

THE CANADIAN

A QUARTERLY MAGAZINE OF THE CANADIAN CHAMBER OF COMMERCE IN JAPAN



CANADA 150

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ANNIVERSARY
SPECIAL EDITION
SUMMER 2017





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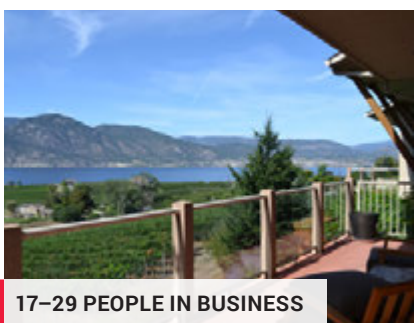


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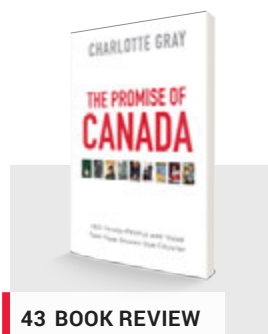
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Representing some 35 business industries, the CCCJ is a member-driven, member-focused organization and is the longest-serving Canadian chamber of commerce in Asia. With more than 400 members, the CCCJ represents a broad cross-section of businesspeople, including entrepreneurs, from Canada, Japan and other countries. The membership comprises Canadian companies and individuals with ties to Japan, and Japanese companies and individuals with ties to Canada.

The Canadian Chamber of Commerce in Japan

La Chambre de commerce du Canada au Japon

The Canadian Chamber of Commerce in Japan is a private sector, not-for-profit business organization founded in 1975 to promote the development of commerce between Canada and Japan.

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Happy Birthday, Canada!

Congratulations on 150 years of confederation

By Maxine Cheyney



Many anniversaries are tied to specific colours or materials, but the celebration of the 150th birthday of a country is too momentous an occasion to be defined by one single thing. And to be sure, the four themes chosen to mark Canada's 150 years of confederation — diversity and inclusion, reconciliation with indigenous people, youth and environment (page 13) — certainly show that this is true.

STRONG TIES

In this special edition of *The Canadian*, Ambassador of Canada to Japan Ian Burney talks about the Embassy of Canada to Japan's work in developing the Canada–Japan relationship. We'll also take a walk through Canada's 150 years of history, beginning with the arrival of aboriginal people from Asia, to now.

Canada's diverse population is well-represented thousands of miles away in Japan by hard-working, motivated individuals, several of whom *The Canadian* spoke to for this issue. One thing that was highlighted repeatedly is that although the two countries differ, they have many elements in common.

We also look at the expanding and increasingly stronger bilateral trade relations. Canadian Chamber of Commerce CEO Perrin Beatty and Japan–Canada Chambers Council Co-chair Steve Dechka discuss Canada's role in the Trans-Pacific Partnership.

WHAT ABOUT THE FUTURE?

Youth is one of four themes of the Canada 150 celebrations, and we look at how some of the demands of the 21st century are being met through education systems. Dan Miles, principal of Bunka Suginami Canadian International School, talks about becoming the first British Columbia offshore school in Japan.

The Japan Exchange and Training (JET) Programme is one way for young Canadians to experience the country, and two JET participants share some of their experiences on the program.

Canada's strengths in sports continues to be shown through its talented and diverse Olympic and Paralympic teams, who are preparing to come to Tokyo in 2020. And at the time of writing, we all wait with bated breath for the result of Canada men's Rugby World Cup qualifying games, which will be played shortly after this issue goes to print.

Members of my family who live in Canada often post beautiful photos from around the country on social media. I then am reminded of the nation's diverse population and picturesque landscape, two things that are certainly a cause for celebration.

Happy Canada Day to all Canadians in Japan! 🍁



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New Start

By Neil van Wouw
Chairman



I feel both honoured and lucky to be stepping into the role of chair of the Canadian Chamber of Commerce in Japan (CCCJ) at this time. Honoured because it is a privilege to be a part of the history of the longest-serving Canadian chamber of commerce in Asia, and lucky because this is a great time — in this year of celebration and opportunity — to be a Canadian in Japan.

As Canada marks 150 years, the CCCJ has already started celebrating, with two great events in our Canada 150 Speaker Series: a great talk by Benjamin Smith, president of Air Canada; and a gender diversity roundtable led by Lise Thériault, deputy premier of Québec.

But there's much more to come, including a great Canada Day celebration with the Embassy of Canada to Japan, and

the CCCJ's signature event — the Maple Leaf Gala — on September 29.

Turning to our membership, the CCCJ's cultural ambassador, Katsura Sunshine, will be joining us at the embassy on June 30, before hosting a Canada Day party that evening at the Roppongi Hills Club.

And of course, CCCJ member Nick Szasz, owner and founder of *Fukuoka Now*, a bilingual lifestyle magazine, will be putting on what has become Japan's biggest annual Canada Day event in Fukuoka.

This brings me to opportunity.

Despite the usual challenges that Canada and Japan face domestically and globally, it seems that the twists and turns of business, politics and current events serve to increase the opportunities for deeper bilateral ties.

Our economies are so complementary that the inevitability of a bilateral trade

agreement in one form or another just continues to build.

And like Katsura and Szasz above, there is a growing pool of Canadians and Japanese who count their cross-cultural experience not only in months and years but, in many cases, decades. The CCCJ is the place where you will find more of those people than anywhere else.

We are those people. We are the front line of the Japan–Canada relationship. Forging new, and strengthening existing, business ties, we offer the business point of view for bilateral policies and, more important, build people-to-people connections.

Lets celebrate Canada's sesquicentennial, as well as this great opportunity to be part of the strengthening and deepening of ties between Canada and Japan. 🍁

Day for Canada

By Jim Zhang
Executive director



On this, the 150th anniversary of Canada's Confederation, I would like to wish all Canadians at home and abroad a happy Canada Day. In the process of becoming a state, we have faced many struggles and challenges. And, having been put to the test, Canada has become ever more resilient as it faces this century's major global challenges.

Canada continues to be a world leader in the areas of innovation and diversity, and we are committed to contributing to a sustainable world economy. Here, at the Canadian Chamber of Commerce in Japan (CCCJ), we are dedicated to reflecting

Canada's priorities in Japan's Canadian business community.

The CCCJ has feted this Canada Day with Canada 150 Speaker Series events, as well as by attending the annual Canada–Japan Joint Chamber Council in Sendai, Miyagi Prefecture, aimed at continuing our advocacy push for a friendlier bilateral trade environment.

The CCCJ is collaborating with the Embassy of Canada to Japan to host the official Canada Day Celebration on June 30, while the Maple Leaf Gala in fall will be another focal point of the celebrations.

I want to thank all members, executives, and sponsors for your ongoing support of the CCCJ. We at the chamber office will continue to serve the interests of our members.

I would also like to take this opportunity to thank our Senior Advisor David Cotter for volunteering his time to help the chamber. He has been an integral part of the chamber office and his experience and positive enthusiasm will be greatly missed. We wish him the best of luck in his future endeavours. 🍁



The following companies would like to wish you all a happy Canada Day!



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www.evergreen-hakuba.com/en/



www.manulife.co.jp



mlfj.jp



<http://international.gouv.qc.ca/ja/tokyo>



tokyoamericanclub.org



West Canada Homes

Niseko, Japan

<http://westcanadahomes.com/>



www.costco.co.jp

Ambassador of Canada to Japan

Dear Canadians and friends of Canada,

On the occasion of the 150th anniversary of Canada's Confederation, it is my great pleasure to wish you a Happy Canada Day! This special anniversary provides an opportunity to reflect upon the Canada–Japan relationship and look forward as we further strengthen our political, economic and people-to-people ties.

Canada and Japan share much in common, including our respect for democracy, human rights, the rule of law and a commitment to free trade and open markets. In these times of global uncertainty, it is more important than ever that G-7 economies like Canada and Japan lead by example and pursue every opportunity to preserve and promote these values.

In this respect, the Embassy will continue to work to increase trade, investment and innovation ties between Canada and Japan and advocate for establishing a strengthened policy framework, such as an Economic Partnership Agreement and via broader regional initiatives, to bring greater prosperity to all our citizens. I know that we can count on the support of our friends in the Canadian Chamber of Commerce in Japan (CCCJ) and Japanese and Canadian companies to highlight the benefits that a modern trade policy framework would bring to both our countries.

Canada's 150th anniversary comes at a time of renewed momentum in the Canada–Japan relationship, following a series of Canadian high-level visits to Japan over the past year. Prime Minister Trudeau visited in May 2016 ahead of the Ise Shima G-7 Summit, making Japan his first Asian destination for a bilateral visit.

In total, 14 Cabinet Ministers have visited Japan since the Trudeau government took office. In addition, we have also seen visits to Japan from Premier Wynne of Ontario, Premier Notley of Alberta, Premier Clark of British Columbia, Premier McNeil of Nova Scotia and Premier Gallant of New Brunswick, not to mention a number of provincial ministers and mayors, as well as Canadian parliamentarians. Canada's commitment to the relationship at all levels of government is clear.

Our priority will be to continue to build on this strong level of engagement to ensure that our country remains top of mind as a partner for trade, investment and innovation. I look forward to working hand in hand with the CCCJ to achieve this common objective.

I thank you for your ongoing support, collaboration and commitment to the Canada–Japan relationship and wish you a very Happy Canada Day. 🍁

**Yours sincerely,
Ian Burney**



CANADA 150

CANADA 150

This year, Canadians are celebrating Canada 150: Canada's 150th birthday or, more precisely, the 150th anniversary of Canada's Confederation. It is an important milestone for our country, and one that provides a unique opportunity to strengthen our sense of what it means to be Canadian, at home and abroad.

WHAT IS CONFEDERATION?

Canada existed long before 1867, although it was not officially a country. People of European origin were living in Canada hundreds of years earlier — and Indigenous peoples thousands of years before that. Since the name Canada began appearing on maps in the mid-1500s, why is 1867 considered the beginning?

In 1867, Canada was British territory, officially called “British North America.”

Over the years, the land had been divided and re-divided with France ceding a portion of its territory in mainland North America to the British in 1763, under the Treaty of Paris. Gradually, it was recognized that a better form of government was needed to deal with political and economic issues, relations with the United States, and other factors.

In 1864, the Great Coalition — which brought groups with various political ideals together — was formed to discuss constitutional reform. Meetings and negotiations followed and resulted in the Confederation of Canada.

The first major meeting was the Charlottetown Conference, held in 1864 with the goal of persuading the maritime provinces to join confederation. The second gathering, also in 1864, was the Québec Conference. The outcome was a draft Constitution for the creation of Canada.

Upon approval by the Parliament of the United Kingdom, the Dominion of Canada was created through the British North America Act. Under the Act, the provinces of Nova Scotia, New Brunswick and

Canada — which became the provinces of Ontario and Québec — became Canada. The Act, which also set out the division of powers between the federal government and the new provinces, came into force on July 1, 1867.

GROWTH AND DIVERSITY

Multiculturalism

Over the years, many more people came to Canada. At first they were mainly from the British Isles and continental Europe, often escaping from poverty, famine, overpopulation or war. But before long, Canada was seen not as a place to which to escape but, rather, as a land to which to go. It was a land of opportunity — a place to go for a better life.

And life indeed got better — so much so that Canada today always places near the top in surveys of the best locations in the world in which to live. In fact, Canada ranked second on the World Economic Forum's 2016 Best Countries list.

Today, nearly 300,000 people a year immigrate to Canada from all over the world, with the greatest percentage coming from Asia. The ratio of foreign-born people in the country is more than 20 percent, over 50 percent of whom live in Canada's biggest city: Toronto.

Large-scale immigration led to the official policy of multiculturalism in 1971, and diversity and inclusion as a key theme of Canada 150. In the words of Prime Minister Justin Trudeau, “Canada's diversity is its strength.”

CANADA'S FLAGS

Pre-1871



1871–1921



1921–1957



1957–1965



1965–present



CANADA: 150 YEARS

About 10,000 BC

Aboriginal peoples arrive from Asia.

— AD 1000

Vikings settle in Newfoundland.



1497

John Cabot arrives from England and explores Canada's Atlantic coast.

