-Pacific region"

– APFC ACT (1984)

As a national public institution, the Foundation has a core responsibility to ensure that all Canadians have access to the opportunities offered by increased engagement with Asia. To do this requires proactive efforts to reach communities and individuals who have traditionally not benefited from trade with Asia. Our initiatives in support of women entrepreneurs are one example of our work to support this objective.

Since the start of the series:

- Nine trade missions
- 295 Canadian women delegates
- Over 1,000 business meetings
- Over 6,000 participants
- 68 business deals valued at over \$33 million
- 269 CanWIN members
- 3 major investor forums aligned with CIAC: *Women in Venture* (2023), *Venture into Sustainability* (2024); *Canada-Asia NextGen Tech Investment Forum* (2025)

gatherings such as Women in Venture (2023), [Venture into Sustainability](#) (2024) and the [Canada-Asia NextGen Tech Investment Forum](#) (2025), further reinforce this year-round ecosystem.

Asia Business Leaders Advisory Council (ABLAC)

Strengthening Canada-Asia economic ties remains central to APFC's mandate, and the [Asia Business Leaders Advisory Council \(ABLAC\)](#) plays a key role in advancing this objective. Comprising 50 senior corporate leaders — 25 from Canada and 25 from Asia — ABLAC provides a trusted, high-level platform to discuss economic strategy, geopolitical risk, and sectoral opportunity.

Between 2020 and 2025, the importance of this dialogue intensified in the face of growing global instability. Council meetings were convened in 2021, 2023, 2024, and 2025, and have generated actionable recommendations for government and business audiences. [In 2025](#), ABLAC emphasized the need for Canada to adopt a long-term strategy toward Asia's innovation economy, demonstrate greater ambition to attract investment, champion the CPTPP, improve information-sharing among Canadian actors in the region, and send more students to Asia to build future linkages.

In July 2025, APFC refreshed ABLAC's strategic purpose to enhance its relevance and impact. The renewed vision positions ABLAC as both an advisory body and a durable, self-sustaining network. Its focus areas now include trade and supply chain diversification, cross-border investment, and leveraging Canadian sectoral strengths. Recommendations will be more intentionally tailored to stakeholders such as federal/provincial governments, business associations, and companies. The Council will also introduce member surveys and impact

tracking tools to evaluate the value of its insights. A membership refresh is underway to ensure ABLAC continues to reflect the seniority and diversity required to inform Canada's Indo-Pacific economic engagement.

APEC Business Advisory Council (ABAC) & APEC Study Centre

Throughout the 2020-2025 reporting period, APFC significantly elevated our role as Secretariat for Canada's [APEC Business Advisory Council \(ABAC\) delegation](#) and as Canada's designated APEC Study Centre by leading research for the ABAC network in areas of importance to Canada, and to our ABAC Canada Members, Jan De Silva and Joseph Fung. These developments enabled the Foundation — and indeed, Canada — to deepen our strategic engagement with regional economic integration forums and provide timely, business-focused insight to Canadian and APEC policymakers.

Notable outputs include *Towards a Cybersecure APEC* (2022), which outlined a multi-sectoral strategy for regional cybersecurity co-operation, and two 2024 reports — [E-Formalization: How the Digital Economy Can Unlock & Empower APEC Economies](#) and [The Future of Food Security in the Asia Pacific: Insights from Business Leaders](#) — that provided actionable recommendations in support of that year's APEC priorities.

Beyond research, APFC helped profile Canada as a thought leader and innovative economy by organizing two high-profile ABAC meetings during this reporting period, a level of activity for ABAC Canada unseen in previous periods. These gatherings brought CEOs, presidents, senior executives, and business chamber leaders from across the APEC region to Vancouver in 2022 and [Toronto in 2025](#). Numerous Canadian stakeholders remarked on the value of this network's visit to Canada.

Hosting these meetings in Canada significantly amplifies the country's visibility and influence within the Asia Pacific economic architecture. In 2025, APFC and partners such as the Government of Canada strategically used the ABAC meeting to spotlight national strengths in deep technology, critical minerals, and innovation ecosystems. These meetings foster strategic relationships with some of the region's most influential economic actors, enabling partnership-building across priority industries.

Pacific Economic Cooperation Council (PECC)

APFC serves as the Secretariat for [Canada's National Committee for the Pacific Economic Cooperation \(CANCPEC\)](#), maintaining Canada's presence in this multilateral dialogue network. CANCPEC's membership was expanded over recent years, including the appointments of Jonathan Fried (Chair), Vina Nadjibulla, and Sharon Sun.

Under APFC's co-ordination, CANCPEC contributed to multiple regional initiatives, including a 2024-25 joint project with PECC Australia focused on updating the CPTPP's e-commerce chapter. This project will produce policy recommendations on data flows, consumer protection, and cybersecurity. The 2024 PECC AGM in Lima, Peru, included Canadian participation, while in 2025, CANCPEC joined a regional initiative on demographic shifts and labour shortages led by Japan and South Korea. This work helps Canadians sustain meaningful engagement in Asia Pacific economic dialogues and showcases Canadian perspectives on regional integration and digital policy.

Council for Security Cooperation in the Asia Pacific (CSCAP)

During this reporting period, APFC became the official Canadian Member Committee of the Council for Security Cooperation in the Asia Pacific (CSCAP), significantly raising Canada's profile in Indo-Pacific security dialogues. As a track 2 forum, CSCAP brings together scholars, officials, and experts in their private capacities to address regional political and security challenges. Through participation in CSCAP working groups and leadership roles, the Foundation has ensured that Canadian perspectives on regional risks and security trends are now actively shaping Asia Pacific policy discourse. In 2025, APFC assumed editorial leadership of the *CSCAP Regional Security Outlook*, elevating Canada's engagement even further.

Asia Regional Office — Singapore

A defining feature of this period was the Foundation's shift from episodic engagement in Asia to an embedded presence, exemplified by the opening of the Asia Regional Office (ARO) in Singapore in 2025. This creates a year-round base for convening, program delivery, and relationship-building in Southeast Asia and across the Indo-Pacific. With a Singapore-based regional director appointed in early 2025, the ARO has begun to host roundtables, networking events, and bilateral meetings in partnership with Canadian embassies and Asian institutions.

This operational base marks a deliberate pivot, from APFC being a purely Canada-based convener to becoming a networked institution with a direct Indo-Pacific presence capable of responding in real time to regional dynamics. This will position APFC to significantly strengthen Canada's visibility, influence, and ability to cultivate high-trust relationships with stakeholders in the Indo-Pacific.

ORGANIZATIONAL UPDATES

At the outset of the 2020-2025 period, the Asia Pacific Foundation of Canada was guided by a five-year strategic plan (2019-2024), a roadmap anchored in three phases: *Refocus*, *Strengthen*, and *Market*. The *Refocus* phase involved a consolidation and realignment of the Foundation's core programming to better reflect evolving priorities in Canada-Asia relations. In the *Strengthen* phase, APFC amplified our voice by revitalizing our brand, increasing the visibility of our work, and enhancing impact across our stakeholder base. The final *Market* phase emphasized outward-facing engagement, ensuring that the Foundation's knowledge products and organizational outputs were highly relevant, audience-informed, and effectively communicated to both Canadian and international stakeholders.

In the latter half of this reporting period, APFC's strategic direction was refreshed under new leadership, following the appointment of a new CEO in 2021, a new VP Research & Strategy, in 2023, and a new VP Operations & Partnerships, in 2024.

Between 2020 and 2025, APFC underwent a major period of internal modernization to support expanded regional reach and the implementation of expanded programs. Governance renewal, operational upgrades, policy development, and infrastructure investments all contributed to a more agile, professional, and future-ready institution capable of managing cross-border programs and strategic growth. These updates are outlined below.

Governance

The Asia Pacific Foundation of Canada is governed by a Board of Directors under the *Asia-Pacific Foundation of Canada Act*. Per section 9(a), the Chair and up to four directors are appointed by the Governor in Council on the recommendation of the Minister of Foreign Affairs; under section 9(b), up to 18 directors may be appointed by the Board. No decision of the Board may be made by a majority of directors appointed by the government. Between 2020 and 2025, the Board's composition evolved to reflect the Foundation's pan-Canadian mandate and thematic focus. A list of Board members (2020-2025) is included as an Annex.

In 2024, an expanded cadence of board meetings — from two to four per year — was introduced to align with strategic and fiscal planning. A Board workplan now supports regular governance,



HR, audit, and investment cycles, enabling deeper strategic dialogue between the Board and Executive. Board governance practices were refined during this period, and a board effectiveness self-evaluation was conducted in the autumn of 2024.

Over the 2020-2025 period, the investment portfolio of APFC's endowment fund was overseen by the Board's Investment and Revenue Committee, under the leadership of Committee Chairs (and investment professionals) John Montalbano (2020-2022) and Maili Wong (2022-2025), supported by advisory services from Ellement Consulting. **Details on the fund's growth from \$65.7 million in March 2020 to \$85.8 million by March 2025 are included in the Finance section below.**

In a major evolution in 2025, the 2005 Conditional Grant Agreement (CGA) was formally drawn to a close. This means that as of January 2025, the original \$50-million fund and its subsequent investment proceeds belong unconditionally to APFC, subject solely to the requirements of the *APFC Act* which govern the management and use of all funds in APFC's possession. With this change, a number of specific requirements of the CGA were ended, including disbursement thresholds for certain purposes and supplemental reporting obligations beyond what is required under the *APFC Act*.

At the same time as the CGA was ended, GAC and APFC signed a non-binding memorandum of understanding (annexed below) to inform consultation and engagement between APFC and GAC (as well as other federal government departments). This MOU had been under discussion for several years as a response to a recommendation of the GAC 2015-2020 evaluation of APFC, to regularize communications between the two parties.

Executive leadership

A major leadership transition occurred in 2021 with the appointment of a new President and CEO, Jeff Nankivell, whose 33-year career in Canada's foreign service included roles as consul general in Hong Kong and Macao and as director general overseeing Canada's development assistance across Asia.

In late 2023, Vina Nadjibulla joined APFC as Vice-President, Research & Strategy. Vina leads the Foundation's research, policy engagement, convening, programs, and fellowships agenda — including new programs under the Indo-Pacific Initiative — and is a frequent commentator on China, India, geopolitics, and Canadian foreign policy. She previously worked at the United Nations and brings expertise in international security, policy engagement, and strategic planning to APFC.

Effective January 2024, Laurel West assumed the role of Vice-President, Operations & Partnerships, having spent more than 35 years in Asia with The Economist Group, leading custom research units and regional events from Japan to India. At APFC she oversees events, partnerships, finance, and human resources, as well as the launch of the Asia Regional Office.

