



ASIA PACIFIC
FOUNDATION
OF CANADA

FONDATION
ASIE PACIFIQUE
DU CANADA

FISCAL YEAR 2024-25

ANNUAL NARRATIVE REPORT

Strengthened Co-operation with Asia Pacific Foundation of Canada

EXECUTIVE SUMMARY

Fiscal Year 2025 (FY25) marked a partial but foundational year for the *Strengthened Co-operation with the Asia Pacific Foundation of Canada* project, with funding agreements signed with Global Affairs Canada in July and activities commencing shortly thereafter.

This project, supported by the Government of Canada through its Indo-Pacific Strategy, has enabled the expansion of key programs and the launch of new initiatives aimed at supporting Canadian engagement in the Indo-Pacific at a time of profound global realignment and uncertainty. Over the past year, APF Canada's efforts have driven policy insights, stakeholder connections, and public awareness – positioning Canada to engage more strategically with Asia.

In only nine months of programming, APF Canada delivered 31 public and invitation-only events across nine Indo-Pacific jurisdictions and six Canadian cities, engaged more than 1,500 Canadian and regional stakeholders, generated high-profile media coverage, and produced the first wave of policy briefs that are already informing federal, provincial, and private-sector decision-making.

In FY25, in parallel with efforts to establish an Asia Regional Office in Singapore and hire a regional team, APF Canada's research and programs team

based in Canada – led by the Vice-President Research & Strategy – spearheaded the conceptualization, planning, and implementation of key activities under this initiative. The team moved quickly to roll out a full suite of programs – strategic dialogues, fellowships, visiting scholars, youth leadership, joint research grants, and the India-Canada Research Initiative (ICRI). In addition, several activities were designed and readied in FY25 for rollout in FY26. All activities are further described below.

The overarching goal for this first year was to lay the groundwork for long-term success by establishing strong operational and programmatic processes, delivering early wins where feasible, cultivating relationships and identifying partnership opportunities, and raising Canada and APF Canada's visibility in Asia. Extensive work was done to define project outcomes and outputs, and to set up documentation (such as agreements) and processes to ensure efficiency and effectiveness over the course of the project.

We are encouraged by the strong interest in the launch of our Regional Office in Singapore and in collaboration with partners across Canada and the Indo-Pacific region in the programs we are implementing under this comprehensive initiative.

ACTIVITIES IN FY25

Indo-Pacific Visiting Scholars Program

The Indo-Pacific Visiting Scholars Program was created to **inject authoritative Asian perspectives directly into Canada's public discourse and policy process** while simultaneously exposing influential regional voices to Canadian priorities and capabilities. By inviting three high-profile analysts to Canada each year for a curated, multi-city tour, the program serves a dual purpose:

1. **Informing Canadians** – policy-makers, business leaders, think-tank experts, media, and the wider public – about emerging strategic, economic, and technological trends in Asia; and
2. **Equipping the scholars** to weave Canadian insights into their ongoing work once they return home, thereby amplifying Canada's visibility in regional debates over the long term.

In FY25, we established selection criteria for the program and set up relevant administrative frameworks and launched the program with its inaugural scholar, **Dr. C. Raja Mohan**, one of India's foremost strategic thinkers. [His week-long tour of Canada](#) covered Montréal, Toronto, Waterloo, and Ottawa and featured seven engagements tailored to federal officials, provincial agencies, industry executives, academics, students, and the general public.