CREDIT: LIBRARY AND ARCHIVES CANADA; COPYRIGHT: CANADA POST CORPORATION



1534

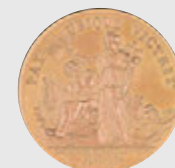
Jacques Cartier explores the Gulf of St. Laurence and claims the territory for France.

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1608

Québec City founded.



COMMEMORATIVE MEDAL,
TREATY OF PARIS

1763

France cedes nearly all of its Canadian territory to Britain (Treaty of Paris).

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1774

Québec Act renews guarantees of religious freedom and restores use of French civil law in Québec.

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1867

Confederation through British North America Act.

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1877

Arrival of the first Japanese immigrant to Canada, Manzo Nagano.

Issei (first generation) Japanese immigrants arrive between 1877 and 1928.

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PMO PHOTO: ADAM SCOTT

Canadian Prime Minister Justin Trudeau and Japanese Prime Minister Shinzo Abe at the G7 Ise Shima Summit

Economy

Another thing to recognize as we celebrate this anniversary is that it is not only the population that has diversified, but the economy, too. Back in 1976, Canada joined the grouping of the world's most advanced economies, the G7.

While Canada is known for its beautiful nature and scenery, it is also a technologically advanced country with a strong spirit of innovation. Canada excels in many areas, including the energy, minerals, lumber, wood products, agriculture, automotive industry and education sectors. Canada's aerospace industry is known around the world for quality and innovation, and we have a host of cutting-edge software, biotech and high-technology companies.

Culture

Canada's musicians, actors and artists have also excelled. Well-known musicians include world-renowned jazz artists Oscar Peterson and Diana Krall, singers Celine Dion and Bryan Adams, classical pianist Angela Hewitt, and conductor Yannick Nézet-Séguin — just to name a few. Japanese fans may also know of the Canadian-Japanese musical group Monkey Majik.

Canadian actors you are sure to recognize include Ryan Gosling, Donald and Kiefer Sutherland, Ryan Reynolds, and William Shatner.

Among other cultural icons are writers Margaret Atwood, Alice Munro, and Lucy Maud Montgomery. Robert Lepage,

playwright, actor and stage director; the Cirque du Soleil circus and Compagnie Marie Chouinard dance company are also well known here in Japan.

RESPONSIBLE
GLOBAL CITIZENSHIP

We see much to be proud of as we look back at Canada's interactions with the world over the past 150 years. Canada has always stood for human rights, freedom, democracy and peace. Even before Confederation, Canada welcomed those escaping from slavery in the United States via the Underground Railroad.

Canadian soldiers fought and died in two world wars. Canada opened its doors to people fleeing from Eastern Europe after World War II and, later, from Indo-China. In 1956, when he was Canada's Secretary of State for external affairs, Lester B. Pearson, who later became prime minister, initiated the concept of using a UN peacekeeping force to de-escalate the Suez Crisis. He was awarded a Nobel Peace Prize for this work. During the Iran hostage crisis in 1979, Canada bravely helped six US diplomats safely return home.

In 2003, although Canada opposed the invasion of Iraq, it contributed forces for the NATO-led rebuilding of Afghanistan. Meanwhile, most recently Canada attracted worldwide attention when it announced it would accept 25,000 refugees from Syria — a number that quickly rose to more than 40,000.



1885

Trans-Canada Railroad completed.

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1897–1899

Klondike Gold Rush

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– 1914

10,000 people of Japanese ancestry had settled permanently in Canada.

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1914–1918

World War I

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1931

Statute of Westminster affirms Canada's independence from Great Britain.



1939–45

World War II

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1950–1953

Korean War



1959

St. Lawrence Seaway opens, connecting the Great Lakes to the Atlantic Ocean.

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1965

Canada adopts the Maple Leaf as its national flag.

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1971

Multiculturalism policy adopted.



1976

The Canadian Businessman's Association established in Japan; forerunner of the Canadian Chamber of Commerce Japan.

IMAGE COURTESY OF THE CCCJ

CANADA AND JAPAN

Both Canada and Japan entered the international arena in the late 19th century and government-to-government connections between the two nations soon began to take shape. Japan opened a consulate in Vancouver in 1889, and Canada appointed its first trade representative to Japan in 1897.

Formal diplomatic relations followed, with Japan's establishment of a legation in Ottawa in 1928 and Canada's Legation in Tokyo in 1929. A large number of Japanese have settled in Canada, and today's Japanese–Canadian community has a rich and diverse history.

The early bilateral contacts were interrupted by World War II, but resumed in 1945. An important name to mention here is E. Herbert Norman, a Japan-born Canadian diplomat and historian who played an important role in the establishment of Japan's postwar democracy.

Today, the Canada–Japan friendship is strong and dynamic. The partnership is based on shared values, significant two-way investment, as well as flows of goods, technology, knowledge and people.

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E. Herbert Norman

Peace and Security

Our two countries collaborate on common interests related to regional and global stability, and are committed to strengthening and expanding peace and security cooperation in areas such as peace operations, counterterrorism, and humanitarian assistance and disaster relief.

Trade and Investment

Canada and Japan enjoy extensive commercial relations covering a broad range of areas including trade, investment and innovation. In 2016, Japan became Canada's fourth-largest commercial partner, with C\$26.5 billion in bilateral trade. Japan is also Canada's largest source of investment from Asia.

People-to-People and Youth Exchange

With 73 sister city/sister province relationships, the grassroots dialogue between Canadian and Japanese people is vibrant. Both nations are also popular tourist destinations, with the annual number of Canadian and Japanese travellers exploring each other's cities, nature, history and culture having grown to about 300,000 in each direction.

Canada is a popular choice for Japanese students interested in studying abroad at all levels. In 2016, about 6,500 Japanese youth received permits to travel to Canada under the International Experience Canada (working holiday) program. In addition, about 500 Canadians currently participate in the Japan Exchange and Teaching (JET) Programme (page 37), teaching English and working in government offices across Japan. Canadians are long-standing supporters of this program, with more than 9,000 alumni.

DID YOU KNOW

?



Nobel laureate Dr. Frederick Banting, and Dr. Charles Best created one of the most notable and important Canadian discoveries: **insulin**.



Canadian John Hopps created the first **electrical pacemaker circuit** in 1951. By 1965 it had been refined by other Canadian scientists and was the first biological pacemaker.

As we begin our next 150 years together, our two countries will continue to work closely to strengthen ties, starting with the upcoming celebration of 90 years of diplomatic relations.



Their Majesties the Emperor and Empress of Japan on their visit to Canada in 2009
PHOTO: OFFICE OF THE SECRETARY TO THE GOVERNOR GENERAL (original version available at gg.ca)



CANADA 150

CANADA 150

The Government of Canada has identified four key themes for this anniversary year.

Diversity and inclusion: Canada is a country of diversity and it is thanks to this diversity that the country is prospering culturally, politically and economically.

Reconciliation with Indigenous peoples: Raising awareness of Indigenous cultures among Canadians will allow them to discover and celebrate the richness of these cultures and identify what unites them with their Indigenous fellow citizens. This will help to increase understanding and will

assist in strengthening the national relationship between Indigenous and non-Indigenous people.

Youth: Today's young people will shape Canada and the world of the next 50 years. It is important that Canada's youth receive the tools to do this. Education and youth exchange are two examples of the tools necessary to create tomorrow's global leaders.

Environment: Canada 150 is a chance for Canadians to reaffirm their commitment to preserving Canada's natural environment and boosting environmental awareness. 🍁



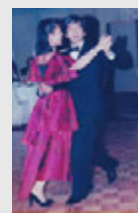
Chris Hadfield was the **first Canadian astronaut** to walk in space. He has flown two space shuttle missions and served as commander of the International Space Station.



Canadian James Naismith invented **basketball** to give his physical education students at the YMCA Training School in Springfield, Massachusetts, an indoor team sport to play during the long winters.



Look up in the sky! Is it a bird? Is it a plane? It's Superman! This famous **comic book** hero was created by American writer Jerry Siegel and Canadian-born artist Joe Shuster in 1932.



1976

Canadian Maple Leaf Ball in Tokyo

CREDIT: CCCJ



1982

Canadian Charter of Rights and Freedoms enacted; the Constitution is patriated.

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1988

Multiculturalism Act enacted.

1994

North American Free Trade Agreement (NAFTA) enters into force.

1999

Nunavut becomes Canada's newest territory.

2009

Their Majesties the Emperor and Empress of Japan visit Canada.



2010

Canada sets record for gold medals at the Vancouver Winter Olympic Games.

CREDIT: DUNCAN RAWLINSON

The CCCJ releases a trade policy paper, *Capitalizing on Natural Synergies – Towards an Economic Partnership Agreement Between Japan and Canada*.

2013

The Canadian Chamber of Commerce, in partnership with the Canadian Chamber of Commerce in Japan and the Japan Business Federation (Keidanren), holds the 2013 Canada-Japan Trade Symposium in Toronto.



2017

Canada 150

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A TRADE REFOCUS

The winding road of Canada–Japan trade relations

By Maxine Cheyney

Canada–Japan trade and diplomatic ties have existed for decades. And now, in the wake of the economic changes being wrought worldwide, these bilateral bonds appear likely to be further strengthened. A key mechanism in this is the Trans-Pacific Partnership (TPP).

The free trade agreement is designed to strengthen and deepen economic ties among the member states of Malaysia, Vietnam, Singapore, Brunei, Australia, New Zealand, Mexico, Chile, Peru, Canada, Japan and, until January 23 this year, the United States when President Donald Trump signed an order withdrawing from the TPP.

It was originally designed to create a strong trade hub in the Pacific region, and had long been on the trade agenda of the 12 countries that signed the agreement in February 2016. Although the United States has withdrawn from the agreement, the remaining 11 members continue to pursue the deal, albeit with some initial reluctance after Washington's pullout.

The *Canadian* spoke with Perrin Beatty, CEO of the Canadian Chamber of Commerce, and Steve Dechka, co-chair of the Japan-Canada Chambers Council about the current status of the TPP, and how Japan and Canada might continue to build ties.

WORKING RELATIONSHIP

The Japanese business environment — and, more broadly, that of other Asian nations — is demonstrably different from that of countries in other regions. Thus, creating an environment that allows non-Japanese

business to grow in Japan, and the harmonization of standards is a crucial part of both the Canada–Japan relationship and the TPP.

That the agreement is considered significant for trade is evident, given that 11 states are still pursuing the agreement even without the participation of the United States. The TPP is regarded as a 21st century agreement because it goes far beyond tariffs to set standards for the environment, labour, intellectual property, state-owned enterprises and much more. It is also more ambitious than the China-backed Regional Comprehensive Economic Partnership.

"It's modern, it deals in a range of areas that previous generations of trade agreements didn't cover," Beatty explained.

While many worry that the accord has been weakened by the United States having bowed out, Japan has made clear its intent to pursue the pact, in the hope that the United States might join at a later date.

Meanwhile, there is disagreement among some Asian countries regarding whether the partnership should go ahead unchanged, merely with some amendments to the ratification formula, or whether

there is a need for more negotiations, which probably would lengthen the process.

"My argument would be, this should be left as intact as possible, with as few changes made as possible," Beatty said.

As with Canada's Comprehensive Economic and Trade Agreement with the European Union, this kind of agreement represents a breaking down of barriers and collaboration between countries.

When asked whether there were any areas of concern in the agreement for either Canada or Japan, Beatty explained that, since one party is looking for access to protected areas of the other's economy, there are bound to be concerns in any agreement. He chooses, thus, to focus on the benefits.

According to the Canadian federal government, if the TPP is ratified, Canada will have free trade agreements with 51 countries, representing about 60 per cent of the global economy.

There are benefits for specific industries in both Canada and Japan. Beatty named agri-food, fisheries and lumber as under-served sectors in Canada that would benefit from the agreement.

Among those to gain most would be Canada's beef and pork industries, with



Lumber is one sector that would benefit from the TPP.

PHOTO: HANNAMARIAH / 123RF

tariffs on pork products eliminated in 10 years, and the 50 per cent tariff on beef, reduced to just 9 per cent in 15 years.

Canadian consumers can also expect to see lower prices over time for cars, as the current 6.1 per cent tariff on passenger vehicles would be phased out.

Another reason for an agreement such as this is the degree to which the global positions of both Japan and Canada benefit. “Here’s an opportunity where two G7 nations can show some leadership in Asia,” Dechka said.

