

# THE CANADIAN

QUARTERLY MAGAZINE OF THE CANADIAN CHAMBER OF COMMERCE IN JAPAN

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## SPIRIT OF CAESAR

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2019



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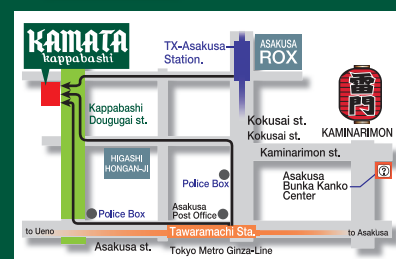
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# BEAT THE HEAT

By Alec Jordan  
Editor-in-Chief, *The Canadian*



**The hot and humid season is now well upon us, so here's hoping that this issue of the magazine finds you in a well air-conditioned space — and perhaps even considering some summer holidays.**

## THREE CHEERS

Of course, one perfect way to beat the heat is with a refreshing beverage, and there were plenty on offer at the events that brought Hansen Distillery, Strathcona Spirits Distillery and Token Bitters to Tokyo. As our cover story (page 22) on these Alberta-based artisanal producers explains, changes in the way that alcohol production is being regulated in the province is allowing craft spirits and bitters companies to thrive. They're also getting the opportunity to develop a strong fan base in Japan, which they did at a cocktail competition held at the Embassy of Canada to Japan in

Tokyo and at a booth at the Tokyo Bar Show a few months back.

Equally driven to succeed on these shores is Lesley McKenzie (page 18), who went from playing for the University of British Columbia Thunderbirds and in two Women's Rugby World Cups to being chosen as the new head coach of the Japanese women's rugby 15s team. In our interview with her we learned about how she communicates with her players and her hope to lead the "Sakura 15s" to success in 2021.

Another Canadian export finding its groove in Japan is the media production duo known as Twin Brains (page 20), from Québec. Not only are they attracting attention in Japan and other parts of Asia, but they're also collaborating with members of the thriving creative industry in their home province.

## LOOK AHEAD

For the parents among us, one of the greatest concerns that we have for our children is that

their education will prepare them for careers in demand in the decades to come. As our look at STEAM education (page 13) goes to show, international schools in the Tokyo area have taken these concerns to heart and are offering a broad array of programs and activities that cross disciplines, develop skills and enrich young minds.

At the Canadian Chamber of Commerce in Japan's Annual General Meeting (page 28), we learned that the Board of Governors is now 40 per cent female — an impressive achievement for an organization of its size. The three new governors are women, and they took the time to share with us what they bring to the chamber and what they plan to do in the year to come (page 31).

And there's plenty more to find between the covers of this issue. All the best, and we look forward to seeing you once things have cooled off a bit. 🍁

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Tokyo 106-0041

Tel: 03-4540-7730

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*The Canadian* is printed using vegetable oil ink certified by the Japan Printing Ink Makers Association.

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# THE NEW GUY

By Matt Ketchum  
Executive Director  
Canadian Chamber of Commerce in Japan

**Salutations! Matt Ketchum here, the new executive director of the Canadian Chamber of Commerce in Japan, recently returned to Tokyo from two years working in the spooky IT forests of Seattle, Washington. Thought I'd check in with all of you, our beloved members, and let you know just who the new guy is.**



First off, let's talk about the big, star-spangled elephant in the room: I'm American. Born and raised in Pittsburgh, Pennsylvania, I grew up immersed in the city's sports culture. Baseball and football weren't of much interest to me as a kid, but the Penguins were this magical ice hockey team, led by an ice wizard from the Great White North named Mario Lemieux. He guided an international, rag-tag team of gruff-looking, gentlemanly puck ninjas to Stanley Cup after Stanley Cup. Almost from my birth, my impression of Canada was one of power, respect and diversity, and that certainly remains the case today.

## JAPAN TIES

My relationship with Japan is a bit more complex. I've been a musician for some 20 years and an event producer for close to 10. This all began in high school, when I started going to independent rock concerts at hole-in-the-wall venues.

Pittsburgh has never been a major music hub, so few international indie acts ever came through. But, for some reason I still don't understand, each summer vacation during high school was flush with outstanding independent Japanese bands. I had been aware of Japan before, although I wasn't into typical "Japan" things. But watching those bands wail and flail on stage was something special that I felt I had to pursue in my own way.

I juggled Kant's dialectic and the radical tax reform of Emperor Go-Daigo (1288–1339) during college, and upon graduating, found

myself, like all Millennial liberal arts majors, mysteriously unemployable. But I had a secret weapon: Japanese. I used it to land a job teaching English in Miyako, a small port town in Iwate Prefecture, in the northeast of the main Japanese island of Honshu.

Abundant seafood, open-minded musicians, a well-paying, easy job and a low cost of living — Miyako's slow life, as they called it, was pretty good. But then, on March 11, 2011, after 2:46 p.m. all of that was washed away by a 37.9-metre tsunami and I was left standing in a hilltop temple, homeless, watching the city burn.

## VALUE OF COMMUNITY

That's a longer story, but it taught me some significant life lessons, and kick-started my career. After two months of organizing response teams in Miyako, I was moved to Tokyo to work with art galleries and NPOs active in Tohoku. Then I moved to market research. All the while — some six years — I was booking tours, recording albums and building digital analytics tools in support of the music scene I fell in love with in high school, and with the conviction instilled in me by the events of 3/11 to do good through it.