PROGRAM HIGHLIGHTS INCLUDED:

- [Event with CERUM, Université de Montréal: Canada and India in a Shifting Global Order](#)
- Event with Investissement Québec: India's Economic Future: Navigating Geopolitical Risks and Investment Opportunities
- [Event with McGill University: The Indo-Pacific: Canadian and Indian Perspectives](#)
- Luncheon Roundtable with business community in Toronto

- Roundtable with Centre for International Governance Innovation (CIGI) & Balsillie School of International Affairs (BSIA): Canada's AI and emerging tech strategy
- Luncheon Roundtable at Bluesky Strategy Group Inc: India's rising influence as a geopolitical and economic power
- Meeting with Global Affairs Canada
- Media interview with *La Presse*
- APF Canada also recorded an episode of our podcast, [Asia Pacific Conversations](#), with Dr. Mohan

Partnerships with local host institutions broadened the audience while APF Canada's social media push generated strong digital engagement. This was highly successful: the podcast recording on YouTube has 13,000 views at the time of writing, with 76 comments, indicating significant engagement; the recording of the event with CERIU has 7,400 views and 16 comments; and the McGill event has 2,900 views and 23 comments. Future iterations may include livestreamed sessions to further extend the program's reach and impact.

The inaugural tour delivered immediate value to Canadian stakeholders seeking guidance on a fraught Canada-India file, while giving Dr. Mohan first-hand exposure to Canadian perspectives that now inform his writing and advisory work in India. The invitation-only model keeps costs predictable and selection nimble.

This event series was one of the most prominent activities in FY25 for contributing to the immediate outcome of "Canadian businesses, governments, research institutions, media, civil society and individuals gain[ing] increased access to diverse Asian perspectives on priority topics such as economic security and supply chain resilience, energy security, green transition, trade, digital governance, AI, peace and regional security." Dr. Mohan's focus on Indian foreign policy and Canada-India relations was timely and relevant, sparking thoughtful dialogue and new connections among participants.



The program was designed with a cost-effective model in mind, supporting three high-impact visits per year under the project's overall funding. This maximizes reach and impact under a sustainable and easily repeatable model. The use of partnerships, mentioned earlier, allows APF Canada to work with organizations over the long term as hosting organizations. Initial interest in this program signals high demand for this type of engagement. Three visits are planned for FY26. Planning is already in advanced stages for the first FY26 visit: a prominent public-policy commentator from the Philippines, who will tour Winnipeg, Ottawa, and Vancouver in early September 2025. A second visit, now in early scoping, will feature a leading scholar from Northeast Asia, ensuring diversity of viewpoints and comprehensive regional coverage.

Regional Roundtables and Strategic Dialogues

APF Canada's roundtable and strategic dialogue series is designed to **build trust, test ideas, and translate them into actionable policy recommendations** at a moment when Canada's Indo-Pacific relationships are expanding rapidly. In FY25, we convened – or co-organized with like-minded partners – more than 30 gatherings, ranging from public briefings to highly focused Track 2 and Track 1.5 dialogues. Themes spanned the full spectrum of Canada's Indo-Pacific Strategy: Arctic and maritime security, Canada-ASEAN economic integration, the management of sensitive ties with India and China, AI governance and cyber-resilience, and the emerging linkages between Indo-Pacific and Euro-Atlantic security theatres. This thematic breadth underscores a core strategic aim: to ensure that Canadian stakeholders can engage on every major file shaping the region's future.

Participation models were calibrated for purpose. Public-facing events raised awareness and built “mindshare” for Canada across the region, while invitation-only sessions enabled candid, policy-relevant exchanges among senior officials, private-sector leaders, and subject-matter experts. Most of the Track 2/1.5 dialogues – particularly with South Korea, India, the Philippines, and Taiwan – represented the **first dedicated forums of their kind since Canada released its Indo-Pacific Strategy in 2022**. By convening government, private sector, and civil society voices at the same table, APF Canada gave participants a clearer view of each side's perspectives and constraints, helping to make Indo-Pacific Strategy implementation a truly “whole of society effort.”



The resulting recommendations have already informed departmental briefing notes, provincial trade-mission agendas, and corporate risk assessments – evidence that the series is delivering impact where it matters.