Further to this, Dechka explained that the idea behind TPP was “to have the Chinese come to the table, with a strong negotiating position on our side.”

BILATERAL ARGUMENT

Both Dechka and Beatty emphasized that an option for Canada and Japan is a bilateral agreement, which would be more favourable than waiting for the TPP to be ratified.

Japan currently is Canada’s fourth-largest merchandise export market and second-largest trading partner in Asia. Further, reasons abound for there being a strong relationship and a natural partnership.

“We are, by far, the closest resource-based economy to Japan,” Dechka explained.

Despite this, the trade relationship has taken a different tack. “The relationship — if you look at the statistics, too — has been going in the wrong direction,” Dechka explained. “We lack the ministerial visits we need, and we lack the interest from the Japanese side.”

However, he explained, this is not the fault of the ambassadors, councils or similar government bodies. Instead, the problem lies in the business community, which currently is opting for easier business opportunities elsewhere.

Although the historical, cultural and political significance of Canada–Japan ties remains strong, Dechka and Beatty both believe that the relationship is underdeveloped. At a conference in Sendai, Miyagi Prefecture, the importance of this relationship and ways to encourage its growth were discussed.

“The important thing for the conference is reigniting the relationship, because in our view as a council, the Canada–Japan trade relationship, and the relationship

“The Japanese are dealing with a country that respects the rule of law, and has business practices similar to their own.”

in general has not been growing in the right direction over the past 10 years,” Dechka said.

Specifically, the need to spark interest on both sides of the Pacific was a key topic. Gaining the attention of young people, furthering education programs, engaging the media and developing the cross-fertilization of ideas.

Some of the reasons for this lack of development in the trade relationship, Dechka puts down to Japan’s fixation on the TPP. “It was clear that the Japanese side was more interested in the multilateral side of things than the bilateral.”

A bilateral agreement could be a way to encourage other countries to join the TPP. In fact, Beatty believes that an Economic Partnership Agreement (EPA) with Japan would accelerate the TPP process.

“The most important element here is that the two economies are so complementary, there are relatively few areas where we compete with each other. And, as a consequence, if Japan and Canada can’t do a bilateral deal, it’s very hard to understand what other countries can,” Beatty said.

A bilateral agreement such as this would position Canada as a bridge between the Pacific and North America, and one where there is easily shared, common ground.

“The Japanese are dealing with a country that respects the rule of law, and has business practices similar to their own,” Beatty explained.

This is something with which Dechka said the council is grappling. There are no sectors or areas of animosity; yet it is taking a long time to lay the groundwork.



The beef and pork industries will see reduced tariffs over time if the TPP is ratified.

WHAT NEXT?

“We believe it needs to be at a level of government to government; we need to make it clear that it is a high priority to Canada,” Beatty stressed. Before the G7 meeting, Beatty wrote to Canadian Prime Minister Justin Trudeau urging him to raise the option of an EPA directly with Prime Minister Shinzo Abe.

Beatty observed, “The TPP does not eliminate the value of a bilateral agreement with Japan, and we believe both countries should make a bilateral agreement a priority, in addition to pursuing the TPP.”

However, trade agreements simply offer opportunities to the business community. Dechka and Beatty are looking to encourage the business community to act on these opportunities and further drive the Canada–Japan relationship.

Aside from trade, Dechka, who developed a passion for Japan after being exposed to the people and its culture at a very young age, believes education is crucial.

“One of the things the two councils want to do is build that bridge and get young people interested in Canada, get young people interested in Japan,” he explained. “I still have that passion today and it is why I am still involved. We need that type of commitment and passion in others if we are going to reignite the relationship,” he said.

With Canada having attained 150 years of Confederation — of which Japan has been a part since as far back as 1877 — there is every reason for the relationship to develop, be that through the TPP or a bilateral trade deal. 🍁



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THE POWER OF ONE TEAM

Canadian CEO of McDonald's Japan
on the chain's turnaround to growth

By Sarah Casanova

It's been nearly nine years since I started working at McDonald's in Japan. In fact, this is my second stint. Initially, starting in 2004, I spent five years learning the local market and focusing on various initiatives to drive business turnaround and growth. Then I moved to Malaysia, as managing director of McDonald's there and, in 2013, I was appointed president and CEO, representative director of McDonald's Company (Japan), Ltd.

While business in Japan at the time was on a downward trajectory, we were confronted with two very public product-quality issues. Customer loyalty and staff morale were heavily impacted as a result. By 2015, sales were down nearly one-third from the peak in 2010, and we recorded a ¥25 billion loss.

I knew that an ambitious, back-to-basics strategy was necessary and subsequently launched an 18-month business revitalization plan to get us on the right foot. There were really two main success factors that contributed to our remarkable turnaround: returning our focus to the customer, and getting the field staff fully behind the effort.

I visited all 47 prefectures and spoke directly with customers, staff and business partners to hear what they thought had gone wrong. We had suffered an erosion of trust in our brand, so we focused first on aligning marketing, supply chain and operations to regain trust.

Customers said they wanted to have back the original McDonald's — a fun place for great value that served delicious burgers. We introduced several customer-focused

initiatives, such as food safety and quality, menu and value enhancements, refocused on cleanliness and hospitality, and engaged our customers.

The field staff said we were not engaged and there were too many distant directives, so we immediately set out to empower the field staff, drive teamwork and introduce collectivist values in our internal communications and actions.

Fortunately, as a result of all the hard work and a return to basics, our numbers for the 2016 financial year returned to the black. Now, focused on moving from turnaround to growth, we are further enhancing our menu and value efforts, while modernizing the restaurant experience and brand engagement. We are investing in innovating around tastiness, convenience and people.

What we experienced at McDonald's Japan — and how we came through it — shows very clearly something distinctive I've noticed and come to love about this country. When times are tough, Japanese instinctively pull together. Once they are aligned on a direction they can believe in and get behind, amazing things start to happen. There is no need for individual recognition; it's all about the team and the power of the group.

Reflecting on my time here, there are a few things that I've learned about the Japanese consumer. In many ways, the Japanese market truly is unique. For example, the Japanese love new things, so we are constantly innovating and coming up with new menu items and ways to

experience them in a fun way. At the same time, tremendous pride surrounds Japanese cuisine, food culture and local provenance. Reflecting this, we cater to Japanese tastes with ginger pork burgers, teriyaki burgers and have added local fruit flavours to our desserts and shakes. Of course, Japanese consumers also share Canadians' love of Canadian bacon and maple syrup!

Japan's high service standards are second to none. Small details garner a lot of attention, and cleanliness is godliness, so our renewed focus on clean restaurants and warm hospitality has paid off handsomely.

In retrospect, I believe that, when faced with product-quality issues such as those we have experienced, the best course of action is to first reassure the Japanese consumer, and then move on to a recovery plan. Listening intently to customers and demonstrating hard work to fix things, really does help regain trust. 🍁

CEO of
McDonald's Japan,
Sarah Casanova



We cater to Japanese tastes with ginger pork burgers, teriyaki burgers and have added local fruit flavours to our desserts and shakes.



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DESIGNS ON TOKYO

Gordon Hatton, vice president of Pembroke Real Estate's Tokyo office, on trends in his industry

By Julian Ryall

As a boy growing up in the Saskatchewan city of Regina, Gordon Hatton vividly remembers the celebrations that marked Canada's centenary year. He could never have anticipated that, half-a-century later, he would be marking the nation's 150th birthday in Tokyo, a city that has been home for the past 28 years.

"It was a very interesting and exciting time in Canada," Hatton told *The Canadian*. "There was a real sense of optimism in the country, a growing confidence, and the anniversary also coincided with the 1967 World Expo in Montreal."

Hatton, a vice president and head of Japan at US-based Pembroke Real Estate, and head of the property developer's Japan operations, returns to Canada about once a year to see friends and family. But he confesses to sometimes feeling a little out of touch in his homeland.

"I guess it is reverse culture shock," he said.

And, like many long-term residents of Japan, Hatton had no intention of settling here permanently when he first arrived in 1989.

Hatton was a student of architecture at the University of Manitoba when

Shimizu Corporation, one of Japan's biggest construction firms, began a scheme according to which one of its staff would spend a year at the university. Under a subsequent reciprocal program, alumni came to Japan for a year and Hatton was selected for the scheme.

"I had already been working as an architect in Toronto for five years, but when I arrived here it was the peak of the bubble and just a delightful time to be in Japan as a young architect," he said. "At that time, it was not unusual for 95 per cent of the cost of a project to be the land, which was great from a designer's perspective, as the cost of a few design embellishments were immaterial in the budget, and clients would gladly sign off on whatever the architect wanted to build. Hence we see some rather exuberant buildings from that era."

Hatton met his wife, also a young architect at Shimizu Corporation, before moving back to Toronto. Just 18 months later, they made the decision to return to Japan and he joined Takenaka Corporation, working on projects that ranged from a Jusco shopping centre — now Aeon — to the Korakuen Hotel in Atami, Shizuoka Prefecture. During that time, he became one of the few foreigners to obtain a Japanese architectural licence to go along with his Canadian qualifications. He then spent a

decade in charge of project management for Bovis Lend Lease in Tokyo.

One of the first projects Hatton took on after joining Pembroke Real Estate was the Tri-Seven Roppongi building, which opened in March 2016 and is where the company has its headquarters. An international property developer, Pembroke acquires, manages and develops properties in major markets around the world.

The real estate market has undergone significant developments in recent years, said Hatton, including an influx of foreign funds that have made Japan — and Tokyo in particular — one of the top investment markets in the world.

"Another notable difference for me would be the shift towards developments that consider urban design and place-making strategies, not just individual building design," he added. "This is evident not only in the major redevelopment projects, but in the collage of interesting, small urban interventions that give the back streets of Tokyo such delightful human scale and vitality, and stimulates the dialogue between new and old."

And while the sector faces challenges — not least a shortage of skilled construction workers — Hatton prefers to focus on the positives.

"Rather than challenges, the take-away for me would be how much of a pleasure it is to work with so many people who take real pride in the quality of craftsmanship they bring to their jobs," he said.

"We go very deep into the details on our projects and this is something I very much enjoy, spending time on construction sites, visiting glass factories, stone yards and tree nurseries to hand-select the materials, refine the detailing or work through technical coordination issues with various experts, from carpenters and engineers to investors and end-users." 🍁

The Tri-Seven Roppongi building is Hatton's most recent project with Pembroke Real Estate.
PHOTO: LIFE14



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FIT FOR TOKYO

Lululemon Athletica Inc.'s Brand and Community Director
Amanda Casgar on brand building

By Maxine Cheyney

Brand awareness in Canada regarding Lululemon Athletica Inc. is pervasive. Since its 1998 opening in Vancouver, Canada, the fitness-clothing brand has branched out. It recently opened in Tokyo's luxury department store, Ginza Six. The apparel's Brand and Community Director Amanda Casgar spoke about building the brand in Japan.

What are the key considerations when creating a brand?

There are so many brands these days that are aspiring to be a lifestyle, whether they come to it naturally or not. Thus, in creating a brand in 2017, how it comes to life through real stories is most important. We have so much content because we are out in the community, sweating and building relationships every day.

Our customers know when they are being pandered to, being savvy and smart. We don't push ourselves into a market;

we create relationships on the ground and build community from the ground up.

What are the core values behind the Lululemon brand?

We have very specific, shared core values and are big believers in the law of attraction. Values such as entrepreneurship, personal responsibility and fun are themes that run through everything from our products to our people to how we create into the brand. This is what helps us create consistency as we expand globally and deliver against our decentralized model — entrepreneurship as a core value really fuels this. We train our teams and share the brand in very specific ways, and we trust that they understand this and are going to bring it to life locally in their own unique way.

How do you approach Japan?

Japan is one of the world's most special markets: highly nuanced and sophisticated. The craftsmanship and quality of our products is something that might take

more education in other parts of the world, but in Japan, our guests will pick up the fabric and know immediately that there is a difference in our fabrication and how we design. It's intuitive. We have always taken great joy in surprising and delighting our customers with details in experiences, products and designs. But in Tokyo we have to be that much more ahead of the game because it's expected — it's not surprising.