To this day, I donate my time to work with Tohoku initiatives, and have hosted panel discussions, sourced wine for galas, screened documentaries internationally, spoken at universities about disaster response, published photo journals and more. Additionally, I have built record labels, data science platforms and logistics management solutions in support of the Japanese independent music scene. Of all the neat things I could say about that, one of my favourites is that I've booked rock and roll honeymoons in the Japanese indie scene for couples from Australia, the United Kingdom, the United States and Germany.

Which is to say, this is what I bring to the chamber: a visceral understanding of the intrinsic value of community, learned through extensive first-hand experience with disaster and art, and the skill set to understand and wrangle the various components that create it learned through focus groups, project management and stakeholder mapping. Suffice it to say, I am very much looking forward to working with the chamber to take it and our members to new heights.

Salut,  
Matt

**I am very much looking forward to working with the chamber to take it and our members to new heights.**



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# CANADA–JAPAN NEWS



## Bilateral war games boost ties

Ships from the Canadian and Japanese navies engaged in manoeuvres together off the coast of Cam Ranh Bay, Vietnam, from June 13 to 15, the Canadian Forces Base Esquimalt's *Lookout* newspaper reported on July 4. The exercise was in support of Operation Projection — a global maritime operation established to enhance relationships with Canada's allies and partners, and increase operational presence and capabilities in the Asia–Pacific region. Sailors from both navies gave tours of their respective ships during the joint effort. The exchange allowed them to share and strengthen military and cultural ties between Canada and Japan.

## Bombardier sells jet unit to Mitsubishi for C\$724 million

As reported by *Bloomberg News* on June 26, after more than three decades of creating commercial aircraft, Bombardier Inc. has agreed to sell their Canadair Regional Jet (CRJ) program to Mitsubishi Heavy Industries Ltd. for C\$724 million. In addition, Mitsubishi will be shouldering about C\$263 million of Bombardier's liabilities. According to the terms of the deal, three-quarters of Bombardier's 1,600 employees will be joining Mitsubishi's team, while the rest will stay and continue assembling CRJ planes. Bombardier CEO Alain Bellemare previously oversaw the sale of the company's C Series plane and a turboprop line.



## Polar research in far north

Members of Japan's National Institute of Polar Research (NIPR) held meetings at the Canadian High Arctic Research Station in Cambridge Bay, Nunavut, to build relations with Canadian researchers and the Inuit community and explore the impact of global warming. According to an article published by the CBC on July 7, the NIPR's goal was to share information about its current and future projects and find out from the local community what they think should be studied. Alain Leclair, director of science and technology at Polar Knowledge Canada, said he hopes the local community can share knowledge and help develop a general understanding of the changes that are occurring in the Arctic environment.

## Exhibit shows history of émigrés from Wakayama to Canada

An exhibition dedicated to the history of emigrants to Canada from a district in Wakayama Prefecture was held at the Wakayama International Exchange Center in June. As reported in an article by *The Mainichi* on June 19, the exhibit was titled "Emigration and Wakayama: Emigrants from Mio to Canada," and showcased photographs and histories of people from the Mio district of Mihama in Wakayama Prefecture who emigrated to Canada. The prefecture ranks sixth out of Japan's 47 prefectures in terms of emigrants.

## Fujitsu picks Vancouver for AI global HQ

As reported in the *Vancouver Sun* on July 9, Fujitsu, one of the world's leading IT services providers, has selected Vancouver as the site for its global headquarters for artificial intelligence (AI) development. The tech giant hopes to increase operations to 50 employees for the subsidiary by the end of 2019. Fujitsu's aim in the move is to have better access to the North American market, which experts predict will be the source of 75 per cent of the world's investment in AI. According to Dean Prelazzi, vice-president and head of business development and marketing for Fujitsu Intelligence Technology, Canada is at the forefront of AI and its impact on society.



# TWO VIEWS

## Outlooks on the G20 Summit

By Alec Jordan



PHOTO: G20 OSAKA SUMMIT 2019 HOST PHOTOGRAPHER



Prime Ministers Justin Trudeau and Shinzo Abe

**On June 28 and 29, leaders from 19 countries and the European Union assembled at a G20 Summit in Osaka to address some of the major economic and political challenges the world faces today.**

During the two days, discussions were held on topics such as the environment, energy and cybersecurity. In addition to formal talks, there were also opportunities for leaders to address pressing concerns between their nations in more informal settings.

But from Canada's perspective, what were its most important goals, and how successful was it in meeting them? To explore the topic more deeply, *The Canadian* spoke with Carlo Dade, director of the Trade and Investment Centre at the Canada West Foundation, and Samuel Gildart, lecturer at the Chiba University of Commerce. From them we were able to learn

more about the most significant takeaways from the summit, some conversations that might not have made it into the news, as well as areas where Canada and Japan were able to set the stage for collaboration, both at the summit and in the weeks leading up to the event.



**CARLO DADE**  
Canadian trade expert

### **What do you believe were Canada's most important goals going into the G20?**

Reputational repair. The Canadian prime minister had damaged the Japan–Canada relationship at the 2017 APEC summit in Danang. Prime Minister Justin Trudeau essentially embarrassed Prime Minister Shinzo Abe by refusing to follow through on diplomatic negotiations that were supposed to lead to a signing of the TPP11 agreement. Canada has done much to try to fix the ties with several high-level visits, but the Danang slight will take years to fix. Hopefully the G20 can lead to the conclusion of the repair-the-relationship era. Canadian media and observers will rightly be focusing on how Trudeau deals with his Chinese counterpart and the issue of mending fences with Japan will not be picked up. I do not think that a lot more has to be done to repair ties at this point.