KEY FY2025 DIALOGUES AND ROUNDTABLES INCLUDED:

- [Republic of Korea–Canada Economic Security Forum \(Track 2\)](#) – Dec 10, 2024, Seoul
- [Canada–Philippines Relations: Towards a Strategic Partnership](#) (Track 1.5) – Dec 11, 2024, Ottawa
- **Regional Security in the Indo-Pacific** – Canada, Taiwan & Partners (Track 2/1.5) – Feb 18-20, 2025, Taipei
- [Lunar Co-ordination Workshop](#) – Feb 18-19, 2025, Singapore
- [The Future of Cybersecurity: Challenges & Opportunities](#) (expert roundtable) – Feb 20, 2025, Singapore
- [Fostering Responsible AI Ecosystems](#) (expert roundtable) – Feb 20, 2025, Singapore

Collectively, these dialogues have **re-energized Canada’s Track 2 diplomacy, forged new policy networks, and positioned APF Canada as a trusted convenor** capable of turning Indo-Pacific uncertainties into opportunities for strategic collaboration.

Indo-Pacific Research Fellows

(formerly Indo-Pacific Regional Research Program in proposal documentation)

The Indo-Pacific Research Fellows program identifies – through a competitive, application-based process – **eight region-based experts already anchored at respected think-tanks and universities** across Asia. Through this program, we provide funding, editorial support, and a structured engagement plan that connects their expertise to Canadian policy needs and, reciprocally, injects Canadian perspectives into regional debates.



THE PROGRAM WAS LAUNCHED TO:

1. Produce timely, **policy-relevant analysis** on fast-moving security, economic, and technology issues that matter to Canada's Indo-Pacific Strategy;
2. **Raise Canada's visibility** at local conferences and media; raise Canada's profile in national and regional debates;
3. Cultivate a cadre of **Indo-Pacific specialists** who appreciate Canada's interests and maintain long-term professional ties with Canadian counterparts.

Our initial cohort of researchers will contribute research and analysis on India, Malaysia, Mongolia, the Philippines, South Korea, and Taiwan. These Fellows will collaborate with each other and APF Canada's research and programs team virtually throughout the year and will convene in Ottawa for an **annual Indo-Pacific Forum** – the inaugural edition scheduled for **October 1-2, 2025** – to brief federal officials, business leaders, and civil society stakeholders.

It is expected that these in-person engagements will catalyze constructive and longer-term research collaboration between the Fellows and counterparts in Canada. Each Fellow will deliver a flagship paper and two shorter policy briefs. By the end of its first cycle, the program will have generated a body of region-grounded research that speaks directly to Canadian priorities and will have forged an alumni network capable of advising Ottawa – and amplifying Canadian perspectives in Asia – for years to come.

Canada-Asia Joint Research Grants

To energize research partnerships between Canada and the Indo-Pacific region, APF Canada launched a targeted funding initiative to support collaborative, policy-relevant research between Canadian and Indo-Pacific institutions. To ensure the opportunity reached all relevant partners, APF Canada issued a call for applications in September 2024, and two projects were ultimately selected for funding:

1. A joint initiative by the University of Victoria's Centre for Asia-Pacific Initiatives and Centre for Climate Change and Environmental Centre, JSW School of Law in Bhutan, titled "*Canada, Bhutan, and Water Security: A Model for Climate Partnerships in the Indo-Pacific.*"

The two project partners convened an in-person conference, under the banner of the Paro Forum, in Bhutan from February 22-24, 2025. The Paro Forum is an international climate conference to discuss and address pressing environmental issues, particularly in the Hindu Kush Himalaya region. This year's Paro Forum

brought together experts and stakeholders from Bhutan and around the world to offer their insights on such issues as hydrology and glaciers, protecting rivers, groundwater use, integrated water resource management, commercializing water in Bhutan, investing in sustainable water and climate adaptation, and urban and rural water management practices.

A half-day follow-up workshop was organized at the University of Victoria after FY25 and will be reported on next year.