As it relates to the rise in fitness in Japan, we see this trend increasing dramatically. When we think about global influence, it's just like the wind; it blows in different places at different times. Right now, as with other parts of Asia, there's a massive influx of boutique fitness and an appreciation for pro-active health and sports.

What opportunities do you see in Japan's fitness clothing market?

What we do really well is design beautiful and technical clothing. Our guests see themselves in the products in a way that they might not in other athletic apparel because each product is created with the end athlete in mind, even down to the psychology of how they will use the product. We buy specifically based on season and the style of what our Japanese customers like. Then next year, we are going to create an Asian fit line, too.

Why open a store in Japan?

Japan — and Tokyo specifically — is one of the most influential markets in the world. When you walk down the street in Paris, there's a reason "New York, Paris, London and Tokyo" is displayed on the windows of some of the most iconic fashion houses. If we can solve for product, brand and community in Tokyo, then we can create a dynamic brand that works for a lot of other markets worldwide. 🍁

Lululemon sports a presence in Tokyo's luxury department store, Ginza Six.



Japan is one of the world's most special markets: highly nuanced and sophisticated.

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CHASING THE PUCK

An ice hockey lover's professional journey across the globe

By Maxine Cheyney

Ferrari Japan's Managing Director Reno De Paoli has carried his love for ice hockey from his hometown of Penticton in British Columbia, Canada, across the globe to Tokyo.

"I learned to skate when I was about three years old," he said. "It was the typical small town story, where ice hockey is one of the main things everyone does."

With its roots in Italy, De Paoli's immediate family comprises an Italian mother and a second-generation Canadian Italian father. This mix of cultural backgrounds is a force that has supported his business abilities, De Paoli believes.

"I think this has really helped me with the business culture at Ferrari in Japan," he said. "From the Canadian side, it's this steady calmness that I have been able to leverage towards a more pragmatic approach with the business challenges here, while understanding how to navigate with the emotional side of being an Italian company."

De Paoli pursued a bachelor's degree in commerce at the University of British Columbia, taking an exchange year to study at the University of Arizona. He was then chosen to take part in the AIESEC program, a global platform for young people to explore and develop their leadership potential. He chose to do his internship in Warsaw, Poland.

"I wanted to go somewhere completely new and one consideration was that I wanted to play ice hockey," he laughed.

This led to him travelling in Europe and, while working at L'Oreal in London, he was approached for a role at Ferrari. With his Italian background and childhood love of Formula 1, this was the perfect fit. De Paoli was soon tasked with developing the Middle East and Africa markets out of their Dubai office, before he moved to Shanghai, China and, eventually, Tokyo.

Moving from city to city, De Paoli noted the differences with the small town in which he had been brought up, and the Canadian mindset.

"Most of us Canadians grew up in small towns and communities. Major scale commerce wasn't really part of our fabric, and neither were luxury goods," he explained. "Maybe our ambitions in setting up local businesses were met with too much modesty, and we hesitated to aggressively expand and capture markets outside of Canada. It's a competitive world out there, and that's an adjustment. Not to mention that the politics of corporate culture in the rest of the world is quite opposite to the Canadian spirit!"

However, he said this mindset is beginning to change. "More people are realizing that, just because we are in a smaller market, it doesn't mean our products or services can't penetrate other markets abroad."

De Paoli's main objective in coming to Japan was the mammoth task of restructuring Ferrari Japan, with the aim of creating a more streamlined and dynamic team. "When I came here, it felt like it was a very domestic team in terms of the profile of the people and the working style.

"The layers of communication in Japan are extremely challenging to deal with. Getting to the heart of an issue takes time, in order to understand why there is a reaction to something. That, in itself, has been challenging."

The importance of maintaining the Ferrari brand image was at the forefront of De Paoli's mind when he had to make difficult decisions to strengthen the team, dealing with each team member himself without the aid of a local human resources department.

"We need people to demonstrate and emulate the brand, and I wasn't fully satisfied about that feeling when I arrived here," he said.

De Paoli also restructured their Ferrari Financial Services company by going into partnership with a local financial services firm, enabling the company to reduce its operational risk in a highly regulated industry, while maintaining the brand name and high levels of customer service. "When you set up a successful company only to restructure it soon after, the effect on the Japanese psyche . . . it was just unheard of. This kind of change management in Japanese culture is extremely difficult."

The luxury automotive sector is refocusing on Japan, meaning increased competition. De Paoli's next task, while also managing the South Korean market, will be to promote the brand to younger customers.

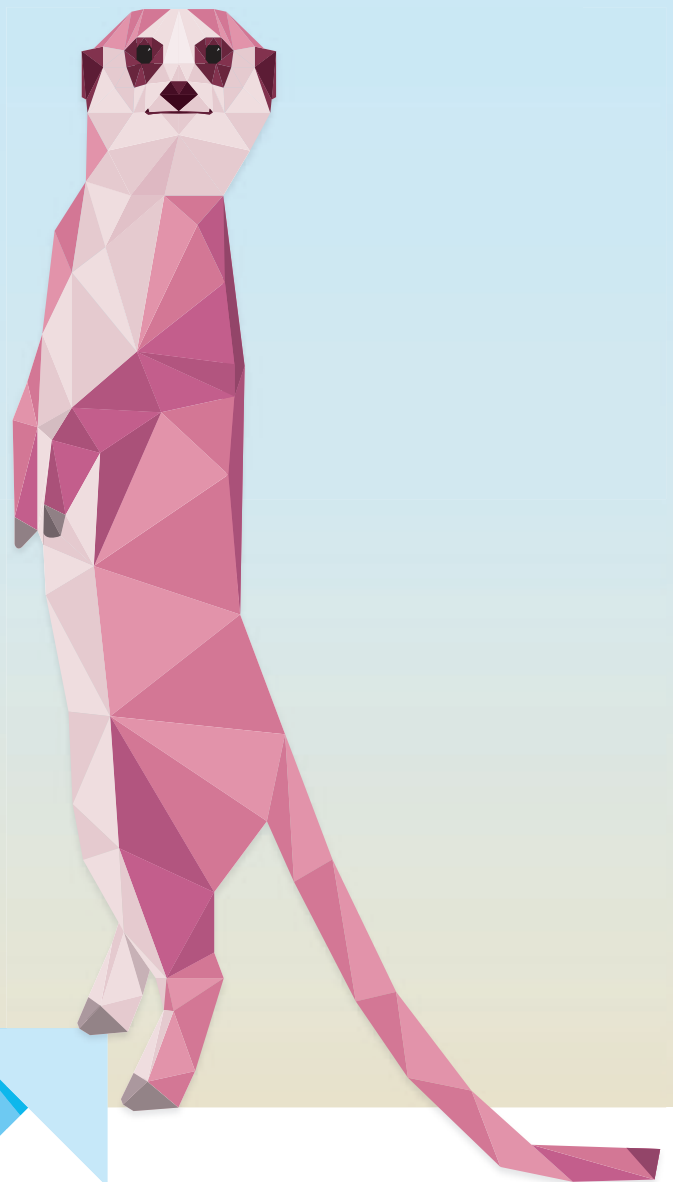
In the meantime, De Paoli continues to play hockey to balance the stresses of work.

"I was always a hockey player — Warsaw, Amsterdam, London, Dubai, Shanghai — it's that touch of home for me." 🍁

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PAVING THE WAY

Being a woman in business in Japan

By Naomi Matsuoka

When I was a student, I was eager to dedicate the rest of my life to being a businessperson in a large corporation — and this hasn't changed. My parents very much respected my independence and my choices, but did ask whether I had considered a profession in an industry that had an established system for female workers, such as medicine, law or the civil service.

So far, my career has been a very rewarding one and I have never regretted the path I chose, although I occasionally think back to that conversation and the significance of it.

Whenever I share this story, many assume that my parents were trying to guide me into a specific career, but that was not at all what they were thinking. As a Japanese woman, even after the establishment of the Equal Employment Opportunity Law in 1985, they were concerned that I may be trapped in a narrow career path at a very large company.

Now, as a Japanese woman working at the management level in business, I am often asked about women in the workforce in Japan. While it's never an easy question to answer, it is true that the situation — at least on the surface — has changed considerably since I started my career.

Like every country, Japan is grappling with questions surrounding the participation of women in the labour force, the number of women in senior leadership and on boards, and whether women should return to work after having children.

Despite some changes, the statistics for Japan look pretty bleak: We're currently ranked 111 out of 145 nations on the

Matsuoka works with the Canadian Chamber of Commerce in Japan on its gender diversity efforts.

It's important to go beyond government policy and drive a shift in mindset.

World Economic Forum's *The Global Gender Gap Report 2016*.

In recent years, the Japanese government has taken steps to improve gender equality. These overt efforts are important, because they send a signal to the world that Japan recognizes the need for change in order to remain competitive in the global economy.

On top of targets and quotas, we still need to address fundamental infrastructure issues such as childcare, eldercare, domestic help and the overall labour environment: working hours, evaluation systems, and a labour market that lacks liquidity.

Companies are also key drivers of change and diversity in Japan. At AIG Japan, we believe that gender diversity is the key to our business and future. We recognize the positive impact diversity has in terms of knowledge sharing, innovation, value creation and overall company performance. It's important to go beyond government policy and drive a shift in mindset, and we do that by offering various work-life balance initiatives. We have established a Women's Development Program, sponsored by the CEO, to continue to support women's careers,

and we have a number of self-organized, grassroots employee resource groups that include Women & Allies, LGBT & Allies, Working Families and Young Professionals.

Aside from companies and the government in Japan, we have to look at what is happening elsewhere. I recently had the opportunity to attend a special International Woman's Day breakfast meeting hosted by the Canadian Chamber of Commerce in Japan with Lise Thériault, deputy premiere of Québec, and several other women leaders in Japan from the public and private sectors.

The meeting was a great opportunity for all of us to share ideas and find out more about what's being done in Canada and elsewhere. The situation in Canada is remarkable. Women there hold 37 per cent of senior management roles versus Japan's 7 per cent. This shows that, over time, there can be significant change.

In Japan, we're a little behind, but we're catching up. When I look at young women starting their careers here today, I hope they have a stronger support structure, more diverse values, as well as a broader cultural outlook and mindset than were the prevailing order in the past. I am eager to help pave the way. 🍁



EXPORT TO GROW

David Chalk talks about taking on the Japanese market

By Maxine Cheyney

Following his studies in Canada, including gaining an MBA at the University of Toronto, David Chalk, managing director for M-Industry in Japan, has spent most of his career in the food and beverage industry. First having come to Japan 30 years ago as a 20-year-old student, who had taken a year off to pursue karate and kendo, he was later hired by Toronto-based Maple Leaf Foods to go to Tokyo for four years. Now he's back, heading up M-Industry's entry into the Japanese market.

When you were here with Maple Leaf Foods, what were the challenges?

It was 30 Japanese people and myself, and when I first arrived in Tokyo with Maple Leaf Foods, I made all the mistakes in the book.

There were both language and cultural gaps to bridge. But it was a great learning experience; it just required a shift in mindset.

Second, you really don't want to disappoint your customer because it's a very service-orientated culture. You know the expression "customer is king"? Well, here it's "customer is God," so that was in the back of my mind the whole time.

How did you know M-Industry was right for the Japanese market?

Our parent company, Migros, is the largest retailer in Switzerland, and a cooperative rather than a shareholding company, meaning a very different mindset: It's more long-term. We think in terms of years rather than quarters and that's precisely the right attitude you need

to be successful in Japan. Things don't happen overnight.

Because Switzerland is a small country, we have been exporting for more than 20 years and, until now, mainly to destinations in Europe and North America. The interest for M-Industry in Japan and, by extension, Asia, is that this is a dynamic region.

Although Japan is the world's third-largest economy, it is the second-largest food market after the United States. And, whereas the United States is 100 per cent self-sufficient, Japan is only 45 per cent self-sufficient, so the dynamic is different. This makes Japan a very attractive market.

It's also a huge, highly-educated market of 120 million people, with an interest in imported products, and a very high standard of food safety and quality.

What are the opportunities and challenges in Japan's market?

How does it differ from the Canadian market?

Our objective in Japan is not to open stores but, rather, to import and sell excellent Swiss quality products. Although we are a big player in Europe, when it comes to Japan, nobody knows us and we really have to get in line and pay our dues like everyone else has done. Though Canada is a large country, the population is small, so Canadian companies must export in order to grow.

