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A QUARTERLY MAGAZINE OF THE CANADIAN CHAMBER OF COMMERCE IN JAPAN



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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.

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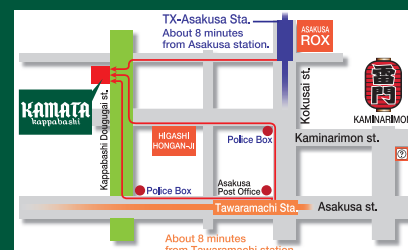


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# Lessons Learned

By Maxine Cheyney  
Editor-in-Chief, *The Canadian*



**A Happy New Year to all of our readers! Last year, the Canadian Chamber of Commerce in Japan (CCCJ) experienced a number of significant changes and so, this year, I look forward to speaking with more members and other Canadians here to help share their stories.**

## TIME'S UP

Among the themes that came to the fore in 2017 was equality, diversity and inclusion and, more specifically, women's rights. One need only read about *Time* magazine's person of the year to understand the extent to which events in 2017 have influenced the course of this dialogue.

Now is the time for the conversation to take a new route: to address wider issues within businesses. Canada's upholding of best practices in equality, diversity and inclusion is, perhaps, something to which Japan might aspire.

Consequently, I believe the chamber's efforts to address global diversity management through a new committee will offer pointers to follow for Japanese global and domestic business operations. On page 19, you will find out more about what three inspiring women are doing to make the committee a success.

## TRADE TRENDS

Last year was an interesting period for international trade, with the fate of the Trans-Pacific Partnership agreement now in the hands of its 11 remaining signatories following the departure of the United States from the agreement. On page 13 we take a look at the Comprehensive and Progressive Agreement for Trans-Pacific Partnership and what the new deal will bring for those nations involved.

Meanwhile, Canadian craft beer imports have found a friend in AMMS Japan. On page 28 you can learn about some of the trials and tribulations in bringing craft beers to Japan, and what the future holds for the sector.

As we emerge from the holidays and get back to work, what better time to set yourself something to look forward to and start planning your next vacation? If you're craving a little Canadian wilderness and want to share in its hidden gems, have a look at some of the best things to do across the country on page 22.

We are delighted to welcome the new General Delegate of Québec to Japan Luci Tremblay, who, only a few months into her job, already is enthusiastically sharing the bounty of Québec with Japan. Find out a little more about her role and plans on page 17.

Finally, we learn about both Canadian Solar, the first Canadian company in Japan to have an IPO, as well as the promise the industry holds for Japan on page 27.

To expand the CCCJ community, I encourage you to bring me any stories and ideas that you would like to share. I'd be only too happy to hear them and present them in this year's issues of the *The Canadian*. 🍁

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# Canadian Impact

By Neil van Wouw  
Chairman  
Canadian Chamber of Commerce in Japan

**Happy New Year to all Canadians in Japan and friends of Canada! With Canada's 150th anniversary behind us, and building on the experience of my first six months as chair of the Canadian Chamber of Commerce in Japan (CCCJ), I am looking forward to a splendid 2018 and creating many more great memories.**

## YEAR AHEAD

There are some events so influential that they become beacons. For 2018 this is the G7 summit. In June, Canada is hosting the 44th G7 summit at Le Manoir Richelieu in Charlevoix, Québec, where Canada plans to showcase its domestic and international priorities. CCCJ initiatives in Japan are in alignment with these objectives, which include investing in growth that works for everyone; preparing for jobs of the future; advancing gender equality and women's empowerment; working together on climate change, oceans and clean energy; and building a more peaceful and secure world.

The progress of the CCCJ's Global Diversity Management (GDM) Committee in 2017 was a great step forward in our efforts to contribute to the ongoing diversity dialogue and bring about change. In Japan, the focus remains on empowering women and navigating diversity in the workplace.

Although there is still more to be done in Canada, we are fittingly respected internationally for our diversity and inclusion. Canada thus has a lot to contribute to Japan's goals, and we at the CCCJ are pleased to help facilitate that. This year, there will be more events in the GDM speaker series through which, together with other developments, we hope to make further headway for diversity in Japan.

We share the Canadian value of equality, diversity and inclusion, and intend to use this to further expand our membership and

committee activities. We aim to be role models in Japan for those seeking to make significant strides towards a society that embodies principles of equality.

## OPPORTUNE TIMES

Japan and Canada are celebrating 90 years of diplomatic relations in 2018 and 2019, and we are looking to strengthen the bonds that have been fostered for nearly one century. The logo chosen by the Embassy of Japan in Canada to mark the event was designed by Haruo Hamaguchi. It is a beautiful representation of the two countries, incorporating the Canadian and Japanese flags, along with Mt. Fuji and the Canadian Rockies.

It is with great confidence that I can say Canada-Japan relations will be enriched with the Tokyo 2020 Olympic and Paralympic Games, and the build-up to this major international sporting event will present business opportunities for companies both in Japan and Canada.

As many of you know, the Tohoku Youth Project has been one of the corporate social responsibility (CSR) focuses at the chamber over the past year. We have experienced huge support for the project and would like to see this momentum carry on to additional CSR projects, collaborations and volunteering in a wider variety of ways.

Lastly, we have two pieces of important news. Our office has relocated to the Shimbashi district, where our partner, Space Design Inc., has provided a new,



modern office. Please visit us when you have the time. It is by connecting with you, our members and getting to know your needs that we can all move forward.

We would also like to thank Jody Pang, who has been key to the success of our events and a huge support in the behind-the-scenes maintenance of the CCCJ. She has done much more than her titled office manager responsibilities since starting her role and we greatly appreciate all her hard work and dedication. We are grateful and would like to wish her the best in her future endeavours.

## FORWARD THINKING

The chamber will continue developing initiatives that we've already launched, and set in motion new ones to support Canadian priorities that have been set for the G7 summit this year. I'm excited to see what 2018 will bring, and know that we can reach our Canada-Japan objectives by working together. 🍁



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## NEW OFFICE

The Canadian Chamber of Commerce in Japan has moved to Shimbashi. The new office is conveniently located between Uchisaiwaicho and Shimbashi Station, both just a five-minute walk from the office. This allows easier access for our members, as well as shared spaces that can be used by speaking with CCCJ staff.

The relocation is officially sponsored by our partners Maple Leaf Foods Japan Inc.; Apex K.K.; Robert Fuller, director at Currie and Brown; and Ron Haigh, project manager at Toyota Motor Corporation. We would like to thank our generous sponsors for their support and look forward to a new chapter for the Canadian Chamber of Commerce in Japan.



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Marler House, Canada's official residence in Japan, was completed in 1933.