### **What was the biggest achievement Canada scored at the summit?**

Perhaps less noticed but still important was the progress on EMPOWER [a Canadian-led initiative that, according to a Trudeau statement, “will advance women’s economic empowerment and representation at senior levels of business around the world”]. On one hand that may be helpful down the road for Canada–United States relations; on the other hand, the initiative reflects some progress on gender workplace issues.

### **How successful was Canada's bid to lobby the United States to conduct itself in a more multilateral manner?**

I saw no evidence of that. Every country has to balance its worry over larger global issues versus its own unique issues with the Americans. For example, Canada is seriously worried about U.S. unilateralism, but it also needs Trump's help with the Canadian citizens detained in China. This bifurcation of interests, I think, prevents the international community from speaking with one focused voice to the United States.

### **What do you consider to have been the main takeaways from the summit?**

The biggest takeaway is that, with the next G20 scheduled for Saudi Arabia, there will be potential for major controversy [due to Riyadh's connection to the murder of journalist and dissident Jamal Khashoggi]. I can see the Russians and Trump attending the next summit, but I wonder about other nations. It will be interesting.



G20 OSAKA SUMMIT  
2019

PHOTO: G20 OSAKA SUMMIT 2019 HOST PHOTOGRAPHER



World leaders gathered on the first day of the summit.

**SAMUEL GILDART**  
Academic**From the point of view of a Canadian, how successful was the summit?**

I think that having the opportunity for Canada's top political and business leaders to engage with the administrations of the world's other major 19 economies is significant in itself.

Although the declarations leaders finalize at the end of each summit are not legally enforceable, they nevertheless provide an excellent opportunity for dialogue that would not exist without the G20.

Canada has the smallest economy in the G7. However, in the G20 context, it has some middle power with regard to diplomacy and influence. The goals of getting a consensus on the importance of maintaining an open international trading system and reducing plastic waste were reached. But an agreement on how to approach climate change was not.

**Were there any great surprises at the G20 regarding Canada and Japan?**

From the Japanese side, the introduction of the Osaka Blue Ocean Vision, which has the highly admirable aim of reducing pollution caused by marine plastic litter to zero by 2050, was a welcome surprise. To achieve this goal, the Japanese government has launched the MARINE Initiative — which stands for management of waste, recovery of marine litter, innovation and empowerment.

This will be carried out by Japan providing official development assistance to poor countries to assist them in waste treatment methods that reduce plastic that ends up in the ocean and is responsible for the deaths of many marine species such as whales, sharks and sea turtles. Efforts to reduce plastic and other waste is always a goal where most international leaders can find some common ground.

**What were some of the G20 talks about which we may not have heard?**

Perhaps what did not get much attention (or what was discussed behind closed doors) was Canada-China relations hitting a new low. The Canadian government's decision to detain, at the request of the U.S. government, Meng Wanzhou, chief financial officer of Huawei, on suspicion of violating sanctions against Iran is believed to have sparked China's arbitrary arrest of Canadians Michael Kovrig and Michael Spavor. Since relations have plummeted, China has banned canola and pork imports from Canada.

Prime Minister Justin Trudeau and China's Xi Jinping were noticed to be talking during the summit, but due to the delicate nature of this matter we may not know for some time the details of their conversation.

**Are there any policy areas where Canada and Japan were able to collaborate?**

This year is the 90th anniversary of Canada-Japan relations and ties are only getting stronger. This is further exemplified by both countries being signatory to the Comprehensive and Progressive Agreement for Trans-Pacific Partnership. As one of the G20 events of 2019 in Japan, the G20 Energy Transitions and Global Environment for Sustainable Growth Ministerial Meeting was held on June 15 and 16 in Karuizawa, Yamanashi Prefecture. At this meeting, Canada and Japan signed two significant memoranda of understanding. In the first one, Natural Resources Canada and the Japan's Ministry of Economy, Trade and Industry commit themselves to advance cooperation in the fields of clean energy, energy efficiency, oil and gas and to step up collaborative efforts to combat global climate change.

The second one commits Natural Resources Canada and the Japan Coal Energy Center to work in unison on clean energy. This includes carbon capture utilization and storage technologies. It demonstrates the fact that Canada is a leader in the area of clean energy, and a secure and sustainable resource supplier for Japan. 🍁

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**For Canada's top political and business leaders to engage with the administrations of the world's other major 19 economies is significant in itself.**



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# FULL STEAM

Blend subjects and build skills

By Tara Tiger Brown

**After a riveting end-of-year school performance, my nine-year-old son dragged me past the athletic track and koi pond and into a building where the Ambassador of Canada to Japan, Ian Burney, was admiring a display of 3D-printed objects.**

Inspired by the French artist Fabrice Hybert's *Prototypes of Working Objects*, the art project was a collaboration between my son's third-grade class and the eighth graders. The younger students conceptualized and illustrated the objects and the older students transposed the designs into CAD software and then 3D printed them.

My son declared that this was his favourite activity of the school year because he got to sketch a brand-new idea with a classmate, hang out with an older student to develop the idea further and then see it being made into a real thing. As you might expect of a French school, art is a natural part of student life at Lycée Français International de Tokyo (LFIT), and they seamlessly take a cross-disciplinary approach that incorporates advances in science, technology and engineering.