How different is the Japanese food and beverage market from that in Canada?

The Canadian market is pretty much self-sufficient, like that of the

United States. But Canadian consumers are well-educated and multi-cultural, so they seek interesting products from around the world. This is quite similar to what Japanese consumers do, but I would say the Japanese consumer is more sensitive to product quality and safety.

How did you choose what would meet the tastes of the Japanese market?

At M-Industry we make more than 25,000 products, so we have quite a large selection from which to choose. First we chose some of our best, top-quality products with attractive packaging. The second stage was developing specific products for the Japanese consumer. 🍁

David Chalk,
managing director,
M-Industry in Japan



Canadian companies must export in order to grow.

STAYING THE COURSE

From small town retail store to global wholesaler

By Ken Theriault

I'm a Regina, Saskatchewan, native and grew up in a farming community, so I suppose you could say that's where my love for quality food originates. My mother and father had a general store and gas station when I was young, and I had my first taste of the retail industry when I was about eight years old.

Today, I am still enjoying it.

In my high school years in Saskatoon, my dream was to become a lawyer. But when I started working part time at a supermarket and was promoted to merchandising manager, then store manager, I realized it didn't make sense for me to go to university for four years, when I was making more money than I would be when coming out of university with student loans to repay.

My retail career truly began in 1975 at a chain in Canada called Dominion stores. After some time advising and directing retail companies, in 1995 I began my journey with Price Club — also known as the pioneer of the warehouse store — where I became a general manager. That was when Costco and Price Club merged to become Costco Wholesale.

In time, I was given a great opportunity and asked if I could open Costco operations in Japan. There was no doubt in my mind and it's been a great experience. I have been in love with the country since arriving in November 1998.

In 1999, Costco Japan opened its first location in Hisayama, Fukuoka Prefecture. Initially, many thought we would be one of the many foreign companies that wouldn't last. And there is no denying it was difficult, but it was a great challenge!

In the early days, we did look for partners. We met with some of the large

We have to continuously adapt to Japanese tastes.

general merchandising stores in Japan, but they wanted us to change the way we did our business — thinking our way wouldn't work — so we decided to go out on our own. Japan was the first country, other than the United States, in which we opened without a business partner.

Many of the staff who first joined us are still with us. So it's no surprise that our job turnover is lower than that of any other retailer in Japan.

When we first opened, it was challenging. But we don't typically go into a country and study it hard for 5–10 years. Instead, we open and figure it out as we go.

Hiring, and creating brand awareness — which we do mostly through word of mouth — were two particularly challenging aspects. Now our membership is huge and we have the highest number of members in the world next to South Korea. But initially, we faced testing times while educating the public on our offerings.

Getting suppliers to sell to us directly — not something they are used to in Japan — was also a challenge. However, the majority of suppliers eventually did so. The industry began to understand as other retailers also started to look for suppliers that would sell directly to them.

And then there's the Japanese market. We have to continuously adapt to Japanese tastes, not just in terms of the country as a whole, but regionally, too.

We have also seen shopping patterns change here. Many thought that bulk



Costco Japan now has 25 locations across the country.

sales in Japan would not work but, after a while, people realized that they only had to shop once a week. Eventually, people began to understand our system: quality and affordable prices combined with bulk quantities.

In 2009, I was appointed country manager of Costco Wholesale Japan.

My ultimate aim? I have to catch up with Canada! They will have more than 100 locations for 36 million people, while here in Japan we now have 127 million people and 25 locations. Even with a declining population, we have lots of room to grow.

I'm enriched in Japan, and it's home — second to Canada, of course. It's incredible that Canada is celebrating 150 years. We're such a young country, and so underrated and undervalued. 🍁

NEW AND OLD

Canadian varieties win converts in Japan

By Anthony Fensom

Old World wine: Please make way for the new. Ever so quietly, New World wine from Canada has started winning international recognition, and fortunately for Japan, the secret is out thanks to wine lovers such as Jamie Paquin.

“So many world wines are so generic, they just taste like each other,” said Paquin, founder of specialist Canadian wine importer Heavenly Vines. “But Canada now offers some of the best wines in the world that reflect their terroir.”

Critics agree too, Canadian wineries recently having racked up a string of international awards for varieties including Chardonnay, Malbec, Pinot Noir and Syrah. In 2013, the *Huffington Post* rated the Okanagan Valley, British Columbia, as the world’s top wine destination, ahead of

better-known regions such as Bordeaux and Tuscany in Europe, as well as California’s Napa Valley.

Canada’s wine renaissance has seen the industry grow to more than 550 wineries, on a total of 11,950 hectares across the Niagara Peninsula in southern Ontario and the Okanagan Valley, and including the adjacent Similkameen Valley, as well as Lake Erie North Shore and Prince Edward County. Québec wineries are also thought to have reached new levels of quality, while Nova Scotia sparkling wines are receiving rave reviews from the world’s top sparkling wine experts.

Although small in scale compared with international rivals, the industry’s recognized growing zone — within 30 and 50 degrees latitude north — is shared by many cool-climate wine regions in Europe.

An articulate advocate for Canadian wine, Paquin came to Japan in 2006 on a one-year PhD research scholarship. Five

years later, and after having discovered his own love for wine, the Brockville, Ontario, native and his Japanese wife established their business in a city famous for its sophisticated palates.

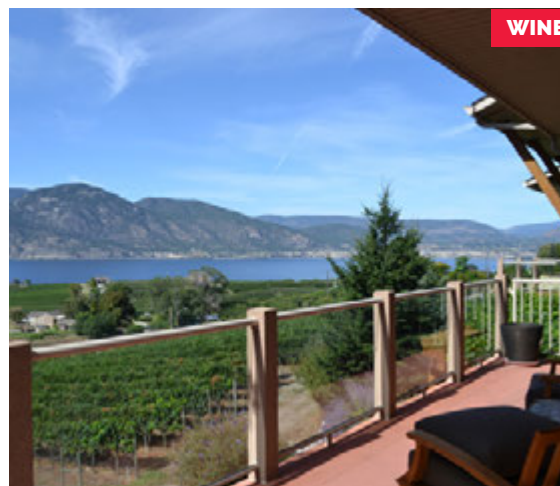
Their Ebisu, Tokyo, outlet currently boasts the largest collection of Canadian wines sold outside the country, offering organic, natural and biodynamic wines from 27 Canadian wineries. The wines are sold both in-store and online.

ONE OF A KIND

According to Paquin, Heavenly Vines is the only specialist Canadian wine store on the planet, giving it a distinctive edge in one of the world’s biggest and most competitive wine markets.

“Even in Canada, there’s no exclusively Canadian wine shop . . . you’ll see regional wines plus imported wines from around the world. Producers on both sides of the country barely know each other,” he said.

PHOTOS: JAIME PAQUIN



Heavenly Vines is a specialist wine store, which imports a variety of wines from across Canada.

As well as Canadians, Paquin's educational mission extends to the Japanese, who have shown a willingness to adopt New World wines even as they remain fans of the Old World products.

Canada's wine industry currently accounts for just 0.5 per cent of the global wine market, which leaves plenty of room for market expansion. As Paquin points out, tiny New Zealand — with a population one-eighth that of Canada — produces three times as much wine, much of which is exported.

Paquin praises Japan's sophisticated wine culture and passion shown in the thousands of certified sommeliers, and its award-winning, Michelin-starred restaurants and wine bars.

"I went to an international sommelier association competition a few years back in Tokyo. [It was] held in a 5,000-seat auditorium, and it was full. So, when people in Canada ask, 'Are the Japanese getting into wine?' I ask, 'Can you get 5,000 people for a sommelier competition in Toronto?'"

REGIONAL DIFFERENCES

Paquin points out that, while Canada may not be a mass producer of wine, it nevertheless boasts regional differences that produce distinct flavours.

"Canada is really interesting in that it has the conditions to make really great wine, but is not the easiest place to do so. There's a lot of low yield, hand viticulture with almost no mechanization . . . which really captures the quality of the terroir," he said.

One example is a winery in Prince Edward County, which faces climatic conditions that would challenge the toughest of growers.

"In winter it gets as low as minus 25 degrees [Celsius] and that kills most varieties. Closson Chase Vineyards tried conventional planting for their first vineyard in 1999 and lost their entire vineyard. So they learned to train the vines along the ground instead, cutting back all the growth after the harvest. It's that kind of commitment that makes these wines great," he said.

"Because the climate and soil are almost identical to [those of] Burgundy, one of the producers there was chosen as the number one Chardonnay producer in North America."

Yet other Canadian wineries face hotter conditions, including semi-arid areas near Oliver in the Okanagan Valley.

"It hit 45 degrees [Celsius] in the southern Okanagan a few years ago . . . That should dispel any notion that Canada is too cold to grow grapes. These are stunning places with rattlesnakes and cactus in the vineyards," he added.

"There's a saying in the wine world that the best wines are made on the viticultural edge. So, when everything comes together, you get the nuance, complexity and subtlety."

Paquin is gradually converting the Japanese to Canada and its "jaw-droppingly beautiful" wine regions. He mentions the Japanese businessperson who spent \$500 on a taxi fare one evening, touring Niagara wineries.

With more than 303,000 Japanese tourists visiting Canada in 2016, up 10 per cent over the previous year, there appears to be plenty of scope for increased winery tourism.

"Tourists have only been exposed to the Rocky Mountains, the Northern Lights and areas like that. The Japanese think of Canada like Norway and Sweden . . . but once I pull out a map and reacquaint them with the country, they're fascinated that the latitudes are the same as Europe's famous wine-growing regions," he explained.

While helping add to the recent surge in Japan's Canadian wine imports, Paquin sees potential for business expansion elsewhere in Asia, including Singapore.

"A lot of Canadians have an inferiority complex about our own products . . . but there are now world-famous sommeliers in Japan vouching for Canadian wine," he explained. "Canadian tourism historically has just hammered away at the same few images, but there's so much more opportunity there." 🍁

PHOTO: MAXINE CHEYNEY



Canada now offers some of the best wines in the world

Jamie Paquin opened Heavenly Vines in January 2011.

STILL MONEY IN MINPAKU

The future of vacation rentals

By Adam German, Marketing Director, Housing Japan

PHOTO: HOUSING JAPAN

Vacation rental, or *minpaku* in Japanese, is now synonymous with Airbnb, which has turned into a money-spinner for property owners nationwide.

However, any letting lasting less than 30 days requires that the property owner have a hotel licence. As the majority of *minpaku* stays last less than one week, almost everything you see on Airbnb is illegally operated.

Given the drastic rise in tourist numbers over the past four years, the financial gain has proven too tempting to pass up. Thus, according to AirDNA, a site offering analytics services to Airbnb hosts, there are over 16,000 listings in Tokyo alone.

Under Prime Minister Shinzo Abe's program of economic policies known as Abenomics, the government has taken the first step towards lessening the illegality of *minpaku*. Although not yet passed by the Diet, it is all but certain that *minpaku* operators will be allowed to let their property daily for up to 180 days per year.

However, the crafting of the law will allow prefectural and local jurisdictions to add further restrictions, as they see fit.

Another limiting factor will continue to be homeowners' associations (HOAs).

Most *minpaku* listings are condominiums, and every condominium complex has an HOA that follows a charter mutually agreed to by all owners in the complex.

Until recently, the wording in HOA charters referred to renters as third parties, stating that they would need to follow rules

in the charter concerning such matters as proper garbage separation and disposal, as well as rules — such as those governing excessive noise — that have not always been followed by hosts.

Osaka is an example of where the friction is most evident. Despite the city being one of the special areas where individuals can offer *minpaku* services, in January this year an Osaka court ruled in favour of an HOA that sued one of its member owners for their ongoing offer of *minpaku* services. The illegal operator was fined.

This first ruling has set a precedent for other HOA wishing to take action against *minpaku* operators in their midst.

WHAT NOW?

While the number of hotels will continue to increase, their number will not grow fast enough to cover existing and future demand. The real estate industry, which has sat largely on the sidelines until very recently, will enter the market offering property management services tailored to comply with federal, prefectural and local regulations.

Until recently, *minpaku* operators traditionally had to manage their own listings, making the endeavour hands on. However, a quick search for furnished property management in Tokyo brings up several innovative companies taking the lead. They offer products ranging from daily stay management services to others offering one month minimum stay management, thus avoiding the need for a hotel licence and making the service HOA friendly.