# The Sakura and the Maple Leaf

Celebrating 90 years of diplomatic relations

The Embassy of Canada, Public Affairs

**During 2018 and 2019, Japan and Canada will be celebrating an important milestone: the 90th anniversary of formal bilateral diplomatic relations.**

Official diplomatic relations between Canada and Japan were established over a two-year period in 1928 and 1929. Japan opened a legation in Canada in 1928 and,

in 1929, Prince Iemasa Tokugawa became Japan's first-ever Minister to Canada. Prince Iemasa was a graduate of the Tokyo Imperial University's School of Law (later incorporated into University of Tokyo) and joined Japan's diplomatic corps in 1909.

In 1929, Canada opened a legation in Japan and appointed Herbert Marler, a politician and lawyer from Montréal, as Minister to Japan. Canadian diplomat Hugh Keenleyside, who was posted to Tokyo from

1929 to 1936, assisted in opening Canada's legation in Japan.

In establishing Canada's diplomatic presence in Japan, an early priority for Marler was finding an official residence for Canada. Given that it was the beginning of the Great Depression and Canada was facing fiscal challenges, Marler, who was independently wealthy, loaned the Canadian government something in the order of C\$200,000 to build the

## MILESTONES

Ranald MacDonald  
arrives in Japan

1848

Martha Cartmell  
arrives in Japan

1877

1882

Late 1800s  
Early 1900s

Japan opens its first consulate  
in Canada (Vancouver)

1889

1904

Manzo Nagano  
arrives in Canada

Japanese immigrants go to Canada  
on the RMS *Empress of Japan*

Canada opens its first trade  
office in Japan (Yokohama)





official residence. Marler House, built in the neo-classical style popular in Europe and the United States at the time, was completed in 1933. Today it remains Canada's official residence in Japan, and has hosted Japanese dignitaries including members of the Imperial Family, as well as Canadian Governors General and Prime Ministers.

While diplomatic relations between Canada and Japan were formally opened in 1928–1929, our ties go back much further, fostered by the actions, curiosity and commitment of some very interesting people.

For example, in 1848, Ranald MacDonald, a Canadian–American son of a Hudson's Bay Company trader, "smuggled" himself into Japan despite Japan being closed to outsiders. MacDonald overcame the odds and is credited with being the first native English speaker to teach the language in Japan.

In turn, on the Japanese side, Manzo Nagano stowed away on a British ship, arriving in New Westminster in 1877. He was the first Japanese person to travel to Canada, and a significant influx of Japanese immigrants followed. They travelled to Canada on the steamship *RMS Empress of Japan*, which plied the

Above and right:  
Flag raising ceremony  
at the First Canadian  
Legation, on July 1, 1929



ocean between Yokohama and Vancouver in the late 1800s and early 1900s. The ship's dragon figurehead remains to this day, and is currently on display at the Vancouver Maritime Museum, with a replica in Vancouver's Stanley Park.

At the time, a few brave women also made the voyage from Canada to Japan. One such woman was Martha Cartmell who arrived in Japan in 1882 with funding from the Women's Missionary Society of Hamilton, Ontario. She founded a girls' school in 1884.

Around the time of these early voyages, Japan opened its first consulate in Canada in Vancouver in 1889, and Canada opened its first trade office in Japan, in Yokohama

in 1904. The ties between Yokohama and Vancouver have deepened over time, and in 1965 they became sister cities.

The Canada–Japan relationship is based on shared values: the promotion of human rights, a commitment to democracy and respect for the rule of law. This foundation has allowed all aspects of our relationship to flourish, including with respect to political relations, trade and investment, and people-to-people ties. As we celebrate all that we have achieved together, Canada and Japan should look back with pride on our shared history and on the courageous women and men who made it possible. 🍁

Japan opens a legation in  
Canada (Ottawa)

1928

Canada opens a legation  
in Japan (Tokyo)

1929

1929

Marler House, the Canadian  
official residence, is completed

1929

1933

2018/2019

Prince Iemasa Tokugawa becomes  
Japan's first Minister to Canada

Herbert Marler becomes  
Canada's first Minister to Japan

The two countries celebrate  
90 years of diplomatic relations

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# Post-Trump TPP

End of rocky road for the Trans-Pacific Partnership?

By Robert Sakai-Irvine

**When President Donald Trump pulled the United States out of the Trans-Pacific Partnership (TPP) in January 2017, the 12-nation deal appeared to be dead. But, after months of Japan-led negotiation among the remaining signatories, the pact has a new name and a pulse.**

However, the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) remains in fragile health. Perhaps nothing illustrates this better than the diplomatic drama that unfolded last November in Da Nang, Vietnam, when Canadian Prime Minister Justin Trudeau failed to attend a meeting with other pact leaders. Canada then appeared to torpedo the announcement of an agreement in principle with some eleventh-hour demands.

A “core elements” agreement was reached the next day, averting disaster. But Canada’s actions “grated on Japanese sensitivities,” and “soured [bilateral relations] to a considerable degree,” according to Sadaaki Numata, former Japanese ambassador to Canada and CCCJ Honorary Board of Advisors chairman.

As Numata went on to explain, it was little wonder that this discomfort was “felt at the highest level.” The Canadian no-show put Japanese Prime Minister Shinzo Abe in an awkward position, and jeopardised a core element of Japan’s trade policy beyond the deal expected that day.

For now, Japan’s Economic Revitalisation Minister Toshimitsu Motegi revealed on January 23 that an agreement is set to be signed between the 11 members in March in Chile, without the United States. This comes after talks among trade officials in Tokyo to resolve some of the contentious issues that some nations have with the final agreement.

## WITH, NOT WITHOUT

The deal certainly has its upsides. The Canada West Foundation’s June 2017 report on the CPTPP’s expected impact states, “The remaining 11 signatories are better off with a TPP11 than without,” and has projected a 2.34 percent increase in exports among member states, a real GDP boost of 0.074 per cent across the bloc, plus “economic welfare benefits of about C\$22 billion by 2035.”

The foundation predicts the deal will even generate a 0.23 per cent rise in exports from CPTPP parties to non-members, “due to businesses outside the trade bloc moving production to a TPP11 country to take advantage of the agreement.”

For Japan, the CPTPP is armour. The priority for Tokyo in trade terms is fending off the bilateral trade deal advances of the “America First” Trump administration, which Japanese officials believe would demand far greater concessions than those







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PHOTO: SAKARIN SAWASINAKA / 123RF



Japanese carmakers built more than one million vehicles in Canada in 2016.

already given under the TPP. Further, it appears that Japan wishes to use the TPP terms to protect politically and economically sensitive sectors such as agri-food.

For Canada, the CPTPP is one of three major deals that could potentially go sideways. The EU-Canada Comprehensive Economic and Trade Agreement (CETA) has been concluded, but has yet to be ratified by all the EU member-state legislatures. Meanwhile, Reuters reported on January 11 that two Canadian government officials have said that Ottawa is “increasingly sure” that the North American Free Trade Agreement will be scrapped, and “is now planning for Trump to announce a (US) withdrawal.”