## STEM TO STEAM

The term STEM — an acronym for science, technology, engineering and math — was introduced in 2001 by scientific administrators at the United States' National Science Foundation with the aim of better preparing students for a global economy. Since then, schools around the world, including international schools in Tokyo, have adopted STEM-focused curricula to improve education in those subject areas and meet the needs of 21st-century employment.

The "A" for arts was added more than 10 years ago in recognition of the fact that language arts, social studies, physical arts, fine arts and music are completely integral to ingenuity and innovation. The purpose of STEAM is to introduce students to subjects using an interdisciplinary approach instead of presenting material in silos, as well as using hands-on activities and inquiry-based learning rather than studying outdated textbooks.

International schools in Tokyo offer a range of curricula that are based on educational standards from many countries, including Japan, to students ranging from preschoolers to high schoolers. Schools that span all grades are more likely to make a STEAM curriculum

optional during the primary school years, and required in the later years. Meanwhile, schools that solely cater to early learners are not as constrained by educational standards and have more freedom to integrate the concepts into their programs.

Thus, for example, GG International School's full-time students are aged zero to six, and the school offers experiential learning through a comprehensive art to science education. As Jesus Estrada, program coordinator at the school, explained, art plays a strong role in the school's curriculum. "STEAM shows us that art is indispensable; it has inherent value in the classroom. You can't deny the impact art has on social-emotional learning and in educating the whole child."

Columbia International School, based in Saitama Prefecture, is an Ontario-inspected overseas private school that follows the curriculum guidelines of the Ontario Ministry of Education. Tetsuya Morimata, manager at the school, said it incorporates STEAM in a number of ways. Their annual science fair involves students from grades four to 12. As a part of a cross-curricular and afterschool activity related to the fair, students built chairs out of paper products that were evaluated according to criteria such as carrying capacity, weight, size and creativity. This year, the school's grade 10 science classes built model greenhouses. Morimata added that Columbia has been a 1:1 laptop school — that is, one laptop for each student — since 2001, and it works to embed computer technology into every subject.

## LEARN TO ADAPT

With a higher-than-average student turnover rate, international schools recognize that one of the most important skills that students must learn is to be adaptable. Through STEAM



Students at GG International School (left) and Aoba-Japan International School (right) work on STEAM projects.



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projects, students learn analytical and critical thinking, grit and resilience. In these politically turbulent times, these are important survival skills for students who are learning to become global citizens.

As Ken Sell, head of school at Aoba-Japan International School said: “We adopt the principles of STEAM as a philosophy of teaching and learning to guide student inquiry, dialogue and critical thinking.”

When it comes to STEAM, the subjects most requested by parents are coding and robotics. Both crucial to students’ potential future employment and developing into competent digital citizens, learning a programming language offers benefits — similar to learning a second language — that include problem-solving, analytical skills and logical thinking. And it can be introduced at a very young age: At Poppins Active Learning International School, they have seen that children as young as three years old can learn coding and robotics when it’s introduced in a fun environment.

Ideally, schools provide a creative space for students to explore and experiment without judgment, and mentors to support their interests. Some schools integrate STEAM into every classroom, some continue to use science classrooms and others have dedicated spaces.

The American School in Japan (ASIJ) hosts an impressive Creative Arts and Design Center with five design tech labs, a robotics center and a makerspace in their elementary library.

Now it’s easier than ever to expose students to a multitude of professions as more professionals, especially those from scientific fields, have made themselves available to schools through video chat sessions. ASIJ students have been able to speak with NASA engineers and LFIT students have had the opportunity to speak with a French astronaut.

The exposure to experts in those fields brings meaning and relevance to students’ learning experiences. Not every STEAM project or activity needs to tick all the acronym boxes; however, getting the students out of their desks and exposing them to real-world problems motivates them in ways that studying from a textbook can never do.

### FOR THE FUTURE

While talking with representatives of a number of international schools, I asked them about future trends in STEAM education. Their predictions included teaching younger children hands-on science experiments, more art integration, big data management, artificial intelligence and a greater emphasis on project- and soft skill-based learning, which will help build flexible, creative thinkers.

In my experience, future trends tend to come from organizations outside schools. These include makerspaces, where children have more freedom to pursue their interests and facilitators aren’t constrained by “teaching to the test.”

One global issue that everyone is facing is the climate crisis. Children are well aware that they are being handed a burden that seems insurmountable. To that end, they want to do something about it now, not later, because they understand that time is short.

Efforts to reduce, recycle and reuse are quite common at schools, as are school gardens and weather stations. But more has to be done. As educators, parents and business leaders, we must listen to children and give them the support to participate in solving the problems before them.

For example, LFIT students built an autonomous greenhouse equipped with sensors to detect temperature and humidity, as well as motors for opening and closing the enclosure and watering the plants.



A lab session at the American School in Japan

The British School in Tokyo “E-Cool” student activists are reminding fellow students and teachers to stop using single-use plastic and have banished vending machines from campus. If these types of efforts are any indication of interest, alongside future employment needs, then you can expect and should demand environmental and ecological classes.

As a parent, it’s hard not to imagine your child growing up to invent a device that cleans the air, come up with a cure for malaria, or develop the next virtual reality experience. Much like the days when every parent wanted their son or daughter to become a doctor or lawyer, it’s important that we don’t discount the trades.

One of the most important outcomes of STEAM is that we are coming back to hands-on learning and recognizing the need for skilled workers. Not every child wants to be the next Mars astronaut: some want to build the spacecraft, and we should celebrate and embrace that desire.