2. A project led by the University of Montreal's Centre d'études et de recherches internationales (CÉRIUM), titled "*Deuxième colloque annuel sur l'Indo-Pacifique de la Chaire d'études asiatiques et indo-pacifiques du CÉRIUM.*"

The project was carried out in two parts. The first part, titled "*Views from Indo-Pacific: Perceptions, Positioning, and Critical Perspectives of Indo-Pacific Strategies,*" took place in Montréal (February 19–20, 2024). This symposium brought together renowned experts to analyze transformations of foreign policies in the region, economic security, and emerging socio-political issues. It concluded with a roundtable discussion on the outlook for the Indo-Pacific over the next four years. Experts included Won Deuk Cho (Korea National Diplomatic Academy), Jeffrey Ordaniel (Tokyo International University), Rachel Silvey (University of Toronto), and Kensuke Yanagida (Japan Institute of International Affairs), who discussed evolving geopolitical dynamics, security challenges, and opportunities for co-operation in the region.

The second part of the project took place in FY26 and will be reported on next year. Three substantive reports were provided to APF Canada and are being reviewed and processed for possible publication once the second part of the project concludes.

These two projects were selected for their alignment with Canada's Indo-Pacific Strategy (IPS), their potential to generate policy-relevant insights, and their focus on building enduring, cross-regional research partnerships. The application and review process was intentionally streamlined to encourage strong submissions without placing undue administrative burden on applicants. The balance of clear evaluation criteria and accessible requirements enabled timely proposal development and review while maintaining high standards for project selection.

While final narrative reports are expected after the current reporting period, the projects are already contributing to greater academic and policy engagement between Canada and Indo-Pacific partners. Anticipated impacts include increased awareness and knowledge exchange among researchers and policy stakeholders in Canada, Bhutan, and the Philippines on climate security and Indo-Pacific regional security

and economic dynamics. Early indicators suggest these partnerships are helping to foster more sustained dialogue and policy alignment between Canada and key Indo-Pacific institutions.

The design of the program emphasizes the development of durable research linkages between Canadian and Indo-Pacific partners on strategically important, long-term policy issues. To increase the impact of the program, in FY25, we gave special consideration to projects in and with partners in South and Southeast Asia, as Canadian research linkages with these regions are comparatively underdeveloped. We also aimed for a diversity of thematic coverage, supporting one project focused on sustainability and another on economic and security issues.

Finally, we positively assessed proposals that showed how the project would connect to larger conferences, either in Canada or in the region, thereby expanding the reach of the joint research and ensuring that the final outputs benefit from having been informed by a broader range of Canadian and regional views. The collaborations funded by this program are expected to extend beyond the funding cycle, supported by institutional relationships, complementary research agendas, and the continued relevance of the themes addressed.

Canada Chairs in the Indo-Pacific

The India-Canada Research Initiative ([ICRI](#)) was established at the Council for Strategic and Defence Research (CSDR) in September 2024 as a platform to strengthen bilateral relations between India and Canada through academic exchange, policy research, and strategic engagement.

A significant early achievement was confirming Ambassador Ajay Bisaria, the former Indian High Commissioner to Canada (2020-2022), as Chair of the initiative. Ambassador Bisaria's leadership and diplomatic experience will imbue the project with a deep understanding of Canada-India bilateral relations.

During the project-development phase, the ICRI focused on creating effective operational frameworks and establishing team structures that will set the initiative up for success. This included assigning staff to conduct research, handle logistics, and monitor the project's



narrative. This phase also included a focus on regularizing the interactions between Ambassador Bisaria and the rest of the ICRI team to discuss various project outputs.

Another early milestone for the initiative was the publication, in February 2025, of a comprehensive policy report, *“Recalibrating India-Canada Relations: A Strategic Assessment for 2025 and Beyond.”* This report analyzed the current state of the bilateral relationship and provided strategic recommendations for strengthening the partnership.