Alongside these appointments, the leadership structure expanded to include new directors (all internal promotions) in research, programs, communications, finance, and human resources, as well as the new Regional Director.

Human resources and administration

To support talent acquisition, retention, and performance, APFC introduced a new Total Remuneration Compensation Strategy based on market benchmarking and implemented a salary roadmap to ensure internal pay equity, as well as a multi-year

series of salary adjustments for most positions to catch up to benchmarking targets. This was funded in part through operational efficiencies, such as the 49 per cent reduction in head office floorspace in 2021.

APFC has maintained a steady headcount over the reporting period while greatly expanding operating

and programming budgets (see chart below). Alongside this, the Foundation has progressively rebalanced its staffing structure, increasing the proportion of senior roles to strengthen organizational stability and create clearer career progression opportunities for high-performing staff.

APFC HEADCOUNT VS. OPERATING & PROGRAMMING SCOPE

	MARCH 2021	MARCH 2022	MARCH 2023	MARCH 2024	MARCH 2025	JULY 2025
INDETERMINATE STAFF	27	24	23	28	30	29
FIXED-TERM STAFF	12	12	10	9	7	6
FIXED-TERM STAFF (APFC SINGAPORE)						4 (projected)
TOTAL	39	36	33	37	37	39
ANNUAL OPERATING & PROGRAMMING EXPENSES	\$5,369,666	\$5,521,799	\$7,685,833	\$7,548,607	\$9,555,615	\$13,238,279 (projected)

Several key organizational policies were formalized or refreshed during this period, including a Cybersecurity Policy, a Code of Conduct, a Prevention of Sexual Exploitation and Abuse Policy, and an update of the Foundation's Employee Handbook. A policy of purchasing carbon offsets for all staff travel was implemented, starting in FY24.

The Foundation transitioned to a remote work model during the COVID-19 pandemic and launched a hybrid model in June 2022, with staff in the office at least two days per week. The reduced need for workspaces created

the opportunity to downsize the physical space of the Vancouver head office, which was moved from 675 West Hastings Street to 1066 West Hastings Street in August 2021. This is a footprint reduction of 49 per cent, generating average savings on the office lease of over \$40,000 per year. The current head office lease extends to 2031, and the 675 West Hastings Street office is sublet at cost through 2027.

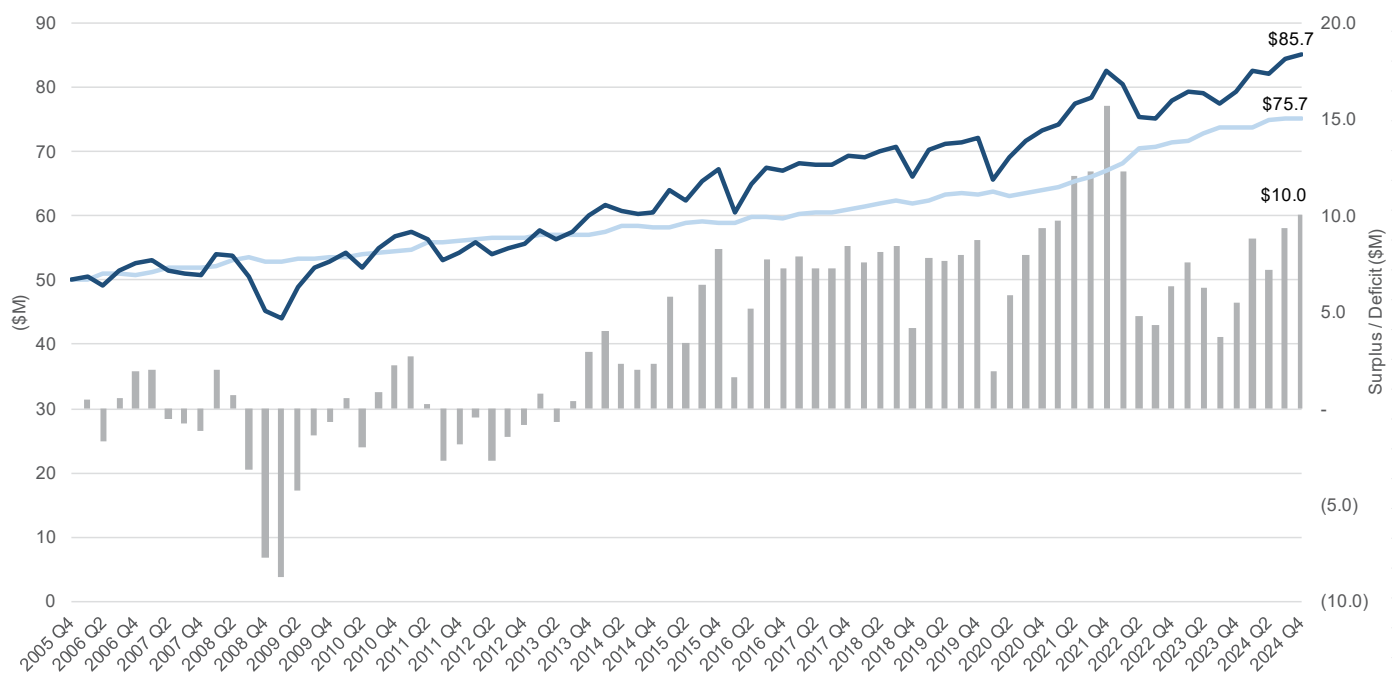
The lease of the 1,487-square-foot office at 375 University Avenue in Toronto was renewed in 2022 for a period of five years.

Finance

Financial operations underwent a major modernization at APFC over this five-year period, enabling cloud-based functionality, integration with project workflows, and improved audit readiness. Budgeting processes were revised to align with multi-year forecasting and program scaling, especially with the launch of the IPI. Key policy and process changes included updates to or implementation of an Authorized Signatory Policy, the Foundation's Procurement Policy, and an Anti-Corruption, Bribery, and Fraud Policy.

To support an expanded regional footprint in 2024-2025, APFC incorporated Asia Pacific Foundation of Canada (Singapore) Limited, established separate bank accounts to manage the IPI Grant Agreement and Contribution Agreement funds, and engaged RSM SG Assurance LLP as external auditors and Hawksford Singapore Pte Ltd as bookkeepers for the Singapore entity.

ENDOWMENT VALUATION (ACTUAL VS ENDOWED AMOUNT WITH INFLATION ADJUSTMENT)



Long-term performance of the Fund (dark blue) vs the inflation-adjusted value of the original \$50M (light blue). Note: inflation adjustment is lagged by one month.

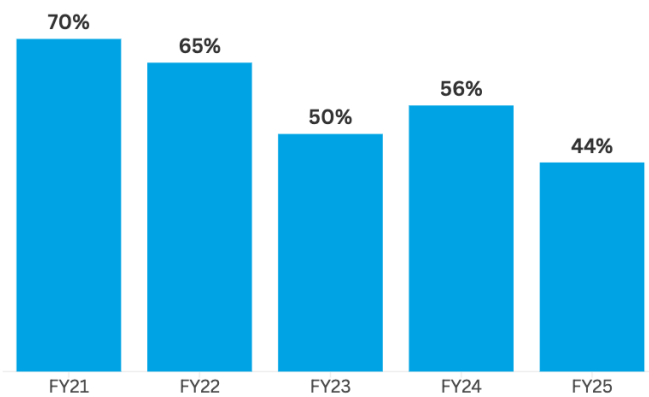
Source: Ellement Consulting

The Foundation's core operations continue to be funded primarily by income from the \$50-million endowment fund established in 2005 by the Government of Canada. **Despite global market volatility, the fund maintained strong performance, growing from**

\$65.7 million in March 2020 to \$85.8 million by March 2025. Returns generally aligned with or surpassed long-term benchmark targets, and **under the Board’s stewardship, the fund’s value was kept well above the inflation-adjusted real value of the original \$50 million** — the quarterly tracking of which was adopted by the Board in 2023 as an ongoing reporting practice. The Board also updated key fiduciary frameworks, including the Statement of Investment Policies and Procedures, incorporating environmental, social, and governance criteria to support prudent, risk-adjusted investment.

To fund core operations, the annual draw from the endowment fund approved by the Board over this period ranged from \$3.5 million in 2020-21 to a peak of \$4.37 million in 2023-24, falling to \$4.3 million in 2024-25 and a planned \$4.2 million draw for 2025-26. The variation in these amounts is due to Board decisions to step up investment in specific initiatives such as the piloting of the CAST project (2022-24), the strengthening of operational capacity to take on the external five-year, \$24.5-million IPI funding, and the establishment of the full-time position in Montréal in 2024, all in the context of strong performance by the fund’s investment portfolio and the management team’s success in securing multi-year external funding for projects.

PERCENTAGE OF INCOME FROM ENDOWMENT WITHDRAWAL



Fundraising & business development

Over this five-year period, we improved our ability to attract external funding, signalling increased relevance and stronger stakeholder engagement. This growth was driven by several internal developments including diversification of revenue sources, including sponsorships and project-specific partnerships; enhanced audience reach, which elevated the Foundation’s visibility and sponsor appeal; the launch of large-scale initiatives such as CIAC, which create attractive platforms for engagement; and a more formalized donor pipeline and stewardship strategy.

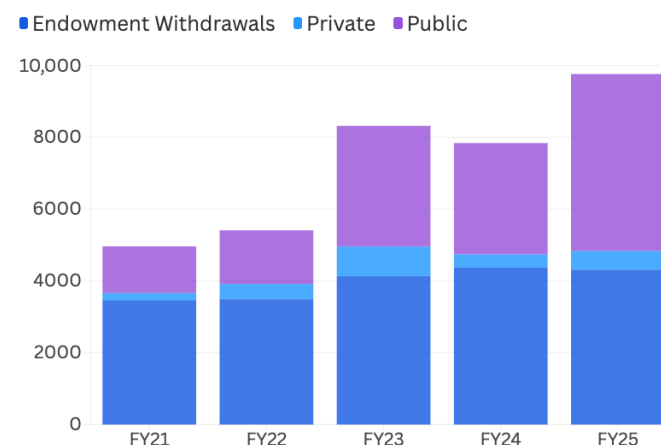
At the end of FY21, annual external funding stood at \$1.5 million. By FY23, with the initiation of CIAC, it had grown to almost \$4.2 million. Since FY23, external fundraising has remained robust. This trajectory positions APFC well to sustain and scale our role as a national platform for Indo-Pacific engagement in the years ahead.

Over this reporting period, and especially in relation to CIAC, APFC has greatly increased and diversified external funding sources. This includes contributions from a greater variety of public sector sources, including federal departments such as the Department of National Defence and Agriculture and Agri-Food Canada, and provincial governments including Saskatchewan, Ontario and Quebec; private sector funders across multiple priority industries, including a

number of financial services companies, Bombardier, Cameco, and Fasken; and university partners from across the country. The Foundation also attracted funding from a broader number of public institutions such as FinDev Canada, IDRC, Farm Credit Canada, CPP Investments, and Canada’s Digital Supercluster.