Being an expat provides a unique insight into the curricula and philosophies of school systems from around the world and the realization that no matter what country or culture children come from, they all share the same desire to learn in an inclusive, interest-driven environment that provides them with a sense of belonging, purpose and — dare I say? — fun. 🍁



Art projects on display at Lycée Français International de Tokyo

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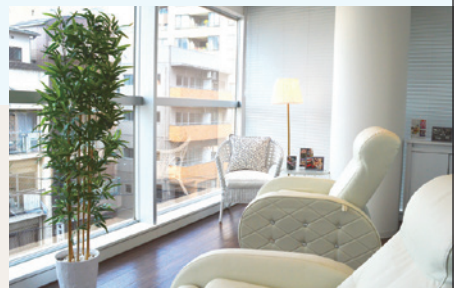
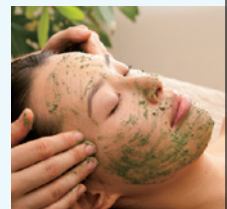
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# STARTING STRONG

Jinseki International School takes learning to another level



Jinseki International School (JINIS) is set to offer an educational experience unlike any other in Japan. It is a European-style boarding school, for children in grades one to six, located in the beautiful town of Jinseki Kogen in Hiroshima Prefecture. JINIS's mission is to provide an entirely bilingual curriculum that gives students the opportunity to develop strong Japanese language skills, while preparing them to move on to the world's top boarding schools.

*The Canadian* spoke with two of the school's senior advisors — Michael Rob Gray and John Baugh — about JINIS's stunning natural surroundings, the philosophy behind the school, and the considerable benefits that young learners can gain from a boarding school education.

## A LEARNING COMMUNITY

"JINIS is a new school that draws upon the experience of two education advisors and mentors," explained Baugh, who is currently executive director of St. Andrew's School in Kenya and who ran the Dragon School, Oxford, for 17 years. He and Gray, who has been headmaster of the prestigious Swiss boarding school Institut Le Rosey since 2002, have provided guidance that has been instrumental in the school's development.

When asked about JINIS's picturesque location, Gray explained: "It is conducive to a different type of learning. It takes children out of their normal environment to somewhere they can feel safe, and where they can learn in different ways. They can learn about traditio-

nal aspects of Japanese culture, and also about cultures across the world. So, I think that is rather special."

Baugh pointed out that personal growth and understanding are just as important as academic achievement at JINIS. "In a boarding school, you have to live with people. You cannot disappear at the end of the day. You very quickly learn to get on with everyone and discover that — in spite of our differences — we need to find empathy, compassion, understanding, tolerance and forgiveness in our dealings with everyone. It is these qualities that will be crucial to us as we grow up in a multicultural world."

Gray remarked on the noticeable progress students make while studying at boarding school. "You become a part of a group, and you know how to do things yourself. So, if you have a problem, you don't go to mummy and daddy to solve it."

The forging of relationships is also key. "There is the group mentality as well," he said. "The students are together, they belong to this community and they have to learn to live together."

## RAISING GLOBAL CITIZENS

JINIS offers many benefits, and a very important one, Baugh said, is individual attention. By keeping class sizes small compared with day schools, JINIS staff can spend much more time with their students. "This can help teachers to engage and encourage each individual in and out of the classroom," he explained.

"Just as staff investment may be higher, this is also true of facilities and resources," he added. "Boarding schools are often set in the countryside, amidst extensive grounds, with top-class facilities such as well-stocked libraries, sports fields and science, art and music facilities. These may be available to students outside of the school day, too, so that they can enjoy personal hobbies in their own time."

And JINIS is not just appealing to Japanese students and parents, Gray said. "I think, if you're an expat in Japan, one of the things you would like would be for your children to learn to speak Japanese — what a great advantage. At the same time, you don't want them to forget their English or to be completely out of the English system. At JINIS, you can have both."

Scheduled to open in 2020, JINIS is set to become qualified for, and dedicated to, educating elementary school children in preparation for their future lives as truly global citizens. As Baugh concluded, "I am in no doubt that Jinseki International School will be a beacon of learning — real learning — for young people in Japan and beyond." 🍁



## CAMPUS VISITS

JINIS is inviting families to come and see the campus, get a feel for the beautiful surroundings of Jinseki Kogen and gain a deeper understanding of the school's educational philosophy. Campus visits can be arranged on **August 24, September 21–23 and October 5 and 6.**

For more details, visit [jinsekikogen.co.jp](http://jinsekikogen.co.jp)

# TRY AND TRY AGAIN

Canadian coach for Japan women's national rugby team learns and teaches by losing and winning

Text and photos by Nina Oiki

**Hailing from Fort Nelson, British Columbia, Lesley McKenzie is a former Canadian international player with 25 caps. She has played in two Women's Rugby World Cups: in 2006 and 2010.**

She started coaching for her alma mater, the University of British Columbia (UBC) in 2008, while she was still playing. She later moved to New Zealand, where she worked as a girls' development co-coordinator for Wellington Rugby Football Union and a game development officer for Wanganui Rugby Football Union.

McKenzie first came to Japan in 2018 to serve as an assistant coach for the Japan women's national rugby sevens team (the Sakura 7s). In January 2019, she was appointed head coach of Japan women's rugby 15s team, the Sakura 15s. She now has her sights set on Women's Rugby World Cup 2021 and had been developing the next generation of female coaches in Japan.