Complementing the formal research, the team began continuous tracking of Indian and Canadian media narratives to keep analysis current and to shape future event agendas. Public-facing engagement has been strong: Ambassador Bisaria and ICRI Fellows contributed op-eds and commentary to major outlets, ensuring balanced, policy-focused discussion of bilateral issues. In addition, Ambassador Bisaria, who has been very active in Track 2 discussions, participated in the dialogue co-organized by APF Canada and the Ananta Centre in February 2025 and contributed to the quality of that discussion (see Canada-India Collaborative Research Networks section below). As part of his role with ICRI, he will travel to Canada in July 2025 as part of an Indian business delegation and for further engagement with Canadian stakeholders.

The initiative directly advances the Indo-Pacific Strategy objective of **“promoting peace, resilience, and security,”** by hosting closed-door dialogues and public roundtables that address security concerns, diaspora politics, and trust-building. As the initiative progresses, it will expand to support two additional strategic objectives: “building resilient and diversified supply chains and supporting inclusive trade” through research on critical minerals and technological innovation, and “building a sustainable and inclusive future” by exploring co-operation on climate action and agricultural innovation.

With operational structures now solidified and its first policy outputs in circulation, the ICRI is well positioned to become Canada’s go-to bilateral platform in India for years to come.

Canada-China and Canada-India Collaborative Research Networks

Launched in FY25, the Canada–India Collaborative Research Network is designed to **knit together a standing community of policy experts, academics, and industry leaders in both countries who meet regularly, exchange analysis, and publish joint, policy-relevant papers.** The Network aims to supply steady,

evidence-based input to both governments and to shape public debate – even when official relations are strained.

A key priority in Year 1 was to anchor the Network in credible local institutions. Two partners in India were secured: 1) the **Ananta Centre**, a respected, non-partisan New Delhi think-tank with a strong convening track record; and 2) the **Council for Strategic and Defence Research (CSDR)**, already host to APF Canada's India-Canada Research Initiative. Two additional institutional partners will be added in FY 26 to broaden sectoral and geographic reach.



This program was launched in early 2025 with the [*India-Canada Dialogue: Fostering Deeper and Resilient Partnerships*](#), a Track 2 process held in New Delhi from February 14-17, 2025. This dialogue was co-organized with the Ananta Center, which has ample experience in organizing dialogues among governments, business, civil society, and other stakeholders on critical issues in India's development and national security. The Ananta Centre welcomed the opportunity to partner with APF Canada in co-organizing this inaugural dialogue, as well as annual such events moving forward.



Another important Year 1 step was selecting participants who could contribute constructively to the work of the Network. We secured 11 delegates from India and 12 from Canada, all of whom believe that the bilateral relationship can be reset through a structured process of trust-building.

Participants also emphasized that trade and investment was a major driver of the relationship and advocated for the resumption of negotiations of the Canada-India free trade agreement. They also saw considerable potential in structured relationships between the two countries' business communities, especially in sectors such as technology, green energy, and pharmaceuticals.

Importantly, the discussion also made space for an exchange of views on politically sensitive issues, namely, India's perception of Canada as harbouring extremist elements that it views as a national security threat, and Canada's concerns around foreign interference and transnational repression. In the spirit of a Track 2 process, participants proposed numerous actionable recommendations [for a roadmap to a political reset in the relationship](#). These included, for example, establishing formal

mechanisms for security co-operation around extremism and organized crime; setting up a bilateral working group on foreign interference; developing a joint framework for countering the activities and financing of extremist activities; and conducting public outreach to improve mutual perceptions.

Several delegates have since cited the insights from this dialogue in media [commentary](#), signalling early diffusion of Network insights.

PLANS FOR FY26 INCLUDE:

- **Ottawa follow-up dialogue** – scheduled for **October 2025**, deepening discussion on supply-chain security and digital governance.
- **Research stream launch** – co-authored papers on critical minerals and technology standards to be published ahead of the Ottawa meeting.
- **Network expansion** – onboarding two additional Indian partner institutions to diversify expertise and ensure long-term sustainability.