The shifting sands have made the CPTPP a necessity in the eyes of prominent members of the Canadian business community. In a November 23 *Globe and Mail* op-ed column, John Manley, president and CEO of the Business Council of Canada and former foreign minister called the deal “another arrow in our trade-diversification quiver when the future of NAFTA is in doubt,” adding that “to be stranded outside the CPTPP while the United States negotiates a bilateral agreement with Japan would be the worst possible outcome for Canada.”

Canadian Chamber of Commerce (CCC) President Perrin Beatty told *The Canadian* that his organization supported the original TPP for reasons including “preferential market access to Japan” and “geopolitical

and economic strategic realities.” He added: “Overall, our assessment is that continued engagement in a Trans-Pacific agreement is crucial for Canada over the long term.”

#### EYE ON INDUSTRY

Major bilateral trade players are also looking forward to getting the CPTPP signed for strategic reasons. The Japan Automobile Manufacturers Association of Canada (JAMA Canada) has stated, “Completing the CPTPP will ... send a strong signal to the international community that multilateral or regional trade agreements are alive and well.”

Though Japanese makers built more than one million vehicles in Canada in 2016, David Worts, JAMA Canada executive director points out that “our members are at a disadvantage due to Canada’s trade agreements with South Korea and the EU which give preferential treatment to imports from those countries” — a disadvantage the CPTPP would rectify.

Meanwhile, the Canadian forestry products industry is looking at the CPTPP as part of an interlocking trade framework.

Shawn Lawlor, Canada Wood Japan’s director, notes that a big concern for his sector is that, without a trans-Pacific deal, Canadian producers could be disadvantaged by a Japan–EU Economic Partnership Agreement as they seek to diversify their foreign markets in light of Canada–US lumber disputes.

A positive Numata also noted, “Given the commitment on [Japan’s] side, and given the commitment that is shared to a large extent by the other partners in the TPP11, I am reasonably optimistic” about a deal being finalized.

For Japan, the CPTPP is a gold standard trade pact; a defence against greater concessions in the future. For Canada and Canadian industry, it is a vital leveller and a hedge against the risks of a suddenly uncertain trade future.

That said, the deal has the same core vulnerability that all nascent multilateral trade pacts do: it would only take one party to derail it. These factors should concentrate attention in the halls of government, as the livelihoods of their people and the shape of their economies are at stake. 🍁

**The priority for Tokyo in trade terms is fending off the bilateral trade deal advances of the “America First” Trump administration.**

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# TO NOURISH TIES

General Delegate of Québec to Japan  
Luci Tremblay on the potential of a province

By Maxine Cheyney

**A Québec girl through and through, the new General Delegate of Québec to Japan Luci Tremblay wants to show Japan what both her province and its namesake capital city have to offer, as well as how the relationship with Japan might be strengthened. *The Canadian* spoke to her about her plans as she steps into her new role — which she took on in September 2017 — and her journey into diplomacy.**

## What brought you into the field of international relations?

I was a TV reporter for CBC News for 15 years in Montréal, Toronto and Québec. In 2000, I decided it was time for a change.

I went to work for the then-mayor of Québec City, Jean Paul L'Allier (1938–2016), who had been minister of communications and cultural affairs in the 1970s. He was the first person to teach me about international relations.

It was a busy period from 2000 to 2005, with the amalgamation of the 13 cities, an election plus the third Summit of the Americas. Québec has sister city cooperation agreements, is part of the francophone network, and is involved with the Québec City-headquartered UNESCO world heritage cities, of which Québec is one.

In August 2005, I went to work with Québec International, the economic development agency for the region of Québec. It was all about communication, and selling my city and region to potential global partners in order to attract investors and talent to Québec City.

I then worked at the House of Music for a short period, before being asked to be part of the team marking the 400th anniversary

of Québec city in 2008. This was the best and most challenging experience of my professional life. Following that, I moved to Festival d'été de Québec, which is one of the 10 biggest music festivals in the world. I was involved with that for nine years before taking up my present position.

Over the years, each time I had the chance to meet somebody from the International Relations Ministry of the Government of Québec, I would ask if they needed someone, somewhere in the world. They eventually offered me Tokyo.

## What do you consider to be the strongest features of the bilateral relationship?

One of the main features is agricultural product exports, including pork, soy beans, maple syrup, cranberries and blueberries. Food represents 40 percent of our exports to Japan. Producers in Québec are developing special high-quality products especially for Japan, such as Nagano pork.

We have a European culture, but a North American way of doing things. The result is creativity and innovation, which attract Japanese investments and help us conclude partnerships with Japanese companies.

## What are your main goals and priorities while you are in this role?

We need a stronger economic focus in our bilateral relationship. We have so many projects on the table and there are many fields that we can develop with Japan.

There is so much going on in AI, entertainment and video games and, of course, in the area of culture. I've always said that the manifestation of culture is like opening the door to a relationship.

In 2016 the province of Québec and Kyoto Prefecture signed a friendship and cooperation agreement. The first event, a manga exhibition, is taking place



Luci Tremblay, general delegate of Québec to Japan

right now and runs until February 13. Both organizing parties want to develop an economic relationship, so we are working on it.

I believe Japan is beginning to know more about Québec, its strengths and its specialties.

## Is there one city in particular that is at the heart of the AI, multimedia and entertainment sectors?

Montréal is certainly becoming a global hub for AI. There are famous researchers, centers of research, new companies, start-ups and most of the universities are also involved.

Japan has an aging society that will need robots or other types of help in the future. In addition, Japan has a lot of very large companies with a lot of data that needs to be analyzed and understood. There are companies in Montréal that can certainly help with this.

Video games represent another opportunity; we can bring innovation, creativity and emotion to the sector. 🍁

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# Diverse Leads

Meet the CCCJ's new Global Diversity Management Committee

By Maxine Cheyney

**The diversity conversation has pervaded political and social dialogue in Japan for half a decade. It was ignited by Prime Minister Shinzo Abe's Womenomics agenda, part of his wider economic recovery plan, Abenomics.**

Although there has been a strong focus on gender and women's empowerment, the topic has adopted a wider stance, looking at components that can help solve the regular issues that permeate businesses in Japan.

The Canadian Chamber of Commerce in Japan (CCCJ) has formed the Global Diversity Management Committee — previously the Gender Diversity Roundtable — to provide a place for chamber members to develop personally, and help businesses compete on the global stage.

*The Canadian* spoke with Akiko Kosuda, honorary CCCJ board member; Kiyo Weiss, general manager for Japan at Air Canada; and Annamarie Sasagawa, director of global corporate culture and literature at Kao Corporation about plans for the committee, the chamber's recent event on communication, and what global diversity management means to them.