McKenzie believes that Japan's miracle win over South Africa at the men's Rugby World Cup 2015 provides her players with the perfect inspiration to achieve greatness. To learn more about her rugby journey and her connection to her players, *The Canadian* met up with McKenzie on the rugby pitch in Ryugasaki, Ibaraki Prefecture, during the Sakura 15s official training camp in July, before they went to Australia later that month to play a warm up game and two test matches.

## At what age did you start rugby?

I was 16 and at high school when I started playing rugby. I didn't really play anything seriously until I got to university, so I was 18 when

I dropped everything else to focus on rugby. I grew up in a really small town in northern Canada — there weren't a lot of towns nearby, and there weren't a lot of sports on offer except for hockey, basketball, volleyball and a bit of soccer. But I was always outside doing other things.

I wasn't into team sports until I moved down south to bigger cities. By then everyone was good at something except for me! So, I had to try something that was totally new, because I'm really competitive — I wanted to be good at something. So, I chose something that I could do well at if I worked hard.

## What is your earliest rugby memory?

I would say winter training at the University of British Columbia (UBC). It was dark and there was lots of snow coming down. I started in January and I remember the mud and dirt, and lots of running. It was quite intense, because I was young and shy, and there were lots of confident people running around who knew what they were doing and wanted to show you that you didn't belong there.

It was good though; it was good. UBC rugby was great for me. I played several years there, and that's where I did both of my university degrees. It's a wonderful rugby program — really good people come out of there, and there are great coaches there. I did classics at UBC, and I did my master's in classical literature. I was going to do my PhD in that field or continue playing rugby.





**It is a real pleasure to coach Japanese rugby players ... we don't find that kind of player everywhere.**



To be honest, I was not good at mixing education with rugby. I wanted to just focus on one thing, and I threw the other out. I don't know what I would be doing for work if I didn't play rugby.

**How often are you with the Sakura 15s, and how do you communicate with them?**

We see each other once a month in camp, so we are together for between two and a half to five days at a time. One of the things that is really important for me as a coach is to develop my methods of communication, because there is going to be difficulty with me speaking very little Japanese at the moment. Clearly communication and developing relationships are so important when you are far away. You want to make sure there is clear messaging and the players feel comfortable approaching you about things. That is a real priority for me, so I've told the team right from the start that they can use any kind of social media to contact me so that we can address any questions or feedback they might have. I think it's an adjustment for some of them because they are quite shy. But it's important for me that they feel able to keep the lines of communication open, remove any sort of misconceptions and build some trust.

Another way we Sakura 7s and Sakura 15s communicate is through a system called the IPP (Individual Performance Plan) in camp. The players go through a set of cards that are related to different athletic competencies. It's not just about sports but life as well — so it could be about life balance, resources or relationships as well as scrum or tackle. They give themselves

a score about where they think they sit, so that's a really good conversation generator. They are doing it almost with the feeling of playing a card game. It's really cool, because it actually gives me a picture of where they think they stand in these different areas, and it also gives me the ability to give appropriate advice.

**What would you say are the strengths of Japanese rugby players?**

They work hard. They will do everything they can to give you what you've asked of them. They are fit and they have generally really good catch-and-pass skills. They train a lot. They are pretty much tireless, and they won't complain.

It is a real pleasure to coach Japanese rugby players for those reasons — we don't find that kind of player everywhere. I think there is also a good sense of humour in the group and a good sort of support for each other, which is really nice.

**What are the plans for the training camp?**

Our focus now for the training camp is building a platform for Australia. We are going to play two test matches and a warm up game there. But in terms of the big picture, the image that we've chosen to go forward with is the idea of the wave — we call it the Sakura Wave.

It signifies one big moment of gathering that we can build to: everyone contributes to it and it's really powerful. It can be fluid and it can work through any pathway it needs to follow to go somewhere. Ultimately that's the image we want to build toward

qualification for World Cup 2021. In 2021, if we can get through the qualification process, that's exactly where we want the wave to be breaking.

**How do you handle losses, and what is there to be learned from them?**

It's never easy to get over a loss, but with young athletes you have to recognize you are in the development stage and they are learning, even after losses. To be fair, the losses are more educational than wins in the big picture. They might give you more than a win does in terms of self-awareness, reflection and what you can do to improve, so you have to welcome all of those opportunities to make yourselves better.

For myself, I believe that losing has made me a better player. Of course, there are many conflicting studies in sports sciences saying that winning can make you better or losing can make you better, but you have to be flexible. You just have to be able, as a coach, to turn a win or a loss to the best possible advantage for the players.

We might get some real lessons in Australia, and in the big picture it's great for us if we do. [The Australian team beat Japan in both test matches, 34–5 on July 13 and 46–3 on July 19.]

**What's the next goal?**

I want to get this team to the 2021 Women's Rugby World Cup and then win it. That's my next goal. And, of course, I am very much looking forward to the Rugby World Cup 2019 and the Tokyo 2020 Olympic and Paralympic Games in Japan. 🍁

# TWO HEADS BETTER THAN ONE

Tokyo multimedia house builds bilateral bridges

By Julian Ryall

**Janie Chartier is the practical, highly organized part and Xavier Tera is the creative and visual one. And that, for the joint founders of multimedia production house Twin Brains Films, works just perfectly.**

“Our work is in two quite different spheres, and that requires different expertise, but we’re also very collaborative in our approach to projects,” said Chartier, 30, who is from the small Québec town of Ville-Marie.