However, this period was not without setbacks for fundraising and business development. Given economic shocks and uncertainty — starting with the COVID-19 pandemic and ending with global trade disruptions — private sector funding, in particular, was unpredictable and challenging to secure. This was particularly true for projects without significant branding potential, such as CAST. While we tried to engage private sector funders from the Tracker’s target audience, this effort was unsuccessful and is part of the reason CAST was decommissioned.

REVENUE SOURCES (FY21-FY25)



Communications & public engagement

Between 2022 and 2024, APFC completed a comprehensive visual rebranding, refreshing our logo, templates, and digital voice to better reflect our global positioning. A full website overhaul launched in 2023 improved information architecture, content accessibility, and usability. This was all completed in-house.

Digital outreach efforts significantly expanded, including:

- Launch of new podcast and video series (e.g. “Asia Pacific Conversations”, “Kakehashi Conversations”, and “Quebec Conversations”);
- Creation of APFC-branded microsites for the Canada-in-Asia Conference series and the CPTPP Portal project;
- Bilingual production of APFC newsletters and knowledge outputs;
- Encore audio and video presentations of major events and engagements; and,
- Strategic campaigns tied to major programs and summits utilizing traditional and new media assets across multiple channels, including social media.

APFC’s web audience and social media followers grew by 52 per cent and 71 per cent, respectively, during this period, while user experience improvements led to increased time on site and cross-platform retention.

LOOKING FORWARD: 2025–2030

As the Asia Pacific Foundation of Canada concludes our 2020-2025 reporting period, we do so from a position of strengthened capacity, increased output, and growing regional presence. The years ahead will require no less ambition or adaptability. In 2025-2026, the Foundation will undertake a new strategic planning process to chart our path forward. This process will engage the Board, staff, Fellows, and key stakeholders to ensure that the Foundation's priorities remain aligned with national interests, international trends, and evolving Canada-Asia dynamics.

The upcoming strategic plan will be developed in the context of a complex and fast-shifting geopolitical and economic environment. Rising regional tensions, the trade diversification imperative, the weaponization of trade and technology, and climate-related disruptions are reshaping the Indo-Pacific's strategic landscape. Meanwhile, Canada's foreign policy approach and trade and investment landscape are evolving, generating demand for more nuanced, sustained, pragmatic, and inclusive engagement with the region. The Foundation is well-positioned to support this evolution.

Building on the momentum of major new initiatives, our focus will remain on amplifying Canadian capabilities and values while ensuring that domestic and international stakeholders have access to the insights, connections, and strategies needed to navigate the Indo-Pacific of tomorrow.

As it prepares for this next chapter, the Asia Pacific Foundation of Canada will continue to be guided by our statutory mandate, our commitment to the Canadian public interest, and our vision of a resilient, well-connected, Asia-competent Canada.

ANNEXES

List of Board Members & Board Committee Chairs (2020–2025)

Asia Pacific Foundation of Canada Act (1984)

Agreement with GAC on Termination of 2005 Conditional Grant Agreement (2025)

Memorandum of Understanding with Global Affairs Canada (2025)



The background features a dark blue-grey field with flowing, organic, wavy lines in a slightly lighter shade of blue. A solid red vertical bar runs along the left edge of the frame.

ANNEXES



List of Board Members & Board Committee Chairs (2020 – 2025)

- Stewart Beck (APFC CEO, 2014 – 2021)
- Hon. Baljit S. Chadha (2023 – Present)
- Jean Charest (2015 - 2021)
- Melissa Chee (2023 – Present)
- Kevin Falcon (2013 – 2022)
- Brian Gallant (2019 – Present)
- Melissa Kennedy (2019 – Present) (Governance, HR & Compensation Chair 2024 – Present)
- John Knubley (2019 – Present)
- Grant J. Kook (2024 – Present)
- Christopher Labelle (2019 – 2022)
- David Lederhendler (2023 – Present)
- Paul Lee (2015 – 2024) (Audit and Evaluation Chair 2018 – 2024)
- Kevin Lynch (2012 – 2021)
- John Montalbano (2017 – 2022) (Investment and Revenue Chair 2018 – 2022)
- Marie-Lucie Morin (2014 – 2020) (Board Vice-Chair 2016 – 2020)
- Lois Nahirney (2018 – Present) (Governance, HR & Compensation Chair 2021 – 2023)
- Jeff Nankivell (APFC CEO 2021 – Present)
- Eoin Ó hÓgáin (2021 – Present) (Audit and Evaluation Chair 2024 – Present)
- Hon. Pierre Pettigrew (Board Chair 2019 – Present)
- Sandra Pupatello (2015 – 2021) (Governance Chair 2019 – 2021)
- Suromitra Sanatani (2023 – Present)
- Constance Sugiyama (2019 – 2024)
- Lisa de Wilde (2019 – Present) (Board Vice-Chair 2022 – Present)
- Maili Wong (2021 – Present) (Investment and Revenue Chair 2022 – Present)



CANADA

CONSOLIDATION

CODIFICATION

Asia-Pacific Foundation of Canada Act

Loi sur la Fondation Asie- Pacifique du Canada

R.S.C., 1985, c. A-13

L.R.C. (1985), ch. A-13

Current to August 21, 2025

À jour au 21 août 2025

Last amended on March 16, 2012

Dernière modification le 16 mars 2012

OFFICIAL STATUS OF CONSOLIDATIONS

Subsections 31(1) and (2) of the *Legislation Revision and Consolidation Act*, in force on June 1, 2009, provide as follows:

Published consolidation is evidence

31 (1) Every copy of a consolidated statute or consolidated regulation published by the Minister under this Act in either print or electronic form is evidence of that statute or regulation and of its contents and every copy purporting to be published by the Minister is deemed to be so published, unless the contrary is shown.

Inconsistencies in Acts

(2) In the event of an inconsistency between a consolidated statute published by the Minister under this Act and the original statute or a subsequent amendment as certified by the Clerk of the Parliaments under the *Publication of Statutes Act*, the original statute or amendment prevails to the extent of the inconsistency.

LAYOUT

The notes that appeared in the left or right margins are now in boldface text directly above the provisions to which they relate. They form no part of the enactment, but are inserted for convenience of reference only.

NOTE

This consolidation is current to August 21, 2025. The last amendments came into force on March 16, 2012. Any amendments that were not in force as of August 21, 2025 are set out at the end of this document under the heading “Amendments Not in Force”.

CARACTÈRE OFFICIEL DES CODIFICATIONS

Les paragraphes 31(1) et (2) de la *Loi sur la révision et la codification des textes législatifs*, en vigueur le 1^{er} juin 2009, prévoient ce qui suit :

Codifications comme élément de preuve

31 (1) Tout exemplaire d'une loi codifiée ou d'un règlement codifié, publié par le ministre en vertu de la présente loi sur support papier ou sur support électronique, fait foi de cette loi ou de ce règlement et de son contenu. Tout exemplaire donné comme publié par le ministre est réputé avoir été ainsi publié, sauf preuve contraire.

Incompatibilité — lois

(2) Les dispositions de la loi d'origine avec ses modifications subséquentes par le greffier des Parlements en vertu de la *Loi sur la publication des lois* l'emportent sur les dispositions incompatibles de la loi codifiée publiée par le ministre en vertu de la présente loi.

MISE EN PAGE

Les notes apparaissant auparavant dans les marges de droite ou de gauche se retrouvent maintenant en caractères gras juste au-dessus de la disposition à laquelle elles se rattachent. Elles ne font pas partie du texte, n'y figurant qu'à titre de repère ou d'information.

NOTE

Cette codification est à jour au 21 août 2025. Les dernières modifications sont entrées en vigueur le 16 mars 2012. Toutes modifications qui n'étaient pas en vigueur au 21 août 2025 sont énoncées à la fin de ce document sous le titre « Modifications non en vigueur ».

TABLE OF PROVISIONS

An Act to establish the Asia-Pacific Foundation of Canada

	Short Title
1	Short title
	Foundation Established
2	Foundation established
	Purpose of Foundation
3	Purpose of Foundation
	Powers
4	Powers
5	Capacity in Canada
6	Extraterritorial capacity
	Organization
7	Board of Directors
9	Appointment to the Board
10	Appointments from provinces
10.1	Representation and experience
10.2	Ineligibility
11	Term of office
12	Re-appointment
12.1	Removal from office
	General
13	Role of Chairperson
14	Vice-Chairperson
15	Principal office
16	Meetings
16.1	Directors without voting rights
16.2	Duty of care
16.3	Indemnification
16.4	Restriction
16.5	Delegation by Board

TABLE ANALYTIQUE

Loi constituant la Fondation Asie-Pacifique du Canada

	Titre abrégé
1	Titre abrégé
	Constitution de la fondation
2	Constitution
	Mission
3	Mission
	Pouvoirs
4	Pouvoirs
5	Capacité au Canada
6	Capacité extraterritoriale
	Organisation
7	Conseil d'administration
9	Nomination au conseil
10	Contributions provinciales
10.1	Représentativité et connaissances
10.2	Inadmissibilité
11	Durée du mandat
12	Reconduction
12.1	Révocation
	Dispositions générales
13	Attributions du président du conseil
14	Vice-président
15	Siège
16	Réunions
16.1	Administrateur sans droit de vote
16.2	Diligence
16.3	Indemnisation
16.4	Restriction
16.5	Délégation par le conseil

16.6 Both official languages to be used

President and Staff

17 Appointment and role

18 If appointed from Board

19 Term of office

20 Re-appointment

21 Acting President

Remuneration and Expenses

22 Chairperson and other directors

23 President

24 Acting President

Committees

25 Committees

25.1 Audit and evaluation committee

By-laws

26 By-laws

Status of Foundation

27 Not agent of Her Majesty

27.1 Foundation not owned by Crown

Registered Charity

28 Foundation deemed registered charity

29 Ceases to be registered charity

30 Profits

Financial

33 Grants, contributions and donations

33.1 Investment policies

33.2 Investments

Winding-up

34 Meaning of eligible recipient

Audit

35 Auditor

35.1 Audit

16.6 Langues officielles

Président et personnel

17 Attributions

18 Choix au sein du conseil

19 Durée du mandat

20 Reconduction

21 Président intérimaire

Indemnités et frais

22 Président du conseil et autres administrateurs

23 Président de la Fondation

24 Président intérimaire

Comités

25 Comités

25.1 Comité de vérification et d'évaluation

Règlements administratifs

26 Règlements administratifs

Statut de la fondation

27 Statut

27.1 Indépendance

Organisme de charité enregistré

28 Assimilation à un organisme de bienfaisance enregistré

29 Cessation de l'assimilation

30 Bénéfices

Dispositions financières

33 Subventions, contributions et dons à la Fondation

33.1 Normes en matière de placement

33.2 Placements

Liquidation

34 Sens de bénéficiaire admissible

Vérification

35 Vérificateur

35.1 Vérification

Report

36 Annual report

Review

37 Review

Rapport

36 Rapport annuel

Examen

37 Examen



R.S.C., 1985, c. A-13

L.R.C., 1985, ch. A-13

An Act to establish the Asia-Pacific Foundation of Canada

Loi constituant la Fondation Asie-Pacifique du Canada

Short Title

Titre abrégé

Short title

1 This Act may be cited as the *Asia-Pacific Foundation of Canada Act*.

1984, c. 12, s. 1.