By the end of its second year, the Collaborative Research Network will function as a dependable, two-way conduit: Canadian stakeholders will have a direct line to informed Indian perspectives, and Indian experts will routinely integrate Canadian priorities into regional policy debates.

Indo-Pacific Young Leaders

The Indo-Pacific Young Leaders (IPYL) program is a cornerstone of APF Canada's effort to **cultivate long-term 'Canada competence' among the region's next generation of foreign-policy influencers**. By selecting early-to-mid-career professionals already embedded in government ministries, regional organizations such as ASEAN, think-tanks, media outlets, and universities, the program seeds a network of emerging leaders who understand Canada, value continued engagement, and can champion bilateral co-operation throughout their careers.

Launched in January 2025, the inaugural cohort comprises **15 professionals aged 25–40 from eight Indo-Pacific economies** whose expertise dovetails with the priorities set out in Canada's IPS. Drawing on best practices from comparable global programs, IPYL is built around three pillars of engagement:



1. **Monthly virtual seminars** featuring guest speakers and moderated discussions on Canada's IPS, evolving foreign-policy debates, and domestic political drivers;
2. **A one-week familiarization tour of Canada** (June 2025) that introduces participants to federal and provincial officials, industry leaders, and civil-society partners;
3. **Ad-hoc opportunities** to contribute written analyses and take part in regional events where Canada has a policy footprint.



The program is already bearing fruit. In February 2025, six Young Leaders joined a Canada-Taiwan Track 2 dialogue in Taipei, gaining first-hand exposure to Canadian thinking on cybersecurity, maritime security, and critical-mineral supply chains. Interest in the program has been striking: more than **900 applications** were received for the first cohort, allowing a highly selective intake. To manage expected growth for 2026, APF Canada is introducing an application tracking system that captures demographic data, identifies outreach gaps, and streamlines short-listing.

Crucially, the IPYL experience does not end after one year. Graduates will form an **alumni network** that APF Canada will continue to engage through targeted briefings, collaborative projects, and invitations to Canada-related events. Over time, this community – renewed annually – will evolve into a pan-regional cadre of 60-plus alumni who can draw on Canadian partnerships and perspectives as they rise into senior leadership roles, ensuring a durable, people-to-people bridge between Canada and the Indo-Pacific.

Canada-Asia Networks Research

This program enables and equips effective Canadian participation in the Indo-Pacific's economic and security networks and forums. By underwriting research projects, policy workshops, and knowledge portals linked to existing networks such as PECC, CSCAP, and the CPTPP, the program ensures that Canadian priorities are heard – and that Canadian stakeholders are well briefed and contribute effectively to the work of these networks.

COMPREHENSIVE AND PROGRESSIVE AGREEMENT FOR TRANS-PACIFIC PARTNERSHIP (CPTPP)

Inclusive Trade & Digital Modernization

In the wake of a momentous U.S. election and profound uncertainty about the future of global trade, APF Canada, in partnership with Global Affairs Canada, hosted a [one-day policy forum](#) on inclusive trade as an important and distinguishing aspect of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP). The forum was attended by government decision makers and trade policy experts from CPTPP economies. In addition, as it coincided with Canada's chairing of the CPTPP Commission, APF Canada supported the travel for speakers from the Indo-Pacific region who added credibility to the discussions about the importance of amplifying the role of under-represented groups (women, Indigenous peoples, small and medium enterprises) and modernizing the Agreement through the use of data and artificial intelligence.

To support ongoing education about the CPTPP, APF Canada also designed a [web portal](#) (albeit through a different source of funding) that will be a 'one-stop shop' for users in and beyond Canada to track the growth and progress of the Agreement.