There is still money to be made, but it isn't as simple as it once was. People interested in purchasing residences to take advantage of *minpaku* property management services are better off getting financing than paying in cash.

People living in Japan have access to the lowest interest rates in the developed world. There are no interest-only loan repayments; borrowers pay down the principle from day one, thereby also earning more equity from day one.

The thinking is simple; you pay 30 per cent down to receive 100 per cent ownership with the remaining 70 per cent being borrowed. The rent generated pays down the mortgage and all other costs of ownership.

Hold the property for 10 years or longer while keeping it reliably rented and your tenants will have paid down one-third of the outstanding loan for you.

Assuming you had professional help when buying, you sell your property after 10 years for roughly the purchase price. You will have eliminated the outstanding loan amount, and received both the paid equity back out of the property in addition to the remaining cash flow during your ownership.

One thing is certain: *minpaku* are not going to go away anytime soon. There will be a strike zone found among the economic benefits, as well as legal and social practicalities, with more property management services on offer to further mature the *minpaku* market. This, together with proper planning and management, results in solid investment strategy. 🍁

TAX TALK

Income tax issues for doing business in Canada

By Don Nishio
Partner
Manning Elliott



In Canada, income tax is levied by provincial governments as well as the federal government. The combined rate of corporate income tax imposed on business income ranges from 17.5 per cent to 31 per cent, depending on the province.

Canada-based corporations are subject to taxation on their worldwide income from all sources. Meanwhile, foreign companies with a branch carrying on business in Canada are subject to local income tax on the income derived in Canada.

What Is Carrying on Business?

Carrying on business in Canada includes relatively low levels of activity. Soliciting offers for the sale of goods or services in Canada — whether or not a contract is there — will be considered to be carrying on business in Canada.

That said, according to the Canada-Japan Tax Treaty, a Japanese entity carrying on business in Canada will not be subject to Canadian income tax unless it is carrying on business through a permanent establishment (PE) located in Canada. Article 5 of the treaty defines a PE.

It is vital that Japanese entities understand the treaty provisions, since small changes in their Canada operations may affect whether they are subject to Canadian income tax on profits from Canadian operations.

Branch vs Subsidiary

A number of issues should be analyzed when choosing whether to carry on business through a branch or a subsidiary. If a Canadian operation is expected to incur significant losses in its early years of operation, the Japanese entity may wish to carry on business in Canada directly through

a branch, to enable the Japanese company to deduct the losses for Japanese tax purposes.

Yet it should be noted that, because a branch office does not exist as a separate legal entity from the Japanese head office, the Japanese company will be exposed to the debts, liabilities and obligations of the Canadian operations.

For this reason, many foreign businesses prefer to carry on business in Canada through a Canadian subsidiary.

Branch Tax

In addition to corporate income taxes, a non-resident corporation carrying on business through a Canadian branch operation is subject to branch tax. That replaces dividend withholding taxes, which would be paid by a subsidiary on the repatriation of earnings.

The Income Tax Act of Canada (ITA) generally provides that the branch tax be levied on the after-tax Canadian earnings of business carried on in Canada, minus any amounts reinvested in the Canadian business.

The tax treaty exempts the first C\$500,000 of branch profits and sets the branch tax at 5 per cent.

Canadian Subsidiary

Care must be taken to ensure proper capitalization of a Canadian subsidiary to avoid the tax effect of Canada's thin capitalization rules. It is also important to ensure the international corporate structure does not offend other tax legislation designed to avoid erosion of the Canadian tax base.

Issues such as share structure, intercompany debt, transfer pricing and foreign reporting obligations must also be considered.

Withholding Taxes

The ITA imposes a 25 per cent withholding tax on the gross amount of certain payments

made by a Canadian corporation to a non-resident, including management fees, related party interest, dividends, rents and royalties. The withholding tax rate can be reduced under the treaty for certain payments, such as 10 per cent on interest, 5 per cent on dividends or 15 per cent depending on shareholdings, and 10 per cent on royalties.

Payments made to non-residents for services provided in Canada may also be subject to Canadian withholding taxes. The responsibility to withhold applies to both resident and non-resident payors. Therefore, it will not matter whether a Japanese company carries on business through a Canadian subsidiary or branch.

If payments are made to non-residents for work done in Canada, the subsidiary or branch has a withholding responsibility. Failure to comply may result in the payor being liable for the taxes and penalties.

Books and Records

Whether operating through a branch or a subsidiary, a business is required to maintain books and records in Canada.

Corporate tax returns must be filed within six months of the fiscal year end to avoid late-filing penalties. The balance of tax, if any, is due for payment within two months after the fiscal year ends.

The corporate tax rate is the same for a branch as for a foreign-controlled corporation, while the combined federal and provincial tax rate depends on the province in which the company carries on business.

Finally, even if its branch operation is exempt from tax in Canada under the tax treaty, a Japanese company must file a corporate tax return claiming the treaty exemption within six months of the Canadian fiscal year end, or it will be subject to penalties. 🍁

BACK TO NATURE

Dave Enright, CEO and chief guide, Evergreen Outdoor Center

Even though I have spent 25 years of my life in Japan, I still feel very fortunate that I was raised a Canadian in the Sea-to-Sky Corridor of British Columbia and was introduced to the iconic Canadian outdoor lifestyle from a young age.

My parents took me canoeing, camping, horse riding and skiing and instilled in me a love of nature and a respect for the beauty of the Pacific coast. These experiences are what formed my beliefs and my desire to share what I have learned in life with young people, especially my two children.

In 2000 I started Canadian Outdoor Adventure Club Hakuba (COACH). Identifying a need for avalanche education in Hakuba, Nagano, I began by teaching Canadian Avalanche Association awareness courses. I also provided snowshoe trips and backcountry ski tours into the local mountains in the winter and mountain biking tours during the summer. I wanted people to discover, as I had done, these wild spaces and gain a sense of stewardship for our shared planet and home.

Even though I was then, and still am, a patriotic Canadian, in 2001 I felt I needed to change the company's name. Images of my

high school football coach flooded my mind, and the thought of being called coach for the rest of my life was a little daunting.

This is when I decided to rebrand my project, to make it something that was more in line with my purpose: allowing people to return to nature and staying connected to my Canadian roots. I know that the spelling may not be seen as Canadian but this is where the Evergreen Outdoor Center and our mission was born.

"The mission of Evergreen Outdoor Center is to allow for the growth and development of the human spirit through personal interaction with the natural environment, personal challenge and teamwork, and through always accommodating individual needs while maintaining a high standard of safety."

Over the past decade and a half, Evergreen Outdoor Center has continued to add staff, grow its reach and add to the number of programs we offer. In Japan, we still provide snowshoeing and cross-country ski tours, as well as Avalanche Canada standardized Avalanche Skills Training courses. We hire many Canadian ski guides, and ski and snowboard instructors in winter to provide people here in Japan, with a taste of Canadian mountain culture.

During the summer in the Japanese Northern Alps, also known as the Hida Mountains, we are spoilt for views of the majestic and powerful 3,000-metre peaks, crystal-clear lakes and rivers, rich soils for agriculture and clean air.

Evergreen offers rejuvenating cycles around the forests and rice paddies, as well as relaxing paddles by canoe or kayak, or stand up paddling on one of Japan's cleanest and clearest lakes, Lake Aoki.

For a more adventurous day, canyoning, rock climbing and multi-day mountain trekking are professionally guided.

Our kids' summer camps and programs for international schools, however, are where we really shine. We want to give these children the opportunity to share the same experiences in the natural world that I and the other team members at Evergreen had growing up. All of us here at Evergreen Outdoor Center truly wish to impart upon our own children and the youth of today a love and respect for the people and world around us. We hope that you will visit us in Hakuba, an area we have grown to love and call home. 🍁



Evergreen Outdoor Center offers half-day and full-day rafting trips.

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—Dr. Greg Story, President



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Congratulations to Canada on 150!

—Michael Bondy, managing director



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Kids Summer Camps

Program Information

in
Hakuba



Cool Camping Experiences for Children

Evergreen Outdoor Center is a long-established and professional outdoor adventure company providing outdoor education programs for international schools, families and groups within Japan and from abroad. We have been running summer camps and year-round programs in Hakuba, Nagano, Japan for over 16 years. With our fun and friendly camp leaders and a long history of providing outdoor camps for children, you can rest assured that your son or daughter is being provided the very best and safest camp experience in the care of professionals. All campers regardless of age will have the chance to feel challenged in a fun learning environment in the beauty of the Japanese Alps with native English-speaking camp leaders.

1 Night / 2 Day Program

Language: English & Japanese

Participant Age: Ages 7 – 14

Camp Dates: July 15th – 16th (Register by: July 8)
July 29th – 30th (Register by: July 22)

Location: Hakuba, Nagano, Japan

Number of Campers: 30 children (maximum)

Registration: By email or check our website

Cost: 28,000 yen

4 Night / 5 Day Program

Language: English

Participant Age: Ages 8 – 14

Camp Dates: July 3rd – 7th (Register by: June 26)
July 8th – 12th (Register by: July 1)
July 17th – 21st (Register by: July 10)
July 22nd – 26th (Register by: July 15)

Location: Hakuba, Nagano, Japan

Number of Campers: 30 children (maximum)

Registration: By email or check our website

Cost: : 5 Day: 108,000 yen / 10 Day: 209,000 yen

It is possible to join two 5 Day Programs consecutively for a 10 Day and 9 Night program.

This extended program is recommended for those children with prior camp experience and time away from their parents. The basic camp is the 1 Night 2 Day Program which introduces children to the summer camp experience.



Inquiries & Registration

☎ 026-72-5150

✉ tours@evergreen-outdoors.com

🔍 <http://www.evergreen-hakuba.com/en/summer-camps/>

MEETING THE NEEDS

Japan's first British Columbia-Certified Offshore School

By Dan Miles
Principal
Bunka Suginami Canadian International School

British Columbia (BC) offshore schools are not new to the world, but they are to Japan. Bunka Suginami Canadian International School (BSCIS), Tokyo, is the first BC-Certified offshore school in Japan and is now in its third year.

The first BC offshore school was opened in 1997. What started with 14 students in one classroom in Dalian, China, has expanded to more than 10,000 students in 35 BC offshore schools around the world.

NEW CURRICULUM

According to the British Columbia Ministry of Education website, “The B.C. Global Education Program makes it possible for schools in other countries (offshore schools) to offer B.C. curriculum to international students.”

Adopting the BC curriculum does take time though. It took three years for our Bunka Suginami host school to negotiate to have a BC offshore school in Tokyo. But the rewards of the curriculum are tangible. The Program for International Student Assessment — a branch of the

Organisation for Economic Co-operation and Development known as PISA — reviews and ranks schools from more than 100 countries. In the last review, BC students were ranked top in literacy, second in science and sixth in math in the world. This assessment shows that the BC curriculum, as implemented by BC teachers, has excellent results.

The curriculum focuses on ensuring that students are prepared to take an active part in modern-day society with global skills that will help them on whatever path they choose. The curriculum offers students various opportunities to discuss, present and be involved in their learning.

The Japanese Ministry of Education, Culture, Sports, Science and Technology (MEXT) is planning to change the K to 12 curriculum across Japan, to enable students to develop higher-level thinking skills.

THE SHIFT

Established in 1974, Bunka Suginami High School has attracted students from across Tokyo, especially for its student-led fashion program and sports teams, which have won many national championships. However, it decided to apply to host a BC

offshore school starting in April 2015 to meet the needs of 21st-century learning.

Our students are mostly Japanese nationals, who have come to us from the mainstream Japanese education system. They earn a Double Diploma (DD) at our school.

When they enter our program, all of our classes—half of each day—focus on studying “in English”, not “about English”. Our BC classes taught for half of every day focus on content but, even more importantly, on active learning skills such as communication, collaboration, critical thinking and creativity. Our students learn to express their opinions and become empowered learners. With these skills, students graduate with a BC Dogwood Secondary School certificate.

For the other half of each day students are taught core MEXT-mandated Japanese subjects, by experienced and creative Japanese teachers. They therefore also graduate with a Japanese school Leaving Certificate.