Titre abrégé

1 *Loi sur la Fondation Asie-Pacifique du Canada.*

1984, ch. 12, art. 1.

Foundation Established

Constitution de la fondation

Foundation established

2 There is hereby established a corporation to be known as the Asia-Pacific Foundation of Canada, in this Act referred to as the “Foundation”.

1984, c. 12, s. 2.

Constitution

2 Est constituée la Fondation Asie-Pacifique du Canada, dotée de la personnalité morale et désignée dans la présente loi sous le nom de « Fondation ».

1984, ch. 12, art. 2.

Purpose of Foundation

Mission

Purpose of Foundation

3 The purpose of the Foundation is to develop closer ties between the peoples and institutions of Canada and the peoples and institutions of the Asia-Pacific region 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 by

(a) promoting mutual awareness and understanding of the cultures, histories, religions, philosophies, languages, life styles and aspirations in the Asia-Pacific region and Canada and their effects on each other's societies;

(a.1) promoting dialogue on, and understanding of, foreign policy issues as they relate to Canada and the Asia-Pacific region;

(b) supporting development cooperation between organizations, institutions and associations in Canada and in the Asia-Pacific region;

Mission

3 La Fondation a pour mission de resserrer les liens entre les peuples du Canada et de la région Asie-Pacifique, d'établir des rapprochements entre leurs institutions et d'encourager le renforcement des capacités des personnes et entités qui partagent un intérêt pour la région Asie-Pacifique et l'établissement de réseaux entre elles, grâce aux actions suivantes :

a) sensibilisation réciproque aux langues, aux cultures, à l'histoire, aux religions, aux philosophies, aux modes de vie et aux aspirations du Canada et de la région Asie-Pacifique, ainsi qu'à leurs effets sur chacune des sociétés en cause;

a.1) encouragement au dialogue sur les questions de politique étrangère propres au Canada et à la région Asie-Pacifique et sensibilisation à l'égard de celles-ci;

(c) promoting collaboration among organizations, institutions and associations in private and public sectors in Canada and in the Asia-Pacific region;

(d) promoting closer economic and commercial ties between Canada and the Asia-Pacific region;

(e) promoting, 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; and

(f) collecting information and ideas relating to Canada and the Asia-Pacific region and disseminating such information and ideas within Canada and the Asia-Pacific region.

R.S., 1985, c. A-13, s. 3; 2005, c. 30, s. 60.

Powers

Powers

4 The Foundation has the capacity of a natural person and, without restricting the generality of the foregoing, the Foundation may,

(a) initiate, finance and administer programs and activities relevant to its purpose;

(b) support, assist and implement programs and activities by government, public or private organizations and agencies or by individuals for the furtherance of its purpose;

(c) enter into contracts or agreements with governments, public or private organizations and agencies or with individuals;

(d) publish or otherwise disseminate information of all kinds related to its purpose;

(e) sponsor or support conferences, seminars and other meetings related to its purpose;

(f) establish, maintain and operate information and data centres and facilities for research and other activities related to its purpose;

(g) establish and award scholarships or fellowships for study related to its purpose;

(h) give recognition, by such means as it deems appropriate, for outstanding contributions to the

b) appui à la coopération en matière de développement entre organisations, institutions et associations du Canada et de la région Asie-Pacifique;

c) encouragement à la collaboration entre organisations, institutions et associations des secteurs public et privé du Canada et de la région Asie-Pacifique;

d) incitation au rapprochement économique et commercial du Canada et de la région Asie-Pacifique;

e) encouragement, au Canada et dans la région Asie-Pacifique, à des études de haut niveau et à l'acquisition de connaissances spécialisées en matière économique, culturelle, sociale ou autre les intéressant réciproquement;

f) collecte d'informations et d'idées sur le Canada et la région Asie-Pacifique et leur diffusion au Canada et dans cette région.

L.R. (1985), ch. A-13, art. 3; 2005, ch. 30, art. 60.

Pouvoirs

Pouvoirs

4 La Fondation a la capacité d'une personne physique et peut notamment :

a) lancer, financer et gérer des programmes et activités relatifs à sa mission;

b) dans le cadre de sa mission, appuyer, aider et mettre en œuvre des programmes et activités entrepris par les pouvoirs publics, par des organisations ou organismes publics ou privés ou par des particuliers;

c) conclure des contrats ou des accords avec les pouvoirs publics, des organisations ou organismes publics ou privés ou des particuliers;

d) diffuser, par publication ou autres moyens, des informations de toutes sortes relatives à sa mission;

e) appuyer ou prendre en charge la tenue de congrès, colloques ou autres réunions relatifs à sa mission;

f) constituer et exploiter des centres ou établissements d'informations et de données en vue de recherches et d'autres activités relatives à sa mission;

g) créer et attribuer des bourses d'études dans des domaines liés à sa mission;

development of Canada's relationship with countries of the Asia-Pacific region;

(i) acquire and hold real property or any interest therein and sell or otherwise dispose of the same;

(j) acquire any property, money or securities by gift, bequest or otherwise, and hold, expend, invest, administer or dispose of any such property, money or securities subject to the terms, if any, on which the property, money or securities is given, bequeathed or otherwise made available to the Foundation;

(k) expend, for the purpose of the Foundation, such moneys as may be appropriated by Parliament or by any other government for the activities of the Foundation or received by it through the conduct of its operations;

(l) expend, for the purpose of the Foundation, all amounts received by it as grants, contributions and donations of money for its activities; and

(m) do such other things as are conducive to the fulfilment of its purpose and to the exercise of its powers.

R.S., 1985, c. A-13, s. 4; 2005, c. 30, s. 61.

Capacity in Canada

5 The Foundation may carry on its activities throughout Canada.

1984, c. 12, s. 5.

Extraterritorial capacity

6 The Foundation has the capacity to carry on its activities and affairs and to exercise its powers in any jurisdiction outside Canada to the extent that the laws of that jurisdiction permit.

1984, c. 12, s. 6.

Organization

Board of Directors

7 The affairs of the Foundation are to be managed by a Board of Directors, in this Act referred to as the "Board".

R.S., 1985, c. A-13, s. 7; 2005, c. 30, s. 62.

8 [Repealed, 2005, c. 30, s. 63]

Appointment to the Board

9 The Board consists of the following directors:

(a) the Chairperson and up to four other directors appointed by the Governor in Council, on the recommendation of the Minister of Foreign Affairs, in this

h) décerner les distinctions qu'elle juge indiquées pour les contributions exceptionnelles faites au développement des relations du Canada avec les pays de la région Asie-Pacifique;

i) acquérir, détenir ou aliéner des biens immobiliers ou des droits sur ces biens;

j) acquérir, par don, legs ou autre mode de libéralités, des biens, notamment sous forme d'argent ou de valeurs mobilières, et les détenir, employer, investir, gérer ou aliéner, pourvu qu'elle respecte les conditions dont sont assorties ces libéralités;

k) employer, dans le cadre de sa mission, les crédits qui peuvent lui être affectés par le Parlement ou tout autre gouvernement pour ses activités ou les recettes provenant de ses opérations;

l) employer, dans le cadre de sa mission, les sommes reçues à titre de subventions, de contributions ou de dons d'argent pour ses activités;

m) prendre toute autre mesure utile à la poursuite de sa mission et à l'exercice de ses attributions.

L.R. (1985), ch. A-13, art. 4; 2005, ch. 30, art. 61.

Capacité au Canada

5 La Fondation peut exercer ses activités dans tout le Canada.

1984, ch. 12, art. 5.

Capacité extraterritoriale

6 La Fondation possède la capacité d'exercer ses activités et ses pouvoirs à l'étranger dans les limites du droit applicable en l'espèce.

1984, ch. 12, art. 6.

Organisation

Conseil d'administration

7 Le conseil d'administration (ci-après le « conseil ») assure la conduite des affaires de la Fondation.

L.R. (1985), ch. A-13, art. 7; 2005, ch. 30, art. 62.

8 [Abrogé, 2005, ch. 30, art. 63]

Nomination au conseil

9 Le conseil se compose des administrateurs suivants :

a) le président du conseil et jusqu'à quatre autres administrateurs nommés par le gouverneur en conseil

Act referred to as the “Minister”, after the Minister has consulted with the Board;

(b) up to eighteen directors appointed by the Board after consultations with the governments of the provinces and any interested individuals, corporations and organizations; and

(c) the President of the Foundation appointed under section 17.

R.S., 1985, c. A-13, s. 9; 1995, c. 5, s. 25; 2005, c. 30, s. 64; 2010, c. 12, s. 1654.

Appointments from provinces

10 When considering the appointment to the Board under paragraph 9(b) of any person proposed by the government of a province, the Board, subject to the criteria that it may establish for the purpose, is to have regard to the amounts contributed to the Foundation by that province.

R.S., 1985, c. A-13, s. 10; 2005, c. 30, s. 65.

Representation and experience

10.1 The appointment of directors is to be made from persons whose background or experience would assist the Foundation in the fulfilment of its purpose and having regard to the following considerations:

(a) the need to ensure, as far as possible, that at least one half of the membership has experience or expertise concerning relations between Canada and the Asia-Pacific region;

(b) the need for a membership that has sufficient knowledge of corporate governance, investment management, auditing and evaluations; and

(c) the importance of having membership that is representative of Canadian society.

2005, c. 30, s. 65.

Ineligibility

10.2 A person is not eligible to be appointed as a director if the person is a member of the Senate or the House of Commons.

2005, c. 30, s. 65.

Term of office

11 The term of office of every director appointed in accordance with paragraphs 9(a) and (b) may not exceed three years.

R.S., 1985, c. A-13, s. 11; 1992, c. 1, s. 7.

sur la recommandation du ministre des Affaires étrangères (ci-après le « ministre »), après consultation par celui-ci du conseil;

b) jusqu'à dix-huit administrateurs nommés par le conseil, après consultation des gouvernements provinciaux ainsi que des organisations, particuliers et personnes morales intéressés;

c) le président de la Fondation nommé en conformité avec l'article 17.