COUNCIL FOR SECURITY COOPERATION IN THE ASIA PACIFIC (CSCAP)

Elevating Canada's Voice in Track-Two Security

To raise Canada's profile in Indo-Pacific security dialogues, APF Canada assumed editorial responsibility for the Council for Security Cooperation in the Asia Pacific's Regional Security Outlook 2025. Acting as Secretariat for CSCAP Canada, the Foundation launched consultations with CSCAP Malaysia in autumn 2025 to set themes and line up authors. The editorship positions Canada at the heart of a network that informs defence ministries and foreign offices across Asia, ensuring Canadian risk assessments feed directly into regional security thinking. While the 2025 RSO was not published until after the reporting period, much of the editorial work took place in FY25.

PACIFIC ECONOMIC COOPERATION COUNCIL (PECC)

Digital Upgrades to the Comprehensive and Progressive Agreement for Transpacific Partnership (CPTPP)

In FY25, APF Canada brokered and supported a collaboration between **PECC Canada** and **PECC Australia** to craft recommendations for updating the CPTPP's e-commerce chapter (Chapter 14). Through a series of virtual workshops, the two groups produced a joint policy paper outlining pathways to make the agreement "fit for purpose" in an era of rapid digitalization – covering cross-border data flows, consumer protection, and cybersecurity. The recommendations will be delivered to both governments in FY26 and forwarded to other CPTPP economies for consideration.

Indo-Pacific Media Fellowship

(referred to under Canada-Asia Training Program for Media in proposal documentation)

The Indo-Pacific Media Fellowship program will boost Canada's visibility in the region by funding four Asia-based journalists to complete a reporting trip to Canada. In the program design phase, we reviewed our own long-standing media fellowship program for Canadian journalists for components that would best support the program's objective of exposing media professionals – and, through their reporting, public audiences in the Indo-Pacific – to policy-related developments and debates in Canada and Canadian experiences and perspectives on issues that are also germane to the Indo-Pacific.

To meet these objectives, we conducted a scan of Canada's Indo-Pacific Strategy, as well as of our own regular monitoring of Canadian media coverage, to identify a set of issues that would be given priority for Year 1.

In addition, we designed the program to require each fellow to produce three stories, either on three issues or on three facets of a single, more complex issue. Applicants also need to provide a letter from their employer committing to publishing their stories. We also calculated the costs required to effectively complete the reporting trip to determine the total fellowship amount.

This program will be launched in April 2025, with the application review and selection to be completed in June 2025. That will allow the successful applicants time to plan accordingly (including securing a Canadian visa), in anticipation that their time in Canada can be completed in fall 2025, and publication of their stories in Indo-Pacific media outlets by the end of the year.

Canada-in-Asia Conference 2025

CIAC2025 took place at a pivotal time for strengthening Canada-Indo-Pacific ties. Held at the Raffles City Convention Centre in Singapore, the conference brought together 738 participants – 235 from Canada and 484 from across Asia – reflecting growing momentum for Canada-Asia collaboration. Over 125 speakers contributed to 30 panels and discussions on trade, investment, innovation, and research, with a focus on agri-food, clean technology, energy transitions, and oceans. In addition to the core program, 17 side events hosted by partners and sponsors created further opportunities for networking, learning, and deal-making. The full program of CIAC2025 is available [here](#). Summary reports from the conference sessions, and a full post-event report, are available [here](#).

The overwhelming majority of survey respondents were satisfied with CIAC2025: over 90 per cent of respondents were either ‘Very Satisfied’ (50%) or ‘Satisfied’ (40.5%), and no respondents replied that they were either ‘Dissatisfied’ or ‘Very Dissatisfied.’ Respondents were also “very successful” or “successful” in achieving their main objective at the conference. The most common attendee objectives were to meet potential business partners, meet potential research or innovation partners, or to learn more about Asia. Similarly, 96 per cent of respondents found the networking at CIAC2025 to be useful: “I made extremely useful connections” (36%) or “I made somewhat useful connections” (60%).