## STAY AHEAD

As Japan's participation in international business grows, leaders are increasingly being required to grasp how to properly communicate with, and understand, global markets.

"We really want this committee to influence CCCJ members as well as non-members to really think about the future of Japan and the fact that we are lacking in diversity in terms of gender and global [awareness]," Weiss explained.

The World Economic Forum's 2016 Global Gender Gap Report reveals that Japan then sat in 111th place out of 144 countries while Canada sat in 35th position. The 2017 report is no better; Japan has been knocked to 114th place — well below the global weighted average — while Canada has leapt to 16th position.

A core part of this, Sasagawa believes, is due to political representation. "It always comes down to women's representation in national politics, because there are fewer female than male representatives in the National Diet," she said.

The new committee aims to provide a space for the business community to share experiences and ideas. Kosuda believes that, rather than having a series of solo speakers, having roundtables will make a big difference.

"In my 30 years of working in gender diversity, [I have found that] the best and most effective way to develop ourselves



Akiko Kosuda  
Honorary CCCJ Board Member



Kiyo Weiss  
General Manager for Japan,  
Air Canada



Annamarie Sasagawa,  
Director of Global Corporate Culture  
and Literature, Kao Corporation

## THE GENDER GAP

COUNTRY	2016		2017	
	RANK	SCORE	RANK	SCORE
Iceland 	1	0.874	1	0.878
UK 	20	0.752	15	0.830
Canada 	35	0.731	16	0.769
US 	45	0.722	49	0.718
Global average		0.683		0.680
Japan 	111	0.660	114	0.657
Yemen 	144	0.516	144	0.516

SOURCE: WORLD ECONOMIC FORUM'S 2016  
AND 2017 GLOBAL GENDER GAP REPORTS

and others as leaders of gender diversity is to teach each other, learn, practice and experience,” she explained.

Topics such as boss management, career progression, and family considerations have been a core part of the discussion, but global leadership is a topic that would help to address deeper issues in the Japanese corporate world.

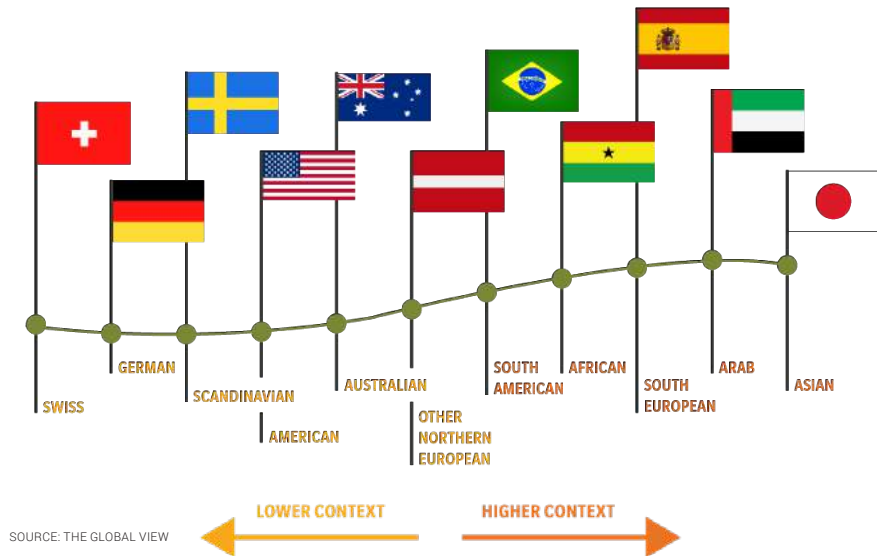
The plan is to hold these discussions every three months. One recent event was about high- and low-context communication.

### HIGH AND LOW

In the 1970s, American anthropologist Edward T. Hall introduced the concept of high- and low-context cultures to explain the differences among societies and how they communicate. High-context cultures value traditions, long-lasting relationships, non-verbal signals, indirect communication, and group harmony. They are slow to change and have strong boundaries. This is how business traditionally is conducted in Japan.

Low context cultures, meanwhile, see more short-term relationships and explicit communication. They value individual needs, and the conversation can change quickly.

These differences, among others, can easily lead to miscommunication and misunderstanding in business between countries with different cultures.



“Japanese may not speak a lot; we speak less. Maybe 80 percent of communication among the Japanese is non-verbal. It is body language. We expect the listener to read between the lines,” Kosuda explained.

That said, Weiss noted that many people spoke up at the event. “People came up on the stage to speak, and a lot of them were Japanese. That is quite uncommon, because we don’t really speak up much. So that was really good and we want to continue that format.”

The event attracted some 20 people, foreign and Japanese, with experience outside Japan. The committee is hoping

to involve more men to focus away from a female-orientated dialogue.

### DIVERSE VIEWS

For Weiss, Kosuda and Sasagawa, global diversity management has different meanings, reflecting their different personal experiences.

“This is a topic I’m really interested in, both professionally and personally. I work at a large Japanese company and a lot of my work involves intercultural communication: trying to make the most of the diverse perspectives and insights of people in our global organization,” Sasagawa said.

**As Japan’s participation in international business grows, leaders are increasingly being required to grasp how to communicate with, and understand, global markets.**



The event on high- and low-context communication highlighted the differences in the way societies communicate





Weiss believes Japan has a lot to learn from Canada on Global Diversity Management.

“I think it’s a source of competitive strength, and a way for organizations, countries and groups of people to create value by leveraging the different perspectives of each person,” she added.

For Weiss, her concern is rooted in family. With a daughter who is American–Japanese, she said that, “As a mother I want to be clear on what Japan is right now and how Japan should develop, for my daughter and for the people in Japan that I work with.”

“I want Japan to be stronger and I want Japan to be more influential. For that, I think we have a lot to learn from Canada.”

For 30 years, at Japanese and foreign companies, Kosuda has been working in the areas of people development and organization behaviour, with a focus on global mindsets and gender diversity. She now works as an executive coach for senior management to help them understand foreign mindsets in business.

#### HOW THEY DO IT

The committee’s next topic will see NHK newscaster Kaori Nagao, talking about the issues that the EU faces, and about her time working in Belgium. A country divided by invisible borders, Belgium has three distinct ethnicities, each with its own

**“Japanese may not speak a lot; we speak less. Maybe 80 per cent of communication among the Japanese is non-verbal.”**

culture. The three constitutionally recognized federal communities are the French-speaking Walloons, the Dutch-speaking Flemish, and the German-speaking community. How this mixture works, Kosuda believes, provides an important lesson.

“In Japan there’s one language, one race. Therefore I think we must learn from the world how diversity is working and learn about diversity in depth,” she said.

