

Affairs presented an introduction to the results of a feasibility study for establishing "a Canada Foundation for Asia and Pacific". It stated that:

"Such a foundation would have as its ultimate objective: the advancement of our cultural and economic development through the deepening of understanding of Canada abroad, as well as the promotion of mutual learning between Canada and the peoples of the Asia Pacific region."

The early inspiration for the foundation was based on an admiration of what the Japanese people had accomplished with respect to their economic development. As this submission explained "They had both the courage and wisdom and confidence to take a long term point of view, as well as the ability and discipline to achieve it". It went on to explain that their energy and determination in pursuing knowledge of the West, including its cultures, customs, languages, and technology was impressive, and that we had, in turn, to learn from Asia and Pacific, just as they learned from the West. "Unless we begin to understand the psychological and philosophical underpinnings of Asian and Pacific societies" the submission concluded "we will not be able to adapt successfully to the challenge that they represent".

### 5.2.2 Its Evolution So Far

In its first five years (1984-89) the APFC concentrated on setting the stage in Canada. According to the 1989 Report to Parliament this consisted of:

1. Strengthening infrastructures as the basis for future progress.
2. Build awareness in Canada about Asia Pacific.
3. Five programs:- business liaison, education, culture, information, and public affairs.

Its total budget for functioning as an institution and delivering these programs was just over \$2 million for each of these five years. This was almost totally core or discretionary funding. The 1989 Report to Parliament pointed to the unsatisfactory situation which resulted from no long term endowment funding, and the high transaction costs of a year to year funding approach. At this time the APFC had a staff of 23, almost all located in Vancouver HQ.

For the second period (1990-1993) the APFC made the decision to reach out into Asia. In addition the mission statement of the APFC was revised (1990) to emphasize that the APFC's mission was "to enhance Canadian competitiveness in the Asia Pacific region, by creating networks and building skills". This reflected a view that the APFC must more obviously satisfy the practical needs of the private sector if it was to be relevant.

During this second period there has been a dramatic increase in APFC revenues from