Significant efficiencies were realized in the planning and delivery of CIAC2025. Planning processes were notably improved, with earlier confirmation of speakers and sponsors contributing to a more predictable and organized workflow. Strong relationships developed through previous editions of CIAC were leveraged to streamline outreach and co-ordination, while negotiations with recurring vendors resulted in budgetary savings. Internally, the team implemented more structured project management tools for task and timeline tracking, and optimized human resources by more effectively distributing responsibilities across the team.



In 2025, CIAC reached a new level of sustainability, both in its external positioning and internal delivery. From APF Canada's perspective, the conference is now recognized by many key Canadian stakeholders – including companies, universities, industry associations, and provincial governments – as their anchor event for Asia engagement, often serving as the cornerstone for broader regional visits. Multiple organizations have indicated they now hold CIAC in their calendars annually.

CIAC has had a meaningful and growing impact on Canada-Asia engagement by creating a dedicated platform for cross-sector dialogue, relationship-building, and strategic collaboration. The conference has helped shape how Canadian and Asian stakeholders perceive opportunities in the region, and participants consistently report that CIAC has influenced their institutional strategies and led to new partnerships, research collaborations, and investment conversations. The conference has also elevated APF Canada's role as a convener and thought leader on Asia-related policy and business issues. This is imperative as we set about increased programming in Asia as part of this overall initiative. For many Canadian attendees, particularly those newer to the region, CIAC provides rare access to senior Asia-based voices and helps clarify how to engage more effectively. As a result, CIAC has become a catalyst for long-term relationship-building and a practical pathway into deeper Asia engagement for Canadians.



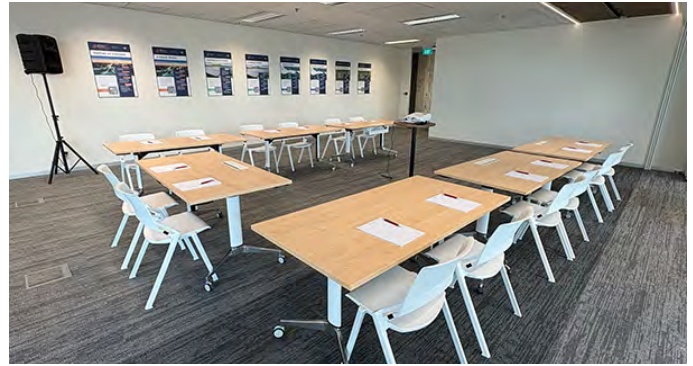
Establishment of Asia Regional Office

The establishment of APF Canada's Asia Regional Office involved a series of co-ordinated activities to ensure a smooth and strategic setup in Singapore. Following site visits to assess potential locations, a final office space at the Manulife Tower was selected based on suitability for operations and regional engagement. Lease negotiations were completed, and the legal not-for-profit entity, Asia Pacific Foundation of Canada (Singapore) Ltd., was formally established.

Renovations were carried out in collaboration with a local contractor to tailor the space to organizational needs, followed by the procurement of essential furniture and office equipment. To support operations and compliance, APF Canada engaged a tax lawyer to clarify reporting obligations, and an accounting services provider. A hiring agency was also retained to assist with local recruitment.



Barrett Bingley was hired as the Asia Regional Director, with the announcement of Barrett's appointment made at the Canada-in-Asia Conference 2025.





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

APF Canada is dedicated to strengthening ties between Canada and Asia through its research, education, and convening activities, such as the Canada-in-Asia Conference series, our Women's Business Missions to Asia, and the APEC-Canada Growing Business Partnership project fostering sustainable inclusive growth and poverty reduction. APF Canada also works with business, government, and academic stakeholders to provide Asia Competency training for Canadian organizations and students.

Our research provides high-quality, relevant, and timely information, insights, and perspectives on Canada-Asia relations for Canadians and stakeholders across the Asia Pacific. Our research work also includes regular Insights, Dispatches, Reports & Policy Briefs, Strategic Reflections, Case Studies, Explainers, and a weekly Asia Watch tracking the latest news on Asia that matters to Canada.

[Visit our Website](#)