Topics involving communication will continue to be addressed by the committee, and are expected to include the understanding, respecting and accepting of other people’s cultures.

All three women have specific ways they see communication working best within their organizations. Sasagawa highlighted the concept of discussion and moving past this into dialogue, where people converse on a more personal level, connecting emotionally at the level of values and vision.

“We have a series of guided discussion programs that we use. It’s basically organizational development, with the focus on dialogue rather than discussion,” she said.

Kosuda noted that sometimes silence really is golden, “A good leader speaks less and encourages people to talk. Sometimes I coach the leader to shut up, even if it is embarrassing because it’s silent. Eventually somebody will start to talk. Silence is good.”

Weiss emphasized the need for her staff to provide solutions when they come to her with issues. “I want them to think about the solution first, then we can make the process much quicker.”

There are multiple barriers that pose problems for Japanese companies looking to go global, including cumbersome decision-making processes, a hierarchy based culture and the language barrier. Nevertheless, events such as those offered by the committee are a determined step forward in the creation of more diverse and global leaders. 🍁



Scan the Canada brochures at any Japanese travel agency and you'd be forgiven for thinking the entire country was one big ski slope under the glow of the aurora. For Japanese travellers, Canada's slopes are indeed a major draw, with British Columbia's vast Whistler Blackcomb ranking high, along with Alberta's Canadian Rockies, which include Banff, Lake Louise and Jasper.

Those looking for something out of the ordinary, however — whether a novel ski adventure or something entirely different — can rest assured that Canada can deliver.

#### WINTER WONDERLAND

An hour's flight from Vancouver — and still in British Columbia — is Revelstoke. The ski resort, which boasts the largest vertical drop in North America, is one of eight resorts along the Powder Highway. It is a circular route through the Kootenay Rockies, famous for its immense snowfalls.

Heli- and cat-skiing, snowshoeing and dogsledding in the backcountry are just a few activities to do along the way.

The region is rich with après-ski activities too, most notably at the many natural hot springs. At more than 600 kilometres long, the entire route might prove too much for one holiday, but even tackling a portion of it will leave powder hounds satisfied.

Across the country in Québec, the slopes of the Laurentian Mountains provide a good selection of runs — though on a smaller scale — with the bonus of being close to

cultural hubs Montréal and Québec City. Mont Tremblant, the best-known of Québec's ski resorts, is an hour-and-a-half from Montréal, where visitors can spend their time off-piste exploring the cobbled streets of the city's Old Port.

Meanwhile, Le Massif — home to the country's highest vertical drop east of the Rockies — is just over an hour from Europe-influenced Québec City, part of which is a UNESCO World Heritage Site.

As with British Columbia and Alberta's winter sports meccas, Québec's attractions offer activities beyond snowboarding and skiing. While until now a trip to la belle province required a transfer, beginning June 1, 2018, Air Canada will be offering non-stop flights from Narita International Airport to Montréal Trudeau International Airport, making the trip to eastern Canada's winter playground that much easier.

# Wander Canada

Take the tried-and-tested Canada trip with a few new twists

By Helen A. Langford-Matsui



PHOTO: DARREN ROBERTS/NWT TOURISM





PHOTO: DESTINATION BC/DAVE HEATH

Skiing at Revelstoke Mountain Resort



PHOTO: NANOOK AURORA TOURS/OTSUKA YOSHI

Yellowknife in the Yukon is a popular place to see the northern lights.

Those chasing the northern lights should continue to flock to Yellowknife in the Northwest Territories and Whitehorse in the Yukon, both of which can be reached via non-stop flights from Vancouver. Yellowknife, directly under the aurora, sees one of the world's best natural light displays — just don't plan to arrive between the first week of October and the end of November, when the region experiences freezing conditions.

"There is often a great deal of cloud cover, and this means the chance of seeing the aurora is somewhat less," said a representative of Northwest Territories Tourism.

Travellers are also advised to book accommodation early: "There are certain times of the year when it is impossible to book hotel rooms, especially from late August through October," the representative said.

To get the most out of your experience of the northern lights, Yoshi Otsuka, operator of Nanook Aurora Tours in Yellowknife, advises travellers to put the technology away, particularly during auroral breakups, when bands of light seem to dance in the sky. "[Many tourists] are very busy with their cameras ... I want [them] to focus on watching and feeling the aurora," he said.

During the day, visitors can try their hand at dogsledding and snowmobiling or, as Otsuka suggests, visit the Dettah ice road, which connects Yellowknife to the community of Dettah across Yellowknife Bay. The road is usually open from late December until early April.

Taking aurora watching one step further, in November 2017 adventurers in the Yukon were able to board a plane and revel in

the colours of the northern lights from the sky, care of Air North. Yuka Takahashi, the general sales agent for Japan at Travel Yukon, said the campaign was a great success, though whether enjoying auroras from the air will be an option this year won't be known until February.

For those who choose to remain grounded, Whitehorse offers a number of viewing options, including from the relaxing warmth of the hot springs of Takhini Hot Pools. Although autumn aurora tours are increasing in popularity, thanks to less frigid autumn temperatures, those who brave the colder months will also have the opportunity to participate in a unique competition: The International Hair Freezing Contest, hosted by Takhini Hot Pools during February's Yukon Sourdough Rendezvous festival.



PHOTO: TOURISM NEW BRUNSWICK

Miscou Island peat bogs in autumn



PHOTO: CANADIAN TOURISM COMMISSION

The Niagara-on-the-Lake region is known for its wineries.



PHOTO: GOVERNMENT OF YUKON



White Pass and the Yukon Railway



Summertime in Québec City

Another winter bonus, which aurora guide Maki Nagahama at Arctic Range Adventure tours shared, is the chance to cruise an ice road across the Arctic Circle and through to the Arctic Ocean.

Takahashi and Nagahama's suggestions for autumn aurora visitors include trips to Tombstone Territorial Park to take in the autumn tundra of colours, and a day-trip to Skagway, Alaska, which includes a ride on the Klondike-era White Pass and Yukon Route railway.

### WARM(ER) WEATHER

The months between snowmelt and snowfall are ideal for hiking, cycling, and enjoying Canada's waterways and coastal areas. Although the Canadian Rockies loom large, there are options beyond their snow-capped peaks.

Those with experience outdoors can take the Japanese practice of forest bathing, or being in the presence of trees, to new heights with multi-day hikes through rugged wilderness, such as Vancouver Island's West Coast Trail and Ontario's Algonquin Park. Wine lovers can rent bikes and tour the Okanagan Valley vineyards of southern British Columbia or Ontario's Niagara-on-the-Lake region.

Takahashi highlighted the Yukon's stellar hiking, cycling, and canoeing as popular summertime pursuits, while Nagahama praised the view from a flightseeing tour over the Kluane National Park and Reserve, a UNESCO World Heritage Site and home of the world's largest non-polar ice field.