Every year, the BSCIS grows by one grade. Next year our school will start being co-ed in grades 7 and 10 with a new DD prep school starting in grade 7.

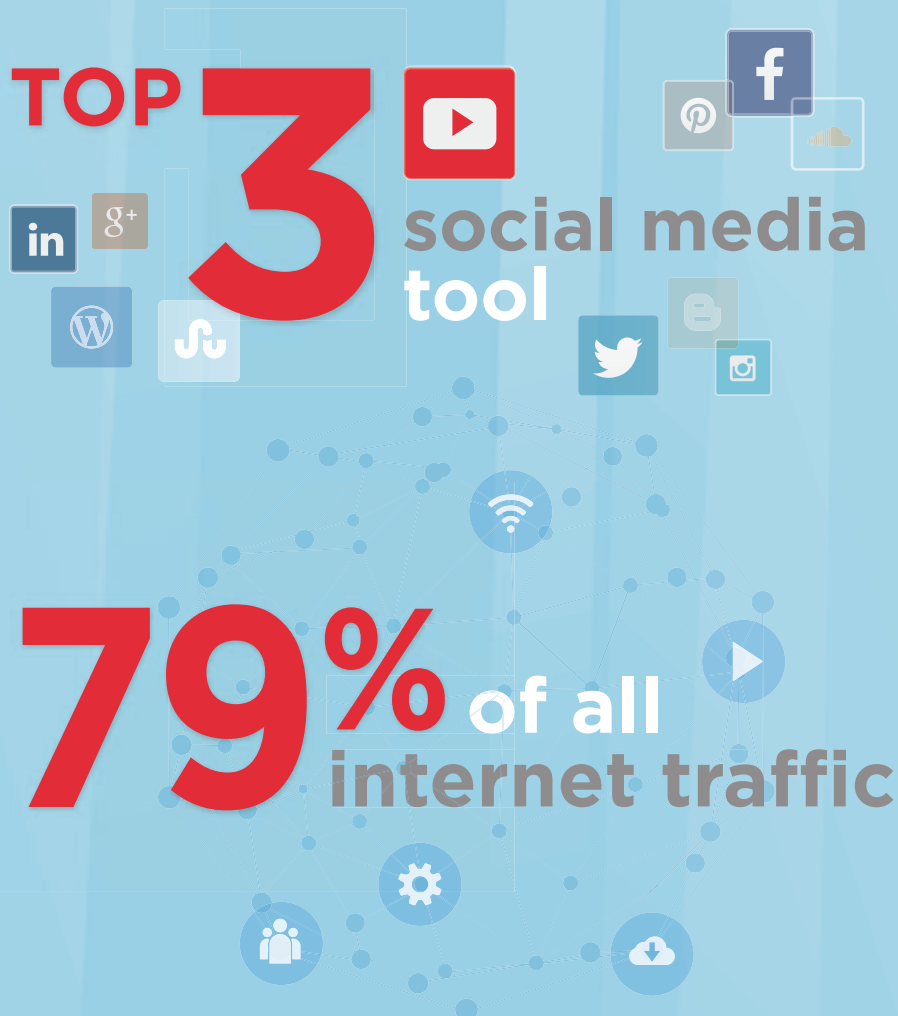
GLOBAL CITIZENS

The Canadian education curriculum encourages them to engage with a passion in class activities, and challenges them to take their place in the world as empowered global citizens.

This is the third year of our bi-lingual, bi-cultural adventure. Our first grade 12 students are scanning universities in Japan and around the world to decide which one will be the best fit for their interests and skills. We celebrate how hard these students have worked and we look forward to seeing how each one of them will make this world a better place. 🍁

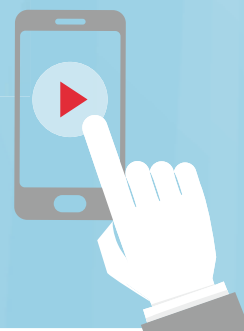


PHOTOS: BUNKA SUGINAMI CANADIAN INTERNATIONAL SCHOOL
The BC curriculum encourages students to take an active role in society.



valued by executives

65% visit a vendor after viewing



Sources: Forrester Research; Nielsen; Forbes; Tubular Insights; Comscore; Cisco; YouTube

- Interviews
- Events
- Reports
- Podcasts

The Power of Video

Video has never been as powerful and important in business as it is today. Making up about 80% of Internet traffic, video will increase the chances of your company's content reaching and impressing a wide, varied and influential audience.

JAPAN EXCHANGE AND TEACHING

Promoting grass-roots international exchange

HOW A CLASS PROJECT BECAME A SOURCE OF STRENGTH

By Nigel Lacson

As an English class activity, my students and I decided to create a book to commemorate the 5th anniversary of the 2011 Tohoku earthquake and tsunami, as well as celebrate Japan as the host of the G7 Summit 2016. Our city of Sendai, Miyagi Prefecture, was one of the G7 host cities. The project showed how far Sendai had come since the disaster, in the words of the youth who had experienced this tragedy.

Little did we know it would exceed expectations and turn into a larger-than-life project. It eventually garnered interest and support from both the Japanese and Canadian governments.

The project received assistance from the Embassy of Canada to Japan, leading to

a special print run of our book, *Jump to Dream 2016* which has been distributed to significant destinations across Japan and Canada. My students received commendations for their efforts from both countries, as well as from the Ambassador of Japan to Canada Kenjiro Monji, and Christy Clark, the premier of British Columbia, my home province.

This is an important piece of work. It's one of the rare instances where we can hear from the voices directly affected by the disaster. What makes it so rare is that the students wrote the majority of this book in English, so a wider audience is able to read their messages. It also shows that, even after tragedy, the resilience of our youth will always shine through and there is always hope for a better tomorrow.

As Ambassador Monji said in his wonderful letter to us, this book is a

testament to the strong bonds and lasting friendship that can exist between countries. But, more important, it's of great value to my students, who will remember this experience for the rest of their lives. I could not be prouder and more humbled to have had the opportunity to be their teacher.

Jump to Dream 2016



PHOTO: SK/SEEKER / FLOKRA

THE VALUE OF THE JET PROGRAMME

By Alexandre Martin

This is the second time that I am on the JET Programme. The first time, I was as an assistant language teacher in the peaceful little city of Mikasa (2016 population some 9,056), in Hokkaido Prefecture. After graduate school, I returned to the Japanese government initiative, this time as a coordinator for international relations in Yokohama.

Yokohama is a lively city, and the International Affairs Bureau is a busy workplace. Its close ties with French sister city Lyon mean I have been able to make use of my French language skills.

Much of my work involves translating and proofreading documents to and from Yokohama City to its various partner cities and to embassies across Japan. I also

help with international visits, providing interpretation assistance, writing speeches, and coaching city leaders to help them promote Yokohama at international events. I have also been building a curriculum for English classes for the municipal government, with an eye on the upcoming 2019 Rugby World Cup and the Tokyo 2020 Olympic and Paralympic Games.

My experience continues to be very rewarding, and I have had the privilege of meeting many globally minded Japanese, working at City Hall and in the business world. They include Fumiko Hayashi, mayor of Yokohama and one of the few female mayors in Japan.

The time I have spent on the JET Programme has been enriching, and working in a different culture has opened my eyes to other ways of thinking and seeing the world. 🍁

The city of Yokohama has close ties with sister cities Lyon, France and Vancouver, Canada.

CHAMPIONING CANADA

Canadian Olympic committee optimistic about Tokyo 2020

By Ricky Landry
Manager, Corporate Communications Olympic Committee

The Tokyo 2020 Olympic and Paralympic Games is still three years away but the Canadian Olympic Committee (COC) has been preparing since two years before the Rio 2016 Summer Games.

“Games preparation is a five-year process,” said Andrew Baker, the COC’s Games director, and the man in charge of leading the massive logistical task of preparing the Canadian Olympic Team — more than 300 athletes — for the biggest sporting event in the world.

Initially, the Games operations team travelled to host city Tokyo for its first site visit, to get the lay of the land. It started building critical relationships with the local organizing committee, who will guide them through Japanese culture and help resolve any issues that might arise.

“I was struck right away by how efficient their operations are and how welcoming and supportive they are. It really reflects what we imagine Japanese culture to be. Having partners like that gives us peace of mind as we plan for the Games,” Baker said.

The COC has every reason to be optimistic. Team Canada had the best showing of any non-boycotted Games last year in Rio, where Canadian athletes clinched 22 medals, four of which are gold. These incredible results were powered by the success of female athletes and the meteoric rise of young talent, such as 16-year-old swimmer Penny Oleksiak, who

won four medals at her first Games and Andre De Grasse, who sprinted his way to the podium three times.

Athletes vying for spots on the Canadian team will be spending more time in Tokyo over the coming three years to test the venues in competition and familiarize themselves with the local environment and culture.

The COC admits that heat is the biggest challenge for its athletes, who are more accustomed to their frigid climates. Tokyo 2020 could be the warmest Games in history. Experts will be brought in to advise on coping strategies for the unfamiliar climate.

Meanwhile, the COC will rely on local partners such as the Embassy of Canada to Japan and the Canadian Chamber of Commerce in Japan to help set the athletes up for success. These partners will help the COC navigate the local culture and business customs by being their eyes on the ground,

and engaging staff and members in what will be an unforgettable Olympic experience.

One thing Team Canada will need is an army of volunteers — the team behind the team as they like to call it — to support every aspect of operations, including communications, transportation, and hosting at the Canadian Olympic House. They will be reaching out to Canadians living in Japan a year before the Games to ask them to help out and bring important cultural knowledge to the team.

The Games of course are about the coming together of people from all nations and cultures and the COC is looking for ways to leave a bit of Canada behind in Japan.

As Andrew Baker explained, “everyone who has been to Tokyo, whether from the COC or the various sports, falls in love with the city. There is a lot of respect for Canada in Japan, so we want to use these Games to build a lasting legacy in the country.” 🍁



Staff from the Tokyo Organising Committee and the COC visit the future site of the Olympic Village.

PARA POTENTIAL

Canadian Paralympic preparations

By Louis Daignault
Coordinator, Communications, Canadian Paralympic Committee

PHOTO OF BRENT LAKATOS: MATTHEW MURNAGHAN / CANADIAN PARALYMPIC COMMITTEE

As Canadians everywhere revel in Canada Day and the 150th birthday of the country, the Canadian Paralympic Committee is also focusing on preparations for the upcoming 2020 summer Games in Tokyo. We checked in with the organization's Executive Director, Sport, Catherine Gosselin-Després.

What most appeals to you about the Tokyo 2020 Paralympics?

Everything about this city is going to make the Games great: the people, the culture and the capital's overall environment. I also think we will have great support from the Japanese people and Canadians in Japan, so that will make it exciting for our sports.

In a modern country such as Japan, these Games are going to signal a new age for Paralympic sport and people with a disability. I think we'll send the clearest message yet to the world, about the talents and potential of people with a disability.

How is Team Canada preparing for the Games?

We began working with our sports and national federations early, to make sure they are able to optimally prepare their plans for the Games. Understanding Japan, Tokyo and the overall Games footprint has also been positive, as there are many similarities in terms of efficiencies that we like to see as Canadians.

The Canadian summer athletes are very motivated right now. We had a record performance at the 2015 Parapan American Games in Toronto and then we did very well at the Rio Paralympic Games in 2016. We had a lot of young talent in Rio and there's a feeling we can gain some more ground in the overall medal standings in Tokyo. We're already seeing great performances in 2017 from our medal contenders, so our athletes are doing well early in the quadrennial.

What opportunities do the Games present for Canadian businesses and nationals living in Japan?

There are going to be many exciting opportunities to support Team Canada, both with our sports teams ahead of time and with us in the lead up. Whether hospitality, sponsorships, VIP tours or new partnerships, we're encouraged by the great support that we are enjoying already in Tokyo.

What are some of Canada's top sports?

There'll be 22 sports in Tokyo at the Paralympic Games and we anticipate that Canadians will compete in most of them. At many Games in the past, swimming and athletics were our big medal producers continue to excel. Then in Rio, cycling was our number one sport for which we garnered nine medals.

Then there are also sports like boccia, rowing, canoe, equestrian and triathlon, in which we have potential to find our way to the podium. And we expect our

wheelchair basketball and wheelchair rugby teams to make a strong challenge for medals after going through a rebuilding process in Rio.