L.R. (1985), ch. A-13, art. 9; 1995, ch. 5, art. 25; 2005, ch. 30, art. 64; 2010, ch. 12, art. 1654.

Contributions provinciales

10 Avant de procéder, au titre de l'alinéa 9b), à la nomination d'un candidat proposé par un gouvernement provincial, le conseil tient compte, sous réserve de tout autre critère qu'il peut établir à cette fin, des contributions versées par cette province à la Fondation.

L.R. (1985), ch. A-13, art. 10; 2005, ch. 30, art. 65.

Représentativité et connaissances

10.1 Les administrateurs doivent avoir la formation ou l'expérience propres à aider la Fondation à remplir sa mission et sont choisis compte tenu des éléments suivants :

a) la nécessité de former, dans la mesure du possible, un conseil dont au moins la moitié des membres ont de l'expérience ou une expertise dans le domaine des relations entre le Canada et la région Asie-Pacifique;

b) la nécessité de former un conseil qui, collectivement, dispose de connaissances suffisantes en administration des sociétés, en gestion de placements et en vérification et évaluation;

c) l'importance de former un conseil représentatif de la société canadienne.

2005, ch. 30, art. 65.

Inadmissibilité

10.2 La fonction d'administrateur est incompatible avec celle de sénateur ou de député.

2005, ch. 30, art. 65.

Durée du mandat

11 La durée maximale du mandat de chaque administrateur nommé en conformité avec les alinéas 9a) et b) est de trois ans.

L.R. (1985), ch. A-13, art. 11; 1992, ch. 1, art. 7.

Re-appointment

12 Subject to section 20, every director, including the Chairperson, whose term of office has expired is eligible for re-appointment to the Board in the same or another capacity but no person may be appointed to the Board more than three times.

R.S., 1985, c. A-13, s. 12; 2005, c. 30, s. 80(E).

Removal from office

12.1 The Chairperson and any director appointed under paragraph 9(a) may be removed for cause by the Governor in Council. Any director appointed under paragraph 9(b) may be removed for cause by the Board.

2005, c. 30, s. 66.

General

Role of Chairperson

13 The Chairperson shall preside at meetings of the Board and may perform such other duties as are assigned to him by the Board.

R.S., 1985, c. A-13, s. 13; 2005, c. 30, s. 80(E).

Vice-Chairperson

14 The Board may elect from among its members a Vice-Chairperson who, in the event of the absence or incapacity of the Chairperson, or if the office of Chairperson is vacant, has all the duties and functions of the Chairperson.

R.S., 1985, c. A-13, s. 14; 2005, c. 30, s. 80(E).

Principal office

15 The principal office of the Foundation shall be in Vancouver.

1984, c. 12, s. 15.

Meetings

16 The Board shall meet at such times and places as the Chairperson deems necessary, but it shall meet at least twice in each year, with at least one meeting at the principal office of the Foundation.

R.S., 1985, c. A-13, s. 16; 2005, c. 30, s. 80(E).

Directors without voting rights

16.1 A director who is part of the federal public administration does not have the right to vote on any matter before the Board or a committee of the Board.

2005, c. 30, ss. 67, 81(E).

Duty of care

16.2 The Chairperson, the President and every other director of the Foundation, in exercising any of their powers and in discharging any of their duties, shall

Reconduction

12 Sous réserve de l'article 20, le mandat de chaque administrateur, y compris celui du président du conseil, peut être reconduit, à des fonctions identiques ou non, mais personne ne peut être nommé au conseil pour plus de trois mandats.

L.R. (1985), ch. A-13, art. 12; 2005, ch. 30, art. 80(A).

Révocation

12.1 Le président du conseil, de même que tout autre administrateur nommé en application des alinéas 9a) ou b), peut faire l'objet d'une révocation motivée de la part de l'autorité qui l'a nommé.

2005, ch. 30, art. 66.

Dispositions générales

Attributions du président du conseil

13 Le président du conseil en dirige les réunions et peut exercer les autres fonctions que le conseil lui attribue.

L.R. (1985), ch. A-13, art. 13; 2005, ch. 30, art. 80(A).

Vice-président

14 Le conseil peut choisir parmi ses membres un vice-président qui, en cas d'absence ou d'empêchement du président du conseil ou de vacance de son poste, assume la présidence du conseil.

L.R. (1985), ch. A-13, art. 14; 2005, ch. 30, art. 80(A).

Siège

15 Le siège de la Fondation est fixé à Vancouver.

1984, ch. 12, art. 15.

Réunions

16 Le conseil se réunit aux dates, heures et lieux fixés par le président du conseil; il tient un minimum de deux réunions par an, dont au moins une au siège de la Fondation.

L.R. (1985), ch. A-13, art. 16; 2005, ch. 30, art. 80(A).

Administrateur sans droit de vote

16.1 L'administrateur qui fait partie de l'administration publique fédérale n'a pas droit de vote sur les questions soumises au conseil ou à ses comités.

2005, ch. 30, art. 67 et 81(A).

Diligence

16.2 Le président du conseil, le président de la Fondation et les autres administrateurs agissent, dans l'exercice de leurs attributions :

(a) act honestly and in good faith with a view to the best interests of the Foundation;

(b) exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances; and

(c) comply with this Act and the by-laws of the Foundation.

2005, c. 30, s. 67.

Indemnification

16.3 Except in respect of an action by or on behalf of the Foundation to procure a judgment in its favour, the Foundation may indemnify a present or former Chairperson, President or other director or officer of the Foundation against all costs, charges and expenses, including amounts paid to settle an action or to satisfy a judgment, that are reasonably incurred by him or her in respect of any civil, criminal or administrative action or proceeding to which he or she is a party by reason of being or having been a director or officer of the Foundation, if

(a) he or she acted honestly and in good faith with a view to the best interests of the Foundation; and

(b) in the case of a criminal or administrative action or proceeding enforced by a monetary penalty, he or she had reasonable grounds for believing that the impugned conduct was lawful.

2005, c. 30, s. 67.

Restriction

16.4 The Board or a committee of the Board may not, for the purpose of making a decision other than a decision to appoint a director under paragraph 9(b), be comprised of a majority of directors appointed under paragraph 9(a) who have the right to vote.

2005, c. 30, s. 67.

Delegation by Board

16.5 (1) The Board may delegate to the Chairperson, a committee of directors or an officer of the Foundation any of the powers or rights of the Board.

Restrictions on delegation

(2) The Board may not, however, delegate any power or right of the Board

(a) to make, amend or repeal by-laws;

(b) to appoint directors to, or fill vacancies on, a committee of the Board;

a) avec intégrité et de bonne foi pour servir au mieux les intérêts de la Fondation;

b) avec le soin, la diligence et la compétence dont ferait preuve, en pareilles circonstances, une personne prudente;

c) conformément à la présente loi et aux règlements administratifs de la Fondation.

2005, ch. 30, art. 67.

Indemnisation

16.3 Sauf dans le cadre d'actions intentées par elle ou pour son compte en vue d'obtenir un jugement favorable, la Fondation peut indemniser ses administrateurs ou ses dirigeants — ou leurs prédécesseurs — de tous leurs frais — y compris les sommes versées en règlement d'une action ou pour exécuter un jugement — entraînés par des instances civiles, pénales ou administratives auxquelles ils étaient parties en cette qualité, si les conditions suivantes sont réunies :

a) ils ont agi avec intégrité et bonne foi pour servir au mieux les intérêts de la Fondation;

b) dans le cas d'une instance pénale ou administrative où une sanction pécuniaire est imposée, ils avaient de bonnes raisons de croire que leur conduite était conforme à la loi.

2005, ch. 30, art. 67.

Restriction

16.4 Les administrateurs nommés en application de l'alinéa 9a) et ayant droit de vote ne peuvent former la majorité des administrateurs nécessaires pour la prise d'une décision du conseil ou de l'un de ses comités, sauf celle de nommer un administrateur en application de l'alinéa 9b).

2005, ch. 30, art. 67.

Délégation par le conseil

16.5 (1) Le conseil peut déléguer tout ou partie de ses pouvoirs ou de ses droits au président du conseil, à un comité d'administrateurs ou à un dirigeant de la Fondation.

Restrictions

(2) Toutefois, il ne peut déléguer les pouvoirs ou droits suivants :

a) prendre, modifier ou abroger des règlements administratifs;

- (c) to appoint officers of the Foundation or fix their remuneration;
- (d) to accept grants, contributions and donations; or
- (e) to approve the annual financial statements or annual reports of the Foundation.

2005, c. 30, s. 67.

Both official languages to be used

16.6 The Foundation shall offer its services in both official languages.

2005, c. 30, s. 67.

President and Staff

Appointment and role

17 (1) The Board shall appoint a President of the Foundation who shall have supervision over and direction of the activities and staff of the Foundation.

Experience, expertise and other qualifications

(2) In order to be appointed as President, a person must have experience or expertise concerning relations between Canada and the Asia-Pacific region and must possess any other qualifications specified by the Board.

Transparent and competitive process

(3) The President must be selected through a transparent and competitive process.

R.S., 1985, c. A-13, s. 17; 2005, c. 30, s. 68.

If appointed from Board

18 Where the President is appointed from among the members of the Board, another director may be appointed in his place in accordance with paragraphs 9(a) or (b), as the case may be.

R.S., 1985, c. A-13, s. 18; 2005, c. 30, s. 69(F).

Term of office

19 The term of office of the President may not exceed three years, but the Board may remove the President from office at any time.

R.S., 1985, c. A-13, s. 19; 1992, c. 1, s. 8; 2005, c. 30, s. 69(F).

Re-appointment

20 A President whose term of office has expired is eligible for re-appointment in that capacity but no person may be appointed as President more than three times.

R.S., 1985, c. A-13, s. 20; 2005, c. 30, s. 70.

b) nommer des administrateurs à un comité du conseil, ou y combler les vacances;

c) nommer les dirigeants de la Fondation ou fixer leur rémunération;

d) accepter des subventions, contributions et dons;

e) approuver les états financiers annuels ou le rapport annuel de la Fondation.

2005, ch. 30, art. 67.

Langues officielles

16.6 La Fondation offre ses services dans les deux langues officielles.

2005, ch. 30, art. 67.

Président et personnel

Attributions

17 (1) Le conseil nomme le président de la Fondation, qui en assure la direction et contrôle la gestion du personnel.

Expérience ou expertise et autres qualités

(2) Le président de la Fondation doit avoir, à sa nomination, une expérience ou une expertise démontrées dans le domaine des relations entre le Canada et la région Asie-Pacifique et toute autre qualité précisée par le conseil.