Another World Heritage Site in the Northwest Territories is the spectacular 30,000km<sup>2</sup> Nahanni National Park Reserve, which has deep canyons, alpine tundra,





PHOTO: TOURISM NEW BRUNSWICK

Ocean harvest at La Terrasse à Steve, Miscou Island

a towering waterfall more than twice the height of Niagara Falls, as well as heli-hiking, canoeing, and climbing opportunities. Most of the park is inaccessible by car, but that's not a problem: a number of floatplane operators offer flightseeing tours over the area.

### GO EAST

Atlantic Canada suffers from distance and expense and, as a result, often gets missed — with the exception of quick trips to the iconic Prince Edward Island (PEI) to see Green Gables and everything Anne.

But there is so much more. The Maritimes — New Brunswick, Nova Scotia and PEI — and Newfoundland offer glorious scenery, culture and some of Canada's best culinary treats. Luckily, Canada is set to see an increase in ultra-low-cost-carriers, which it is hoped will improve the region's accessibility.

Japanese travellers will appreciate Atlantic Canada's bountiful ocean harvest of lobster, scallops, oysters and clams, as well as its craft brews and locally distilled spirits. The region is also home to some of the earliest European settlements in North America, most notably Newfoundland's mystic Viking ruins, l'Anse-aux-Meadows, a UNESCO World Heritage Site.

Let's not forget the provinces of Manitoba and Saskatchewan, and the territory of Nunavut, which offer their own gems for those willing to make the effort to visit. Cultural tourism opportunities abound, with indigenous tourism allowing visitors a deeper understanding of Canada. Going beyond the popular package tours to take advantage of it all does require more work, but those who do will be rewarded with rich experiences completely their own. 🍁



St. John's, Newfoundland

## TO-DO LIST

Don't forget those who are not Canadian citizens must apply for an Electronic Travel Authorization. One can be purchased online for C\$7 and is valid for up to five years. Though approval is usually quick, some applications are flagged for follow-up. Don't get caught at the check-in counter: apply in advance.

And remember: Canadian citizens are no longer permitted to enter

Canada on foreign passports.

Those — including children — with multiple citizenship must present their Canadian passports.

To rent a car, those without a valid driving licence issued by a Canadian province or territory will require an International Driving Permit (IDP), as well as their valid country-issued licence. IDPs may be purchased at your local licensing centre.



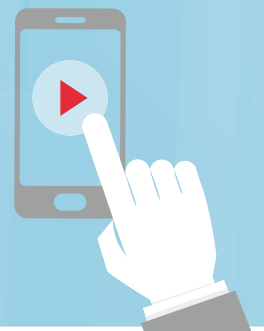
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Sources: Forrester Research; Nielsen; Forbes; Tubular Insights; Comscore; Cisco; YouTube

-  Interviews
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# SOLD ON SOLAR

Jeff Roy on Canadian Solar's IPO in Japan

By Maxine Cheyney

We see the cost of developing solar continuing to decline, which will support the reduction of feed-in-tariffs in the future.

**Jeff Roy has been part of one of the largest solar power companies in the world since 2008. Besides forming Canadian Solar Inc.'s portfolio of Canadian assets — the first assets of the Canadian Solar Energy Group — he was involved in the development and construction of projects in Canada totalling more than 600 megawatts (MW).**

It was when marketing of solar power in Japan began to grow, and the Canadian market started to slow down, that the company moved him and his family to Tokyo in 2015. He now leads Japan operations for the energy business as general manager, and is seeing the company through its initial public offering.

## **Tell me about Canadian Solar Inc.**

Our presence in Japan began modestly in 2009, but has grown to become a core and valuable aspect of our business globally. Our initial focus was on sales and distribution of Canadian Solar electric photovoltaic (PV) modules and residential systems. In 2012, we established a project development team in Japan and we have since become one of the predominant developers of solar power projects here.

We are also growing our presence in the financial markets in Japan. As a sponsor, we have issued four domestic project bonds, raising more than ¥27.5 billion. One of our most recent accomplishments was the listing of Canadian Solar Infrastructure Fund (TYO 9284) on the Tokyo Stock Exchange. More than ¥33 billion was raised through the listing and these funds were used for the acquisition of 72.7 MW of projects from Canadian Solar.

## **Why did you decide to undertake an IPO?**

Canadian Solar is a fully integrated solar company that manufactures solar cells and modules, and is a downstream developer of projects.

The natural next step is to move further downstream into solar asset management, which is why we had been monitoring the development of the listed infrastructure market in Japan.

In late 2015, there were some positive regulatory changes approved that made it much more appealing and led to the first fund being successfully listed in mid-2016. This is when we initiated the process to pursue our own listing.

Our pipeline continues to evolve and we aim to construct close to 100 MW a year for the foreseeable future. Creating this partnership with a listed fund provides us with some certainty as we construct and develop our pipeline, and provides the fund with opportunities for future growth. We have cemented this alignment with a 15-per-cent investment into the fund itself.

Listed infrastructure funds are tax pass-through vehicles, which makes them structurally superior to other holding options. The cost of capital that can be raised through the fund is also competitive, which provides a reasonable exit price for Canadian Solar.

## **What major trends are we seeing in solar power?**

Globally, we are seeing the obligation to set the rate for the PV electricity shift from the regulators to the private sector through competitive auctions. Japan is moving in that direction and ran their first auction in November of last year.

Canadian Solar participated in the auction and was awarded a 17.87 MWp (15.4 MWac) project in Hiroshima. This project will enter into a 20-year power purchase agreement with Chugoku utility at a rate of ¥17.97 (US \$0.16) per kWh. A total of 141.3 MWac were initially awarded at an average price of ¥19.6 (US \$0.18) per kWh.

The Japanese government plans to run other auctions in July and late this year, and we aim to participate in those auctions.

We see the cost of developing solar continuing to decline, which will support the reduction of feed-in-tariffs in the future.

## **What are the growth potential and opportunities in Japan?**

The Japanese Ministry of Economy, Trade and Industry's current target for solar penetration is 64 gigawatts by 2030 and renewable penetration of 24 per cent.

To date, the market has installed approximately 40 gigawatts, so there is still plenty of new capacity that needs to be installed. We also feel that a 24 per cent renewable target is too conservative. 🍁

# Loading up

Canadian craft beer is growing roots in Japan

By Chris Russell

For any Japan-based Canadians thirsty for a taste of home, the options when it comes to beer are quite limited. Japanese investors have made their mark in the sector in Canada, with Sapporo Breweries Ltd.'s buying of Sleeman Breweries Ltd. in 2006, and Kazuko Komatsu's ownership of British Columbia's Pacific Western Brewing. However, outside of a few brews stocked at Heavenly Vines in Ebisu, Tokyo and the Hankyu department stores nationwide, the same really cannot be said about the impact in the other direction.