That union has already proved effective during spells living and working in Los Angeles, Paris, London and New York, said Chartier, although they are both glad they decided to take a chance and set up shop in Tokyo in May 2017.

“We had done a project in Canada with *Wired Japan* and we had both already worked extensively outside of Canada before we decided to come here,” said Chartier. “We came to Tokyo for a month in 2015 on a vacation and we thought it was so exotic that we could live here one day.

“But it was also the challenge we wanted,” she said. “We wanted to prove to ourselves that we could move to a completely different culture and succeed. We knew it would not always be completely straightforward — the language has been an issue. We also understood that it would take time to build a client base and we were aware that it takes time in Japan to build relationships. But we also knew that, once you have those ties, then the people you are working with are more loyal and committed than elsewhere,” she said.

## CREATIVE CONNECTIONS

That fits just perfectly with Twin Brains’ ethos, said Chartier, who studied business and finance at the University of Ottawa’s Telfer School of Management. “We have met a lot of creative

people here in Tokyo — at events or just sitting in cafes — and it seems to us that everyone here is open to meeting other similarly minded people and creating a community, which is of great interest to us,” Chartier said. “People here do not seem to be afraid to get out of their comfort zone.”

And the work has flowed smoothly as well. Tera, from Montréal, is putting the finishing touches to a book about The Clove Club, the cutting-edge restaurant that has earned a reputation for serving an innovative British menu that uses often-overlooked ingredients. Twin Brains’ recent clients include Bombardier Inc., the Montreal-based aerospace company; fashion magazine *GQ*; yoga equipment firm Lululemon athletica inc.; Mazda Motor Corporation; Lindberg eyewear; and Air Canada.



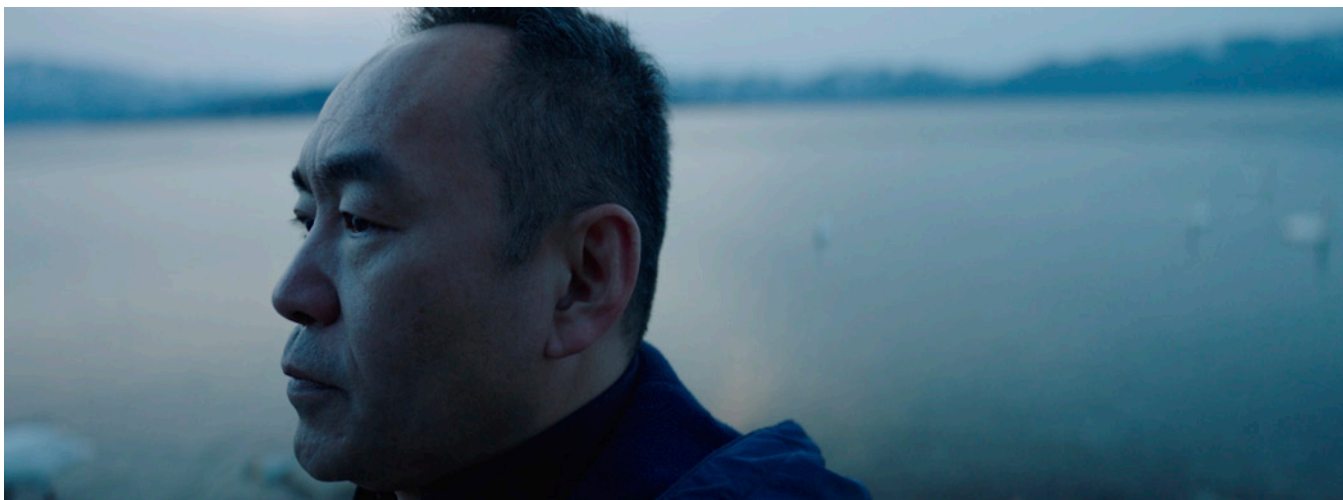
GQ shoot with Japanese band Ame no Parade

Currently, the team is working on a pan-Asia campaign for the largest insurance company in the region, headquartered in Hong Kong, that has involved shooting footage in Tokyo and Singapore to create 150 vignettes — anything from a child diving into a swimming pool to an old man celebrating his birthday — that will be used in the company’s advertising campaigns across Asia.



Necki Kesraoui, Janie Chartier and Xavier Tera





From the latest Amazon Japan campaign

## “We have been surprised at just how many opportunities there are here”

### ACCOLADES

Recognition of the pair’s work has come recently in the form of a Webby Award — the internet industry’s equivalent of an Oscar, which is presented annually by the International Academy of Digital Arts and Sciences.

“We were out on another project when we found out — it was a great feeling to be recognized by the industry, especially as we were not expecting it at all,” said Chartier. “And the fact that the award was from the grand jury means that it really matters. It is a great honour.”

The award was for a film that Twin Brains made that charted the day-to-day life of a baker who has supplied all the bread for the restaurants of the Eiffel Tower for more than 40 years. For this episode of a 10-part series for the Tastemade television network, Chartier and Tera spent three months documenting the baker’s life and distilling it into a three-minute short that completely captures the essence of the baker’s craft and the pride that he takes in his work.

### GLOBAL WORKFLOW

Closer to home, they have been collaborating with Quartz Co., the manufacturer of high-end winter coats, for the Québec company’s initial foray into the Japan market. “Our goal, when we first came to Japan, was to help businesses in Canada, the United States and Europe to come here and to be known,” said Chartier. “And

we have shown that there is still room in this market for companies like ours to come in and help those firms access Japan.”

