

Members of the Board are well suited to the task, the goals cannot be achieved. The federal, provincial and territorial governments should do everything possible to encourage the most outstanding and qualified Canadians to participate as Board members. In particular, they must see to it that the Foundation has the necessary financial security and political independence to ensure attracting dynamic, creative people who are willing to play a significant role.

Candidates for the Board must be Canadians with acknowledged expertise and experience in Canada's relations with the Asia and Pacific region. There should be strong representation on the Board from the business sector, not only because it is imperative that the Foundation be viable and businesslike in its operations, but also to ensure that the voices of the business sector, with their great interest in the region, be well represented.

The Board must also be broadly representative of Canada as a whole, and it should be the responsibility of the federal, provincial and territorial governments to ensure that their nominations to the Board reflect all sectors and regions in the country, including individuals, especially of the younger generation, who may not form part of an organized sector or group.

It is therefore recommended that the federal government appoint the first nine Directors, and that the provincial and territorial governments appoint an additional total of eighteen Directors, proportionate to the amount of their respective contributions to the funding of the Foundation. The Board of Directors would also have the right to co-opt five other Board members, bringing the total possible membership of the Board to thirty-two. This provision for appointing five additional Directors would ensure that particularly distinguished individuals, as well as major private donors, would have the opportunity to use their unique skills and interest in the service of the Foundation.

The Board should be required to retire one-third of its members every three years and there should be a limit as to the length of time that any one member may serve on the Board. It is further recommended that once the first Directors have been so appointed by the federal, provincial and territorial governments, all subsequent appointments to the Board representing governments be by election of the Board upon nomination from the respective governments. The Board of Directors would also appoint the executives of the Foundation, who would be responsible for its day-to-day activities and the management of its headquarters.

The federal government would have the authority of appointing the first Chairman and the first Vice-Chairman of the Foundation from amongst its nine appointees, and thereafter to nominate the Chairman for election by the Board.

The Board would appoint its committees as the Board may see fit, the most important committee being the Executive Committee, which would consist of no more than eight members of the Board, including the Chairman and the Vice-Chairman.

In addition, to give the Foundation an international character, the Board could consider forming advisory committees with respect to special activities or specific countries within the Asia Pacific region and to recruit