Trying to change that, is Lorne Erenberg, president of the Canadian craft beer importer AMMS Japan. The company, which was granted its import licence in May 2017 and received its first shipment in July, now regularly sells Canadian beers to five establishments, including HyLife Pork TABLE in Daikanyama, as well as some wholesalers and other bars and restaurants.

Previously based in Tokyo while working in finance, Erenberg was looking for ways to return to Japan when he hit upon a new business idea. Having noticed the growth of Japan's craft beer scene, seen the quality of offerings in Toronto, and confirmed the existence of a niche after looking at data from Statistics Canada, he initially set his sights on exporting craft beer.

"There was a big gap for alcohol and I thought, 'Well that might be the opportunity,'" Erenberg said.

However, after acting as an exporter turned out not to be viable, due to costs



PHOTO: SATOSHI AOKI/LIFE14



Lorne Erenberg began importing Canadian craft beer in July 2017.

arising from various middlemen, Erenberg changed tack. Following advice from the Japan External Trade Organization and other local agencies, the company set about securing its import licence. Today, AMMS Japan is based in Motomachi, Yokohama, with beer being flown in from Ontario.

“The model has been very effective in Yokohama, because the craft scene there is booming and doesn’t seem to be as congested [as in Tokyo],” Erenberg explained.

### THE TASTE TEST

At the moment, AMMS Japan imports beers exclusively from breweries belonging to Ontario Craft Brewers (OCB), a trade association that stipulates its members should not be significantly controlled by a non-OCB brewer, beer must be produced in small batches, and brewers must meet certain requirements as regards the use of ingredients and the brewing process.

“You taste that,” said Erenberg. “You have to define what it is you’re selling, and the taste kind of does that with craft beer.”

AMMS’s beers include Railway City Brewing Co.’s Dead Elephant IPA (its top seller in Japan), Flying Monkeys Craft Brewery’s fruity 12 Minutes to Destiny Hibiscus Pale Lager, and Black Creek Historic Brewery’s Canada 150 Best Bitter Ale, which was created to mark the country’s anniversary last year.

The wide range of tastes on offer stands in contrast to the usual range of beers found



in Japanese shops, restaurants and bars which, while typically being serviceable lagers, are nonetheless fairly plain. And this emphasis on taste and quality is something that plays well with Japanese consumers, Erenberg said.

### HELPING HAND

Since starting the venture, Erenberg has received help and advice from several parties, including bars and other importers.

“I don’t think the craft beer scene is at its full fruition yet, and as a result people don’t feel threatened when you tell them, ‘I’m going to import seven or eight types of beer,’” he said.

In addition, a meeting with the Embassy of Canada to Japan led to AMMS Japan

joining the Canadian Food Exporters Association and, as a result, joining road shows in Tokyo and Osaka. Meanwhile the Canadian Chamber of Commerce in Japan has hosted events for the company, and its beers were served at December’s joint chamber *bonenkai*.

“Those three [chamber] events really opened doors for us, and the [embassy] had a supermarket event in October. I wouldn’t have found all those guys without it,” said Erenberg. “Those events are key to us, because someone’s going to come across and say, ‘Where can I get this? I like it, I didn’t realise there’s Canadian beer in Japan’, and someone else is going to say, ‘We have an association with a store or our own little bar.’

“If I don’t get the beer in someone’s hand, I probably won’t be able to sell it just by a billboard or an ad in a magazine.”

This also influences Erenberg’s approach to bar and restaurant sales, for which he typically visits the establishment with a six-pack of beer and sits down with the owner or the manager as they taste it.

“You have to define what it is you’re selling, and the taste kind of does that with craft beer.”



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## FUTURE PLANS

At the moment, most of AMMS Japan's beer is sold in cans, something that derives from Ontario's government-owned liquor stores' preference for that type of container. And, although cans have advantages in terms of shipping and shelf life, the image of beer in Japan is, nonetheless, one of draught and bottles. As a result, the company is now starting to bring in KeyKegs—disposable, one-use PET plastic kegs—and bottles of different sizes to satisfy the demands of Japanese establishments.

"The issue with the brewers is that they've had to adapt," said Erenberg. "We say, 'Listen, cans and bottles are good for the marketing, which is where our new company is now,

but we won't be new much longer and you're going to have to do right by your client.'"

The other issue for the company is developing its retail distribution channels. For AMMS Japan, that means building an e-commerce entity, in part because Erenberg is not convinced that selling through shops is the best route.

"[Bricks and mortar is] a bit of a tougher sale, because I think to that party we're late—the US guys got in there [first]," he said, noting that shelf space is limited and that shops—unless they are high end—often mistakenly label some beers as craft when they are not.

In terms of e-commerce, the company is currently weighing up issues of logistics,

delivery times, age verification, search engine optimization, and which platform to use.

In the long run, AMMS Japan will also look to diversify its range of beers beyond those from Ontario by, for example, looking to breweries in provinces such as British Columbia and Québec. The only thing standing in the way is the logistics (currently AMMS Japan transport their beer by plane), with the economics of shipping meaning that such a range of beers would need to be sent by sea.

"It would be foolish not to [expand]," said Erenberg. "Québec has some sensational stuff, so does British Columbia, but you've got to think about the image of Canada people have." 🍁

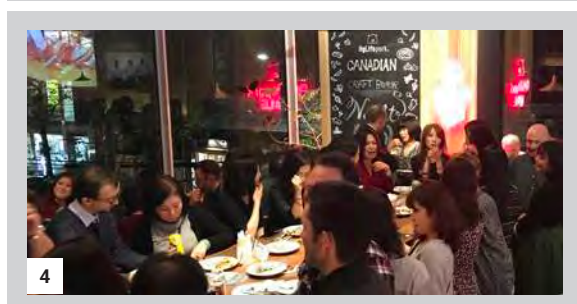
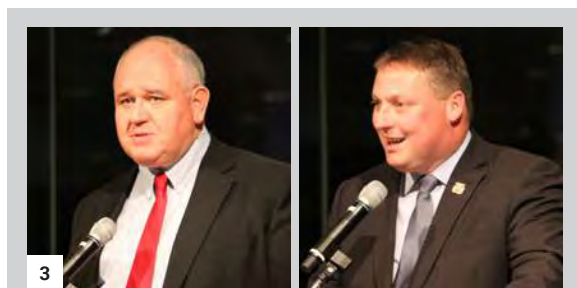
And, although cans have advantages in terms of shipping and shelf life, the image of beer in Japan is, nonetheless, one of draught and bottles.



PHOTO: SATOSHI AOKI/LIFE14

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Winners will be picked at random.