Processus transparent

(3) La nomination se fait selon un mode de sélection compétitif, dans le cadre d'un processus transparent.

L.R. (1985), ch. A-13, art. 17; 2005, ch. 30, art. 68.

Choix au sein du conseil

18 Si le président de la Fondation est choisi parmi les membres du conseil, un autre administrateur peut être nommé à sa place en conformité avec les alinéas 9 a) ou b), selon le cas.

L.R. (1985), ch. A-13, art. 18; 2005, ch. 30, art. 69(F).

Durée du mandat

19 La durée maximale du mandat du président de la Fondation est de trois ans, mais le conseil peut à tout moment le démettre de ses fonctions.

L.R. (1985), ch. A-13, art. 19; 1992, ch. 1, art. 8; 2005, ch. 30, art. 69(F).

Reconduction

20 Le président de la Fondation peut être reconduit dans ses fonctions, mais personne ne peut être nommé président pour plus de trois mandats.

L.R. (1985), ch. A-13, art. 20; 2005, ch. 30, art. 70.

Acting President

21 The Board may authorize any director of the Board or any officer or employee of the Foundation to act as President in the event that the President is absent or incapacitated or if the office of the President is vacant.

R.S., 1985, c. A-13, s. 21; 2005, c. 30, s. 71(F).

Remuneration and Expenses

Chairperson and other directors

22 The Chairperson and the other directors, other than the President, shall serve without remuneration, but may be paid such travel and living expenses while absent from their ordinary place of residence in connection with the activities of the Foundation as are fixed by by-law of the Board.

R.S., 1985, c. A-13, s. 22; 2005, c. 30, ss. 71(F), 80(E).

President

23 The President shall be paid such remuneration and expenses as are fixed by the Board.

R.S., 1985, c. A-13, s. 23; 2005, c. 30, s. 71(F).

Acting President

24 An acting President shall be paid such remuneration and expenses as are fixed by the Board.

1984, c. 12, s. 24.

Committees

Committees

25 The Board may appoint an Executive Committee or advisory or other committees under such terms and conditions as the Board may by by-law provide.

1984, c. 12, s. 25.

Audit and evaluation committee

25.1 (1) The Board shall appoint an audit and evaluation committee consisting of not fewer than three directors and fix the duties and functions of the committee and may, by by-law, provide for the payment of expenses to the members of the committee.

Internal audit

(2) In addition to any other duties and functions that it is required to perform, the audit and evaluation committee shall cause internal audits to be conducted to ensure compliance by the officers and employees of the Foundation with management systems and controls established by the Board.

2005, c. 30, s. 72.

Président intérimaire

21 En cas d'absence ou d'empêchement du président de la Fondation ou de vacance de son poste, le conseil peut autoriser un administrateur ou tout dirigeant ou employé de la Fondation à assurer l'intérim.

L.R. (1985), ch. A-13, art. 21; 2005, ch. 30, art. 71(F).

Indemnités et frais

Président du conseil et autres administrateurs

22 Le président du conseil et les autres administrateurs, sauf le président de la Fondation, n'ont droit à aucune rémunération mais peuvent recevoir des frais de déplacement et de séjour, fixés par règlement administratif, pour leur participation aux activités de la Fondation hors de leur lieu habituel de résidence.

L.R. (1985), ch. A-13, art. 22; 2005, ch. 30, art. 71(F) et 80(A).

Président de la Fondation

23 Le président de la Fondation reçoit la rémunération et les frais fixés par le conseil.

L.R. (1985), ch. A-13, art. 23; 2005, ch. 30, art. 71(F).

Président intérimaire

24 Le président intérimaire reçoit la rémunération et les frais fixés par le conseil.

1984, ch. 12, art. 24.

Comités

Comités

25 Le conseil peut constituer un comité directeur, un comité consultatif ou tout autre comité en conformité avec ses règlements administratifs.

1984, ch. 12, art. 25.

Comité de vérification et d'évaluation

25.1 (1) Le conseil constitue un comité de vérification et d'évaluation, composé d'au moins trois administrateurs, et en fixe les attributions; il peut, par règlement administratif, prévoir le remboursement des frais exposés par les membres du comité.

Vérification interne

(2) Dans le cadre de ses attributions, le comité de vérification et d'évaluation fait procéder à des vérifications internes afin de s'assurer du respect, par les dirigeants et les employés de la Fondation, des mécanismes de contrôle et des systèmes de gestion établis par le conseil.

2005, ch. 30, art. 72.

By-laws

By-laws

26 The Board may make by-laws respecting,

- (a) the procedure in all business at meetings of the Board or its committees, if any;
- (b) the expenses to be paid to the members of the Board;
- (c) the constitution of committees appointed pursuant to section 25, the role and duties of those committees and the expenses, if any, to be paid to the members of those committees;
- (d) the employment or engagement and the remuneration, expenses and duties of officers, employees and agents of the Foundation;
- (e) membership in the Foundation;
- (f) the appointment of patrons and honorary officers of the Foundation; and
- (g) generally, the conduct and management of the affairs of the Foundation.

1984, c. 12, s. 26.

Status of Foundation

Not agent of Her Majesty

27 The Foundation is not an agent of Her Majesty and the Chairperson, the other directors, the President and the officers and employees of the Foundation are not, by virtue of their office or employment, part of the federal public administration.

R.S., 1985, c. A-13, s. 27; 2003, c. 22, s. 224(E); 2005, c. 30, ss. 73, 81(E).

Foundation not owned by Crown

27.1 For greater certainty, the Foundation is not, for the purposes of Part X of the *Financial Administration Act* or for any other purpose, to be considered to be wholly owned directly by Her Majesty in right of Canada.

2005, c. 30, s. 73.

Règlements administratifs

Règlements administratifs

26 Le conseil peut, par règlement administratif, prévoir :

- a) la conduite de ses travaux ou de ceux de ses comités;
- b) les frais de ses membres;
- c) la constitution des comités visés à l'article 25, leurs attributions et les frais à verser le cas échéant à leurs membres;
- d) l'emploi, la rémunération, les frais et les fonctions des dirigeants, employés et mandataires de la Fondation;
- e) les conditions d'appartenance à la Fondation;
- f) la nomination de membres bienfaiteurs ou honoraires;
- g) de façon générale, la conduite et la gestion des affaires de la Fondation.

1984, ch. 12, art. 26.

Statut de la fondation

Statut

27 La Fondation n'est pas mandataire de Sa Majesté. Le président du conseil, le président de la Fondation et ses autres administrateurs, ainsi que ses dirigeants et employés, ne font pas, à ce titre, partie de l'administration publique fédérale.

L.R. (1985), ch. A-13, art. 27; 2003, ch. 22, art. 224(A); 2005, ch. 30, art. 73 et 81(A).

Indépendance

27.1 Il est entendu que, pour l'application de la partie X de la *Loi sur la gestion des finances publiques*, ou pour toute autre fin, la Fondation n'est pas considérée appartenir, directement, à cent pour cent, à Sa Majesté du chef du Canada.

2005, ch. 30, art. 73.

Registered Charity

Foundation deemed registered charity

28 Subject to section 29, the Foundation shall, for the purposes of the *Income Tax Act*, be deemed to be a registered charity within the meaning of that expression for the purposes of that Act.

R.S., 1985, c. A-13, s. 28; 1999, c. 31, s. 246(F).

Ceases to be registered charity

29 The Foundation shall, for all purposes, cease to be deemed to be a registered charity within the meaning of the *Income Tax Act* if the aggregate of amounts for which it has issued receipts that contain prescribed information pursuant to that Act are not used in accordance with the provisions of that Act governing expenditures by charitable organizations.

R.S., 1985, c. A-13, s. 29; 1999, c. 31, s. 246(F).

Profits

30 Subject to any by-law of the Foundation providing for the payment of any expenses to the members of the Board or any remuneration to the officers, employees and agents of the Foundation, any profits of the Foundation or accretions to the value of the property of the Foundation shall be used to further the activities of the Foundation and no part of the property or profits of the Foundation may be distributed, directly or indirectly, to any member of the Board or member of the Foundation.

1984, c. 12, s. 30.

Financial

31 [Repealed, 2005, c. 30, s. 74]

32 [Repealed, 2005, c. 30, s. 74]

Grants, contributions and donations

33 (1) Subject to subsection (3), the Foundation may accept grants, contributions and conditional or unconditional donations of money from any person, including the Government of Canada and the government of a province.

Use of grants, contributions and donations

(2) All grants, contributions and donations of money received by the Foundation, and any income arising from the investment of those grants, contributions and donations, shall be used by the Foundation in fulfilling its purpose and in accordance with the terms and conditions of any agreement for the provision of funding.

Organisme de charité enregistré

Assimilation à un organisme de bienfaisance enregistré

28 Sous réserve de l'article 29, la Fondation est, pour l'application de la *Loi de l'impôt sur le revenu*, réputée être un organisme de bienfaisance enregistré.

L.R. (1985), ch. A-13, art. 28; 1999, ch. 31, art. 246(F).

Cessation de l'assimilation

29 La Fondation cesse, à toutes fins utiles, d'être réputée organisme de bienfaisance enregistré au sens de la *Loi de l'impôt sur le revenu* si l'ensemble des montants pour lesquels elle a donné des reçus contenant les renseignements exigés par cette loi n'est pas utilisé en conformité avec les dispositions de celle-ci relatives aux dépenses des œuvres de bienfaisance.

L.R. (1985), ch. A-13, art. 29; 1999, ch. 31, art. 246(F).

Bénéfices

30 Sous réserve des règlements administratifs prévoyant les frais de ses administrateurs ou la rémunération de ses dirigeants, employés ou mandataires, la Fondation affecte ses bénéfices et les plus-values de ses biens à la promotion de ses activités; aucune partie de ses biens ou de ses bénéfices ne peut être distribuée, directement ou indirectement, à ses administrateurs ou à ses membres.

1984, ch. 12, art. 30.

Dispositions financières

31 [Abrogé, 2005, ch. 30, art. 74]

32 [Abrogé, 2005, ch. 30, art. 74]

Subventions, contributions et dons à la Fondation

33 (1) Sous réserve du paragraphe (3), la Fondation peut accepter des subventions, des contributions et des dons d'argent assortis ou non de conditions de la part de quiconque, y compris du gouvernement du Canada ou d'une province.

Utilisation des subventions, contributions et dons

(2) Les subventions, contributions et dons d'argent que reçoit la Fondation, ainsi que le produit de leur placement, sont utilisés pour l'accomplissement de sa mission et en conformité avec les modalités de tout accord de financement qu'elle a conclu.