At these Games, the Paralympic program will see the addition of new sports. What are they?

Para badminton and Para taekwondo are two new sports debuting at the Games, and Canada has programs in both. We expect we will be able to qualify athletes to compete in Tokyo.

What can fans expect from the Tokyo 2020 Paralympics?

Athletes will compete in state-of-the-art venues under perfect conditions and fans will be inspired to see what people who have a disability can achieve. They say if you set your mind to something, you can achieve success.

Fans will see that theory actually in action. They will also see the importance of teamwork in Paralympic sport, whether it is at a wheelchair basketball game or a sport assistant in boccia.

What does Canada 150 mean to the Canadian Paralympic Committee?

Canada 150 celebrations started off on Parliament Hill last New Year's Eve. Para swimmers Benoît Huot and Aurélie Rivard were among the guests at the celebration and live national broadcast. We are so proud of our athletes; they are role models for all Canadians and are outstanding representatives of our country. 🍁

GLOBAL GOALS

Rugby Canada's growth on the world stage

By Maxine Cheyney

There is great excitement in the world of Canadian rugby. At the time of writing, the men's fifteens team was preparing hard for Rugby World Cup qualifiers against the United States, on the back of jubilant success for both the women's and men's teams in the HSBC World Rugby Sevens Series tournaments.

Canadian rugby has long been a fixture on the global scene, the nation having participated in nine world cups since the first tournament hosted by Australia and New Zealand in 1987. Now, the teams are preparing to come to Tokyo in September 2019 and July 2020.

General Manager, Performance and Rugby Operations, Jim Dixon, together with Canadian National Team Head Coach Mark Anscombe, are preparing the teams for the 2019 Rugby World Cup in Tokyo and the Tokyo 2020 Olympic and Paralympic Games.

Although the men's team missed out on the 2016 Summer Olympics in Rio, plans are in place for the team to rebound.

"We've been in a real rebuild phase with the men's sevens; they had a

very tough year last year," Dixon explained. "We changed a lot of the infrastructure, coaching and support around that team."

This year, the team has found success in Singapore, winning a Cup final in the HSBC World Rugby Sevens Series, and making history by winning their first ever tournament.

Meanwhile, the women's program has gone from success to success, with the fifteens team having reached the final of the Women's Rugby World Cup in France in 2014, and the sevens team winning Olympic bronze in the 2016 Summer Olympics in Rio. Dixon is confident that they will continue to evolve and develop for the Tokyo 2020 Olympic and Paralympic Games.

"The women's team have been very strong historically," Dixon said. "They're excited about this year and have been

performing pretty strongly as well . . . It's a good pressure to have on your shoulders to drive a good result."

With the men's fifteens to play their Rugby World Cup qualifier games at the end of June, pressure is mounting. "Prior to the two games against the United States, we've got very tough test matches; we play Georgia and Romania, two very physical teams," Dixon said.

The concept of professional rugby is relatively new to Canada, and its first major placing for the men's fifteens was making the quarter-final in the 1991 Rugby World Cup. However, the move into the professional arena also brings its challenges.

"There isn't a professional league in Canada, whereas a number of our competitors are now operating in professional competitions throughout the world," Dixon said. "We are trying to keep pace on the world stage, and exporting our best players to professional clubs is our strongest option at the moment for the fifteens program. They go to Europe, South Africa, New Zealand, wherever they can ply their trade."

While their Europe-based players are not on such a limited playing schedule, providing enough opportunity for domestic Canadian players to practice

Preparations for the Canadian men's fifteens team for the 2019 Rugby World Cup are well underway.



is another challenge. In addition, the stresses and strains of playing in a different environment need to be considered.

"We're expecting a pretty humid environment when we're in Japan, so both teams will spend time acclimatizing to the Asian climate at that time of year before both of those tournaments," Dixon said.

This means visiting Japan and travelling to other parts of the world during the humid summer months prior to 2019 and 2020. Another concern is how to move a large number of people around Tokyo given the city's already congested transportation system. And it's not just the players who are preparing.

"Some of our staff have already been to Japan to visit. A number of the team were over there recently for the World Series women's event, and staff travelled to several of the Olympic facilities and training options that have been put on the table for consideration," Dixon explained.

Anscombe, national men's fifteens head coach, said the main challenge for the team is modifying play.

"Getting them familiar with how we want to play, including the callings and systems, and then just getting the guys comfortable in the environment," he said. "If we get the detail right, then we're going to give ourselves a chance."

In terms of competition for the Rugby World Cup, Dixon said it depends on what pool they end up in, one being a very physically dominant group, and the other a more "open, expansive-style rugby group," he explained.

Anscombe echoed this, suggesting that adjustments must be made depending on the team. "With the World Cup, it's such a vast range of styles of play," he added. "You've got to have variation play."

Teamwork also will be a vital consideration. A cohesive team is what Anscombe — also a former New Zealand rugby union coach — believes will put the team a step ahead.

"I've been involved in the game a long time and you can have your star players, but it's about the squad and how they gel together and challenge each other," he said.

Aside from ensuring key players are not injured between now and game day, Anscombe believes a key factor is confidence.

"The key for us is self-belief and having the confidence to close-off games," he explained. "There's a good positive attitude, there's a bit of buzz about, and you want that excitement and energy. That's all we can ask of the players."

Japan and Canada are both considered tier-two nations. Maintaining that level and continuing to improve and compete on the international stage is a core concern for both Dixon and Anscombe. Further, there is much to be learned from the Japanese team's efforts in the last Rugby World Cup.

"We have to fight similar challenges every year, but I think they have demonstrated that it can be done," Dixon said. 🍁



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PAST EVENTS

**CCCJ CANADA 150 SPEAKER SERIES:****HOW TO TRANSFORM INTO A GLOBAL CHAMPION****APRIL 11**

Air Canada celebrated its 80th anniversary, and its inauguration of the new Air Canada Rouge Flight between Nagoya and Vancouver in June.

The Canadian Chamber of Commerce in Japan welcomed Ben Smith, president of Passenger Airlines at Air Canada. He shared his views on the airline's successes in the highly competitive industry.

**CCCJ JOINT CHAMBER SAKE NIGHT****MAY 19**

More than 250 guests attended the second Joint-Chamber Charity Sake Tasting and Networking Party at the Tokyo American Club on May 17. In cooperation with 11 partner chambers, the CCCJ welcomed guests from all chambers to this grand event. Twenty breweries from across Japan were represented at the event, with more than 50 types of sake on offer. In partnership with HOPE International, the event raised money for the building of schools in Cambodia.

FUTURE EVENTS

JOINT CHAMBER SUMMER COCKTAIL NETWORKING

Back by popular demand, the CCCJ is happy to announce that, on July 21, we will again be hosting a joint chamber summer cocktail and networking event. One of the most popular joint chamber functions of the year, the party attracts a crowd of about 300 business people from several chambers. Come and join us for an evening of great food, drink, fun and networking. Register soon, because tickets sell out quickly!

July 21

18:30–20:30

¥8,500 for CCCJ members, ¥10,000 for non-members

Embassy of Canada to Japan

**CANADA 150 MAPLE LEAF GALA**

The CCCJ is proud to host the Canada 150 Maple Leaf Gala, to be held on September 29. Her Imperial Highness Princess Takamado and Ambassador of Canada to Japan Ian Burney will both be present. The Maple Leaf Gala is the flagship Canada–Japan community event in Tokyo, and this year marks its 38th year.

The Gala's committee is planning a spectacular evening of prizes and entertainment, as well as excellent Canadian wines and a celebration menu!

This year, we also have an exclusive import of Canadian craft beer and Crown Royal Northern Harvest Rye Whisky (Winner of the 2016 World Whisky of the Year)!

Friday, September 29, 2017

18:30–23:00

Tokyo American Club

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CANADA AT 150

Sesquicentennial sweet dreaming,
or a lot of fuss about nothing?

By Ron Haigh

Marshall McLuhan once remarked, “Canada is the only country in the world that knows how to live without an identity.” As Douglas Coupland makes clear in *Marshall McLuhan: You Know Nothing of My Work!*, McLuhan didn’t necessarily believe his own words, but knew that giving voice to a backhanded idea was a good measure of its truth against other ideas.

Canadians everywhere are celebrating Canada’s 150th anniversary this year, but what are we celebrating if our history is an artefact of circumstance, rather than a set of enduring principles?

With these doubts in mind, I returned to a book that I had read recently, *The Promise of Canada: 150 Years — People and Ideas That Have Shaped Our Country* to explore Canada’s puzzling national identity. In the book’s early chapters the author, Charlotte Gray, does a remarkable job of linking key Canadian figures with central Canadian themes.

Statesman George-Étienne Cartier pragmatically believed that French culture could only be protected in North America through confederation. Artist and writer, Emily Carr felt Canadians longed to be near the heart of Canada through encounters with vast wilderness. Politician Tommy Douglas focused on the role that a state-funded healthcare system could play in society.

But in the last few chapters, which focus on contemporary Canada, the portraits of specific individuals get shorter and each contribution to national identity seems tentative. Why is that?

We live in a world in which everywhere is anywhere is anything is everything — the

theme of a Douglas Coupland — a Canadian artist — exhibition in 2014. All over the world, people are glued to their smartphones and we all make choices to connect or not, increasingly on a digital basis.

Towards the end of the book, Gray quotes Naheed Nenshi, mayor of Calgary, Alberta. According to North America’s first Muslim leading city official, who shall be running for his third term in October, “Our future will be secured by our commitment to the common good. We have figured out that our neighbour’s strength is our strength.”

We are transitioning to the knowledge economy where a competitive global trade environment determines our quality of life. And this is despite a speckled past, forged by a bounty of natural resources, in a land protected by three oceans, and shaped by a cerebral link to Britain and physical proximity to US markets.

Gray points out recent profound changes in the Canadian landscape. In less than 15 years’ time, it is expected that half the adult population will have been born abroad, or at least have one parent born in another country. But diversity is not just about ethnicity and religion; it’s also about gender and sexual orientation. And young people derive their identity from their sense of self, rather than the dominant culture.

Shortly after his election in 2015, Prime Minister Justin Trudeau suggested, in a 2015 *New York Times Magazine* interview, that Canada has no core identity but, instead, has a catalogue of shared values: “... openness, respect, compassion, willingness to work hard, to be there for each other, to search for equality and justice. Those qualities are what make us the first post-national state.” Add optimism, adaptability and pragmatism, as Gray also suggests, and maybe that’s ample cause for celebration and enough for Canada. 🍁



Claire Gray
Simon & Schuster

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CANADA 150

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Operating as an integrated international team, Atsumi & Sakai advises a wide range of domestic and international companies and financial institutions on all aspects of finance and business law, utilizing our Japanese expertise and the international knowledge of our foreign partners.

We look forward to helping the members of the CCCJ with their businesses in Japan, and strengthening Canada–Japan relationships.



Canadian National

We at Canadian National (CN) are proud to be one of the newest members of the Canadian Chamber of Commerce in Japan.

CN is more than just Canada's largest railway. It is also the only transcontinental railway in North America linking the Pacific to the Atlantic and the Gulf of Mexico. Beyond railways, CN offers fully integrated transportation services, including intermodal, trucking, freight forwarding, warehousing and distribution. Our supply chain partnerships provide connections to all points in North America and beyond.

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We look forward to working with the CCCJ, and encouraging even greater trade and collaboration between Japan and Canada in the years to come.



PATHWAYS

PATHWAYS is very excited to be a new member of the Canadian Chamber of Commerce in Japan.

Co-founded by a Canadian, we have been servicing the Japan and Asia-Pacific business community for five years. Our business is focused on providing high-quality, cost-effective staffing, IT and HR managed services and recruitment process outsourcing services.

Behind any great company is a team of great people who work together to create success, and putting together and developing winning teams is what PATHWAYS does. As an Asian company we place particular emphasis on integrity and developing lasting relationships, with our clients, with our candidates and with our staff.

Everyone at PATHWAYS looks forward to getting involved in the CCCJ and being part of building the Canadian business community in Japan.



Sankyo Corporation

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Since its foundation, Sankyo has been involved in the ocean transportation of Canadian lumber. Now, as a new member of the CCCJ, we hope to help further expand bilateral trade.

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