#### **JOINT CHAMBER BONENKAI ..... 1**

The Embassy of Canada to Japan and the Canadian Chamber of Commerce in Japan hosted the Joint Chamber Bonenkai on December 5. A successful networking and end-of-year celebration, it featured giveaways and a selection of Canadian wine and craft beer. PHOTOS: SATOSHI AOKI/LIFE.14

#### **CCCJ SPEAKER SERIES EVENT ..... 2**

##### **Québec's Economy and Public Finances**

The first of the speaker series for 2018 featured Québec's Minister of Finance Carlos Leitão. On January 12, he spoke about Québec's economy and public finances.

#### **MARKHAM-SOMA RECEPTION ..... 3**

The City of Markham, and the Southwestern Ontario Marketing Alliance delegation visited to celebrate and share the province's strategy with CCCJ members on November 27.

#### **CANADIAN CRAFT BEER NIGHT ..... 4**

On November 24, the second Canadian Craft Beer Night, with CCCJ partners HyLife Pork, Manitoba, and AMMS Japan featured seven kinds of newly imported beer from Ontario, as well as 20 popular dishes from HyLife Pork.



# UPCOMING EVENTS



**15**  
FEB

## HOCKEY NIGHT IN TOKYO: CANADIAN UNIVERSITY ALUMNI MIXER

Join us for an evening of friendship, hockey and 12 kinds of barreled craft beer, wine, cocktails and delicious food.

Date: 20:00, Thursday February 15, 2018

Location: Brew La La, 2F, 3-2-2

Shimbashi, Minato-ku, Tokyo



**04**  
MAR

## TOHOKU YOUTH PROJECT 2018

Since 2012, the Canadian Chamber of Commerce in Japan — along with NPO Ganbatte 365 — have organized an internship program for high school students from Tohoku. This year, the chamber will bring 15 students from Takata Senior High School in Rikuzentakata, Iwate Prefecture, to Tokyo to participate in the internship and homestay program.

Preparations for the 2018 Tohoku Youth Project are underway, and the CCCJ is looking for our membership to get involved.

There are four ways to participate:

1. Host a student at your company
2. Host a student at your home
3. Volunteer and help run the project
4. Help sponsor the project

For information on the project and to register as a company or homestay host, please visit the CCCJ website.

Deadline for applications from companies and host families: February 19

First day: March 4

Internship period: March 5 – March 9

Free day for students and host families: March 10

Final day: March 11



For more information about any of these events, please visit our website at [www.cccj.or.jp](http://www.cccj.or.jp)

## The Canadian Chamber of Commerce in Japan welcomes our newest members.

### INDIVIDUALS



Name: **Geneva Hargreaves**  
Company: **CCCJ Publications and Communications Committee**

After volunteering for the 150th Maple Leaf Gala, I decided to become a member of the chamber to have more opportunities to connect with other like-minded Canadians and people from all over the world working in Japan. I'm most looking forward to chairing the Publications and Communications Committee, and contributing to the Global Diversity Management and Events Committees.



Name: **Aaron Reist**  
Company: **Goldman Sachs Realty Japan, Ltd.**

I had considered a membership in the past and would ask myself, "what can the CCCJ do for me?" At the time, the answer didn't seem clear and procrastination got the better of me. The question I should've asked is, "what can we accomplish as a community?" There was only one way to find out: get involved.



Name: **Paul Kezin**  
Company: **Cole Haan**

I am a proud Canadian who also loves living and working in a global environment. I hope to connect with others who share similar experiences, or are seeking them. In doing so we can learn and succeed together.



Name: **Sarah Casanova**  
Company: **McDonald's Japan**

I'm looking forward to joining the chamber to stay connected with Canada, my home country. I was born and raised in Ontario, where my folks are still located. I've been away a long time as I've traveled throughout the McDonald's system, and it's always great to meet other Canadians along the way.

### NON-RESIDENT CORPORATE



Name: **Daylin Breen**  
Company: **Edmonton Economic Development**

Japan is a very important trade and investment partner to the Edmonton Metropolitan Region in Alberta, Canada. We are committed to strengthening our friendships and business relationships in Japan and we plan to visit Japan often. We joined the CCCJ to help us further our knowledge and grow our connections in Japan.



Name: **Jamal Abdourahman**  
Company: **Vancouver Fashion Week**

With many clients from Japan participating in Vancouver Fashion Week each season, and now ourselves bringing Canadian and International designers to Amazon Fashion Week Tokyo every year through our new platform Global Fashion Collective, we are thrilled to be part of the community. We are looking to engage with Canadian companies to really celebrate Canadian culture and grow business together in the Japan market.

### CORPORATE SUSTAINING MEMBERS



Space Design Inc.

Company: **Space Design Inc.**

Space Design Inc. is a real estate company providing serviced apartments and serviced offices in central Tokyo (Shinagawa, Shimbashi, Shibuya, Akasaka, Nihonbashi).

Since the CCCJ moved to one of our new serviced office spaces, we would like to offer our services to its members and help the Canadian network that is expanding in Japan.



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**0120-770-507**

\*The images displayed herein are architectural renderings drawn up based on the design documents at planning stage and may somewhat differ from the actual property upon completion. \*Distances indicated were calculated using estimated distances on a map. Times required by walk indicated were calculated on the basis of a 1 minute walk equals to 80m with fractions rounded up. \*The completion forecast image displayed above was combined the drawing at the planning and actual perspective from the 12th floor (taken at October 2017) by Computer Graphics. The actual perspective will differ depending on floor levels and each property. It is possible the surroundings will change in the future. \*The information included is as November 2017. \*As of 12th December 2017, the same room may not be prepared due to the first-come first-served property.

■Property name/La Tour Minamiazabu (tentative Name) ●Address/4-135 Minami-azabu, Minato-ku, Tokyo (Parcel number) ●Public Transportation/2 minute-walk from Hiroo Station (Tokyo Metro Hibiya-line)  
●Structure & Size/Concrete-steel, 12 stories above ground and 2 basement levels ●Total Number of Units/145 ●Estimated Completion Date/End of February 2018 (projected) ●Unit Layout/1 Bedroom ~ 3 Bedrooms  
●Unit Floor Size/78.9m<sup>2</sup>~226.7m<sup>2</sup> ●Developer/Taisei Corporation ●Landlord Realtor/Sumitomo Realty & Development Co., LTD; Minister of Land, Infrastructure, Transport and Tourism Article 15 paragraph 38, All Japan Real Estate Federation Member, Real Estate Fair Trade Council Member ■Application Summary ●Number of Units/145 ●Rent/487,000yen~2,844,000yen ●Start of application/August 2017 ●Deposit Key Money/3months ●Monthly Management Fee/Included in rent ●Leasing Period/3 years (Fixed-Term Lease Agreement) ●Property and Casualty Insurance/Required (Homeowner's Insurance Policy)