Conditional grants, contributions and donations

(3) The Foundation may not accept a grant, contribution or donation of money that is made on the condition that the Foundation use the grant, contribution or donation, or any income arising from it, for any purpose that is not consistent with the purpose of the Foundation.

R.S., 1985, c. A-13, s. 33; 2005, c. 30, s. 75.

Investment policies

33.1 The Board shall establish investment policies, standards and procedures that a reasonably prudent person would apply in respect of a portfolio of investments to avoid undue risk of loss and obtain a reasonable return, having regard to the Foundation's obligations and anticipated obligations.

2005, c. 30, s. 75.

Investments

33.2 (1) Subject to any conditions of a grant, contribution or donation restricting the investment of money, the Foundation shall invest its funds, and reinvest any income from those funds, in accordance with the investment policies, standards and procedures established by the Board.

Incorporation of other corporations

(2) The Foundation may not, without the prior written authorization of the Minister, cause any corporation to be incorporated or participate in the incorporation of a corporation or become a partner in a partnership.

2005, c. 30, s. 75.

Winding-up

Meaning of *eligible recipient*

34 (1) In this section, ***eligible recipient*** means an entity that

- (a)** is established in Canada;
- (b)** meets the criteria of eligibility established by the Foundation in accordance with any agreement entered into between Her Majesty in right of Canada and the Foundation for the provision of funding by Her Majesty in right of Canada to the Foundation; and
- (c)** has legal capacity or is composed of organizations each of which has legal capacity.

Subventions, contributions ou dons conditionnels

(3) La Fondation ne peut accepter les subventions, contributions ou dons d'argent subordonnés à la condition qu'elle utilise les sommes en cause, ou le produit de leur placement, à une fin incompatible avec sa mission.

L.R. (1985), ch. A-13, art. 33; 2005, ch. 30, art. 75.

Normes en matière de placement

33.1 Le conseil établit, en matière de placement, des principes, normes et méthodes sur le modèle de ceux qu'une personne prudente mettrait en œuvre dans la gestion d'un portefeuille de placements afin, d'une part, d'éviter des risques de perte indus et, d'autre part, d'assurer un juste rendement, compte tenu des obligations réelles et éventuelles de la Fondation.

2005, ch. 30, art. 75.

Placements

33.2 (1) Sous réserve des conditions limitant le placement d'une subvention, d'une contribution ou d'un don d'argent, la Fondation investit ses fonds, ainsi que le revenu en provenant, en conformité avec les principes, normes et méthodes établis par le conseil.

Constitution d'autres personnes morales

(2) La Fondation ne peut provoquer la constitution d'une entité en personne morale, participer à pareille constitution ou devenir l'associé d'une société de personnes, à moins d'y être préalablement autorisée par écrit par le ministre.

2005, ch. 30, art. 75.

Liquidation

Sens de *bénéficiaire admissible*

34 (1) Au présent article, ***bénéficiaire admissible*** s'entend d'une entité qui :

- a)** a été constituée au Canada;
- b)** satisfait aux critères d'admissibilité établis par la Fondation en conformité avec tout accord de financement conclu entre celle-ci et Sa Majesté du chef du Canada;
- c)** a la capacité juridique ou est composée d'organisations ayant chacune cette capacité.

Property to be divided

(2) If the Foundation is wound up or dissolved

(a) its property remaining after its debts and obligations have been satisfied shall be liquidated;

(b) the moneys arising from the liquidation shall be distributed among all the eligible recipients that have received funding from the Foundation and that are, as of the day the distribution begins, carrying on projects that are consistent with the purpose of the Foundation, to be used by them for those or any other projects that are so consistent; and

(c) each of those eligible recipients shall receive an amount that is the same proportion of the moneys arising from the liquidation as the total funding received by that eligible recipient from the Foundation is of the total of all funding that has been provided by the Foundation to all of those eligible recipients.

Repayment out of remaining property

(3) Despite subsection (2), the Minister may require the Foundation to repay, out of the moneys arising from the liquidation, to the Receiver General for credit to the Consolidated Revenue Fund any amount that is so repayable under the terms or conditions on which public moneys were provided to the Foundation.

R.S., 1985, c. A-13, s. 34; 2005, c. 30, s. 76.

Audit

Auditor

35 (1) The Board shall appoint an auditor for the Foundation and fix the auditor's remuneration.

Qualifications of auditor

(2) In order to be appointed, the auditor must be

(a) a natural person who

(i) is a member in good standing of an institute or association of accountants incorporated by or under an Act of the legislature of a province,

(ii) has at least five years experience at a senior level in carrying out audits,

(iii) is ordinarily resident in Canada, and

(iv) is independent of the Board, the directors, the officers and, if any, the members of the Foundation; or

Répartition des biens

(2) En cas de liquidation ou de dissolution de la Fondation :

a) les biens restants, une fois réglées ses dettes et obligations, sont liquidés;

b) les sommes provenant de la liquidation sont réparties entre les bénéficiaires admissibles qui ont reçu une aide financière de la Fondation et doivent être utilisées par eux soit pour poursuivre les travaux conformes à la mission de la Fondation déjà en marche au début de la répartition, soit pour entreprendre de tels travaux;

c) la part qui revient à chacun est proportionnelle au rapport entre le total de l'aide financière qu'il a reçue de la Fondation et le total de l'aide financière accordée par celle-ci aux bénéficiaires.

Remboursement

(3) Malgré le paragraphe (2), le ministre peut exiger de la Fondation que, sur les sommes provenant de la liquidation, elle rembourse au receveur général, pour versement au Trésor, toute somme dont le remboursement est prévu dans les conditions d'octroi du financement.

L.R. (1985), ch. A-13, art. 34; 2005, ch. 30, art. 76.

Vérification

Vérificateur

35 (1) Le conseil nomme le vérificateur de la Fondation et fixe sa rémunération.

Conditions à remplir

(2) Peut être nommé vérificateur :

a) toute personne physique qui remplit les conditions suivantes :

(i) être membre en règle d'un institut ou d'une association de comptables constitués en personne morale sous le régime d'une loi provinciale,

(ii) posséder au moins cinq ans d'expérience au niveau supérieur dans l'exercice de la vérification,

(iii) résider habituellement au Canada,

(iv) être indépendante du conseil, des administrateurs, des dirigeants et des membres éventuels de la Fondation;

(b) a firm of accountants of which the member or employee, jointly designated by the Board and the firm to conduct the audit of the books and records of the Foundation on behalf of the firm, meets the qualifications set out in paragraph (a).

R.S., 1985, c. A-13, s. 35; 2005, c. 30, s. 77.

Audit

35.1 The accounts and financial transactions of the Foundation shall be audited annually and a report of the audit shall be made to the Board.

2005, c. 30, s. 77.

Report

Annual report

36 (1) The Board shall, within four months after the end of each fiscal year of the Foundation, submit to the Minister a report, in both official languages, of the activities of the Foundation for that year. The report shall include

(a) the financial statements of the Foundation for that year, prepared in accordance with generally accepted accounting principles, and the auditor's report on those financial statements;

(b) a detailed statement of its investment activities during that year and its investment portfolio as at the end of that year;

(c) a detailed statement of its funding activities;

(d) a statement of its plans for fulfilling its purpose for the next fiscal year; and

(e) an evaluation of the overall results achieved by the Foundation.

Tabling in Parliament

(2) The Minister shall cause a copy of the report to be laid before each House of Parliament on any of the first 15 days on which that House is sitting after the Minister receives it.

Making report available

(3) The Board shall, as soon as is practicable after it is tabled under subsection (2), make the report available for public scrutiny.

R.S., 1985, c. A-13, s. 36; 2005, c. 30, s. 78.

b) le cabinet de comptables dont le membre ou l'employé désigné conjointement par le conseil et le cabinet pour la vérification des documents comptables de la Fondation remplit les conditions prévues à l'alinéa a).

L.R. (1985), ch. A-13, art. 35; 2005, ch. 30, art. 77.

Vérification

35.1 Le vérificateur examine chaque année les comptes et opérations financières de la Fondation et en fait rapport au conseil.

2005, ch. 30, art. 77.

Rapport

Rapport annuel

36 (1) Dans les quatre mois suivant chaque exercice de la Fondation, le conseil présente au ministre le rapport d'activité de celle-ci pour cet exercice, établi dans les deux langues officielles. Ce rapport annuel comprend notamment :

a) les états financiers pour cet exercice établis selon les principes comptables généralement reconnus et le rapport du vérificateur sur ces états financiers;

b) un état détaillé des activités de placement de la Fondation durant l'exercice et de son portefeuille de placement en fin d'exercice;

c) un état détaillé des sommes octroyées à titre d'aide financière;

d) le plan d'action de la Fondation visant l'accomplissement de sa mission pour le prochain exercice;

e) l'évaluation des résultats globaux atteints.

Dépôt au Parlement

(2) Le ministre fait déposer un exemplaire du rapport annuel de la Fondation devant chaque chambre du Parlement dans les quinze premiers jours de séance de celle-ci suivant sa réception.

Divulgaration

(3) Dès que possible après son dépôt devant les deux chambres du Parlement, le conseil met le rapport annuel de la Fondation à la disposition du public.

L.R. (1985), ch. A-13, art. 36; 2005, ch. 30, art. 78.

Review

Review

37 (1) The Board shall, within five years after the coming into force of this section and every five years after that, review the Foundation's activities and organization and submit a report to the Minister on the activities and organization, including a statement of any changes the Board recommends.

Tabling in Parliament

(2) The Minister shall cause a copy of the report to be laid before each House of Parliament on any of the first 15 days on which that House is sitting after the Minister receives it.

R.S., 1985, c. A-13, s. 37; 2005, c. 30, s. 79.

Examen

Examen

37 (1) Dans les cinq ans suivant l'entrée en vigueur du présent article, et par la suite tous les cinq ans, le conseil procède à un examen des activités et de l'organisation de la Fondation et présente au ministre un rapport assorti de ses recommandations quant aux modifications à celles-ci qu'il juge souhaitables.

Dépôt au Parlement

(2) Le ministre fait déposer un exemplaire du rapport devant chaque chambre du Parlement dans les quinze premiers jours de séance de celle-ci suivant sa réception.

L.R. (1985), ch. A-13, art. 37; 2005, ch. 30, art. 79.

TERMINATION AGREEMENT

BETWEEN:

HIS MAJESTY THE KING in right of Canada represented by the Minister of Foreign Affairs acting through the Department of Foreign Affairs, Trade and Development (“DFATD”) (hereinafter “the Department”);

AND:

The Asia Pacific Foundation of Canada, a legal entity having its head office at 680-1066 West Hastings Street, Vancouver, British Columbia, V6E 3X2 (hereinafter “APFC”);

(Collectively referred to as “the Parties”).

GIVEN THAT:

- A. The Department and APFC have entered into a Conditional Grant Agreement (the “**Grant Agreement**”) effective March 31, 2005, whereby Canada provided CAD\$50M¹ to APFC.
- B. The Grant Agreement has no set expiry date. The Directive on Transfer Payments states that within a 20-year period, a determination should be made by the Minister either to remove the restrictions on the funding, or to continue these if so required.
- C. APFC was established by the Asia-Pacific Foundation of Canada Act in 1984 (the Act). The Act constitutes the primary governing document of APFC, and it outlines the Foundation’s purpose, mandate, governance structure and government reporting requirements. Despite the Government of Canada’s role in the establishment of the Foundation, the Act specifies that APF Canada is “not an agent of His Majesty” nor “owned by the Crown.” The Act requires that APFC report annually on its activities, including financial statements, investment, and funding activities, by submitting a report to the Minister of Foreign Affairs that is tabled before Parliament.
- D. The Grant Agreement consisted of a \$50M contribution to support the establishment of an endowment fund, and aimed to impose restrictions on how the endowment could be managed, beyond those in place under the *Asia Pacific Foundation of Canada Act*. The funds were used to develop capacity in Canadian civil society and built networks within and between the broader Asia-Pacific community through trade and investment, development cooperation and foreign policy and greater sponsoring of scholarship in, and

¹ All amounts in this Termination Agreement are in CAD unless stated otherwise.

expertise on, economic, cultural, social and other subjects in Canada and within the Asia-Pacific region

- E. The Department and APFC jointly decided to terminate the Grant Agreement to help streamline and modernize how the relationship between GAC and APFC is managed.
- F. The Treasury Board Directive on Transfer Payments recognizes that “endowment funding is not to be provided as endowment funding in perpetuity.” The Directive states that, within a 20-year period, “a review of the restrictions on the use of the endowment funding” should be made, along with “a determination by the minister if such restrictions are to continue, be removed, or with the agreement of the recipient, amended. Where the minister decides that the restrictions should be continued for a further period, a date for a future review should be established.”

There is a well-established and trusted relationship with APFC, as well as its effective governance structure and effective management of the endowment to date. Ministerial consent to terminate the Grant Agreement was received. APFC will retain the \$50 million contribution to the endowment fund and will continue to manage the endowment fund and its proceeds in accordance with the *Asia-Pacific Foundation of Canada Act* (R.S.C., 1985, c. A-13), which will continue to govern how APFC’s activities will be reported on and accounted for.

THE PARTIES AGREE:

1. **Termination of the Grant Agreement.** Subject to the terms and conditions of this Termination Agreement (the “Termination Agreement”), the termination of the Grant Agreement will take effect on the last date of signature (the “**Termination Date**”). Subject to the terms and conditions of this Termination Agreement, from and after the Termination Date, the Grant Agreement will be of no further force or effect and the rights and obligations of each of the Parties thereunder shall terminate, except for (a) any rights and obligations of the Parties that are expressly designated to survive the termination of the Grant Agreement; (b) any other rights and obligations of the Parties that come into being or effect upon the termination of the Grant Agreement; and c) the reporting obligations related to the *Asia-Pacific Foundation of Canada Act* .
2. **Default.** APFC’s failure to comply with any of its obligations under this Termination Agreement will be considered a default under this Termination Agreement and a breach of contract for which the Department reserves the right to seek remediation measures and damages. The Department does not waive any of its rights under this Termination Agreement.
3. **Right of Set-Off.** The Department reserves the right to set off any amount which APFC owes to the Department against any amount payable to APFC. This clause does not restrict any right of set-off given by law or by any provision of the Agreement, or of any other agreements between the Parties.

4. **Applicable Law and Jurisdiction.** This Termination Agreement is governed by, and construed in accordance with, the laws of the Ontario and the federal laws of Canada. Any legal suit, action or proceeding arising out of this Termination Agreement shall be instituted in the courts of Ontario, and each Party irrevocably submits to the exclusive jurisdiction of such courts in any such suit, action or proceeding.
5. **Amendments.** This Termination Agreement and each of the terms and provisions hereof, may only be amended, modified, waived or supplemented by an agreement in writing signed by each Party.
6. **Assignments.** Neither Party may assign, transfer or delegate any or all of its rights or obligations under this Termination Agreement without the prior written consent of the other party.
7. **Effectiveness of the Termination Agreement.** This Termination Agreement will be effective on the date of the last signature.

This Termination Agreement has been signed on behalf of the Government of Canada by an authorized representative of the Department, and by the authorized representative(s) of APFC.

Lemay, Joanne
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Name: Joanne Lemay

Title:
Director General
Indo-Pacific Strategy Planning, Policy and
Operations Bureau
Global Affairs Canada

Date:



Name: Jeff Nankivell

Title:
President and CEO
Asia Pacific Foundation of Canada

Date: January 14, 2025

Memorandum of Understanding

Between

The Department of Foreign Affairs, Trade and Development (“DFATD”)
also known as Global Affairs Canada (“GAC”)

And

The Asia-Pacific Foundation of Canada (“APF Canada” or “the Foundation”)
(hereinafter each referred to as “Participant” or together as “Participants”)

January 2025

Whereas:

The two participants have terminated the Conditional Grant Agreement of 2005 (“the Agreement”) which established the legal obligations related to the use of the \$50 million endowment (“the Fund”) made to the Foundation. Given the termination of the Agreement, the MOU serves as the following arrangement below between GAC and APF Canada.

Canadian interests in the Indo-Pacific region continue to grow and APF Canada remains a valued collaborator for GAC in advancing those interests particularly in the production of action-oriented research;

APF Canada as an independent organization established under the *Asia Pacific Foundation of Canada Act* (“the APFC Act”) works with, and may receive funding from Government of Canada entities;

Both participants seek coordination between APF Canada’s strategic plans and the priorities of the Government of Canada.

Both participants wish to leverage funding opportunities and increase the engagement of Canadian governments and public institutions, private sector businesses and organizations, educational institutions and civil society in the Indo-Pacific region;

Therefore, the participants wish to establish a framework/mechanism through which they will consult and collaborate for the following purposes:

- To develop a shared strategic direction for their collaboration including clarity on mutual priorities and alignment of priorities and strategies for their collaboration within the APF Canada mandate;
- To support increased engagement between APF Canada and government departments and agencies with respect to Canadian priorities in the Indo-Pacific region;
- To develop a timeline and consultation process for the timely renewal or recruitment of the Foundation's Board of Directors pursuant to Article 9(a) of the APFC Act;
- To cooperate on public communications related to funding announcements, projects and initiatives that have received Government of Canada support.

Status of Memorandum of Understanding (MoU)

This MoU is not a legally binding instrument, it does not create legal obligations, and it is not intended to, and does not create any right or benefit, substantive or procedural, under the laws of Canada.

Roles and Functions

1. GAC

1.1 GAC is the primary Government of Canada collaborator with APF Canada. Senior officials in GAC are responsible for managing the relationship through informal communications and as participants in this mechanism.

1.2 GAC will assist in creating a coordinated set of priorities for the Indo-Pacific region across the Government of Canada and will discuss these with APF Canada.

1.3 GAC will keep APF Canada apprised of any changes in government plans, priorities and strategies related to the APF Canada mandate and operations.

1.4 GAC will work with APF Canada to define a timeline and process for the renewal or recruitment of the Board of Directors pursuant to Article 9(a) of the APFC Act.

2. APF Canada

2.1 The Board of APF Canada sees to the management and use of the Fund and for ensuring that all requirements under the Act are fulfilled.

2.2 APF Canada will share the results of reports, reviews and evaluations of its programs and activities that it has caused to be undertaken with funding derived from the Government of Canada.

2.3 APF Canada will inform GAC on a regular basis about activities being funded or potentially to be funded by other Government of Canada institutions, with a view to avoiding duplication and promoting synergies.

2.4 APF Canada will discuss with GAC the development of its strategic planning documents such as five-year strategic plans

2.5 APF Canada will continue its Secretariat role with respect to Canadian Asia-Pacific Economic Cooperation (APEC) institutions: the APEC Study Centre for Canada, as Secretariat for the Canadian National Committee for Pacific Economic Cooperation (PECC); the Canadian Member Committee of the Pacific Basin Economic Council (PBEC); and the Canadian members of the APEC Business Advisory Council (ABAC).

2.6 APF Canada will continue supporting these secretariat services, including, but not limited to: providing advice to the members of PECC, PBEC and ABAC on relevant issues; liaising with the leadership members and international secretariats of these organizations (including drafting correspondence for Canadian members); preparing for international meetings (including accompanying Canadian ABAC members to meetings and providing both logistical and research support); reporting on meetings as necessary; and developing and implementing communications and outreach strategies as appropriate.

Process

The consultation, collaboration, and cooperation framework/mechanism will consist of:

- an annual consultation, for the two parties to share strategic perspectives and to update each other on developments that would impact long-term strategic plans, organized by GAC and APF Canada with senior officials at ADM level and Board and Foundation senior executives; senior officials from relevant OGDs will be encouraged to participate;
- to facilitate regular contact and information sharing GAC to nominate officials and APF will nominate staff as contact points

Exchange of Information and Confidentiality

The Participants will keep confidential all information furnished by a Participant under this MoU and will not disclose it to any third party without the written consent of the disclosing Participant, except where such information:

- (i) was in the public domain through no fault of the receiving Participant;
- (ii) was developed by the receiving Participant independently; or
- (iii) is required to be disclosed in accordance with applicable law;
- (iv) is going to be shared with PBEC, PECC or ABAC as referenced and limited to articles 2.5 and 2.6

Communication

The participants designate the following individuals as their point of contact to manage all correspondence and communication under this MoU:

- Global Affairs Canada: Director General Indo-Pacific Strategy Planning, Policy and Operations Bureau. 125 Sussex Drive, Ottawa Ontario K1A 0G2, Tel (613) 292-9067, Joanne.Lemay@international.gc.ca
- Asia-Pacific Foundation of Canada: The President & CEO, Asia-Pacific Foundation of Canada (Head Office), 680-1066 West Hastings Street, Vancouver, BC, V6E2X3, tel. (604) 684-5986, email: president@asiapacific.ca

The participants will send any communication in reference to this MoU to the Points of Contact identified above.

The Participants may change their point of contact by giving a written notice to the other Participant.

Final Dispositions

This MoU will take effect on the date of its last signature by the participants and will remain in effect for a period of two years.

The Participants may renew this MoU on an annual basis thereafter upon their mutual written consent.

The Participants may modify this MoU upon their mutual written consent.

Either Participant may terminate this MoU at any time by giving a thirty (30) days written notice to the other Participant.

Lemay, Joanne

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Global Affairs Canada



Asia-Pacific Foundation of Canada