Twin Brains being here is also helping the creative industry back in Canada, she points out. “Advances in technology, even in the last few years, have enabled us to work with people anywhere in the world and that has been really positive for the creative industries,” she said. “We can do work in Japan and pass it on to people we are working with in Montréal, for example, and it’s ready for us again when we wake up in Tokyo the next morning. It’s like we’re working on projects 24 hours of the day.”

Montréal and Québec are “a gold mine of creativity that is virtually untapped,” said 26-year-old Tera. Much of Twin Brains’ post-production, editing and colour grading takes place in the region. And Tera and Chartier say they are more than happy to share their projects and support all the “talented people” in Canada who are making a living from the sector on a global level.

### ROOM TO GROW

The company is consistently busy, but the most intense phases come and go according to clients’ needs, said Tera, although he is also involved in a feature-length film with Necki Kesraoui, a long-time collaborator.

“We have written the whole movie — which is based in Texas and is inspired by the identity



Webby Award winner “In the Shadow Of, Ep. 1”

crisis felt within a Japanese-American family — and we are now looking to work with someone on the screenplay,” said Tera. The aim is to have the completed film shown at international film festivals and to secure a distributor, although existing contacts should mean that distribution in Canada is straightforward.

Meanwhile, there are more than enough projects to keep Twin Brains occupied.

“We have been surprised at just how many opportunities there are here and I’m very confident that even more will come up as we grow,” he added. 🍁

# SPIRIT OF CAESAR

Alberta quenches thirsts in Japan



Alberta has long been known for the pioneering spirit of its hard-working and dedicated people. Now it is gaining fame for the hand-crafted spirits that are produced in the province.

Fifty years after Canada's favourite cocktail, the Caesar, was invented in Alberta, a new wave of craft distilleries is carrying on this tradition of innovation and creativity — and making its way to Japan.

The industry plays an important role in the Canadian economy. According to Spirits Canada — the national association representing Canadian distillers — in 2017 Canadian spirits businesses sustained more than 8,500 full-time jobs in Canada, contributed C\$5.8 billion to Canada's GDP and exported products valued at C\$600 million around the world. Although Alberta's craft distilleries contribute only a small amount to these figures, the fact that they are thriving is all due to an important change in policy.

In 1993, Alberta became the first Canadian province to privatize liquor retailing, creating an open and competitive market. However, it wasn't until production limits were lifted by the Alberta Liquor and Gaming Commission in 2013 that craft distilleries could become a viable industry.

Before that, breweries and distilleries had been required to produce a minimum of 500,000 litres per year to be able to sell commercially. That amount might be attainable for a brewery, but not an upstart distiller. Now more than 20 small-batch producers can be found across Alberta, each with its own perspective on the time-honoured art of distillation, but sharing one thing in common: a focus on using quality grains, pure glacier water and botanicals from the province.



A Dash of Inspiration contestant mixes a drink.



PHOTOS: HILOHUMI KUDOH



Cocktails created for A Dash of Inspiration



As André Corbould, deputy minister of Alberta Agriculture and Forestry Trade, said during a recent trade mission in Japan, these are products and resources for which the province is known: “Alberta has always been an abundant agricultural heartland, with some of the best grain-growing regions for barley, wheat and rye in the world. And then of course there’s our pristine water that comes from the glaciers of the Rocky Mountains.

“With all those high-quality ingredients readily available in province, it would only make sense that we could produce some of the best-tasting quality spirits. Until recently, however, this was not the case. Most of our grains were being shipped all over world, some destined to end up casked and in liquid form, but not value-added [made into finished products] in Alberta. Now, with the changes in the provincial liquor regulation requirements, we

## It will be rewarding to have new Alberta products in glass to which we can toast.

have begun to see a great deal of diversification and strength emerge in the spirits industry, not only with success in the province, but also for export opportunities as well.”

In May, three Edmonton-based distilleries and producers — Hansen Distillery, Strathcona Spirits Distillery and Token Bitters — came to Japan, to take part in a cocktail competition at the Embassy of Canada to Japan in Tokyo and debut their products at the Tokyo Bar Show 2019. Both events made it very clear just how strong the export opportunities are for Alberta craft spirits in Japan.

### TOKEN OF APPRECIATION

In 2016, Token Bitters business partners Keenan Pascal, Cam O’Neil and Jamie Shtay took note of the growing number of locally produced spirits and saw an opportunity to marry them with bitters made from organic ingredients sourced from Alberta farms. As Pascal said, the products caught on almost immediately at home, and this popularity led to the chance to take the products overseas.

“The popularity of our handcrafted artisanal aromatic bitters has been incredible,” Pascal noted. “Bartenders and mixologists in Alberta loved having another tool of creativity in their arsenal. So when the Edmonton Economic Development Corporation (EEDC) approached us to explore the Japanese market in 2017, we felt it was a great next step to grow and diversify the business in a market that appreciates cocktail artistry.

“On that first trip, we found that Japan’s cocktail scene has drawn attention from some of the world’s best bartenders, who turn to it for inspiration. Much like Japanese cuisine, mixology is done with precision and perfection, elevating the craft of cocktail making to an art form.

“Our bitters use organic ingredients and are then hand-made and bottled without chemicals or preservatives. We felt confident our products would fit well behind the Japanese bar and with the help of the EEDC and the Alberta Japan Office we were fortunate to find Heavenly Vines as an importer.”

Pascal said that the first trip to Japan was an inspiration: “Being here, we gained insight from some of the world’s best, which has resulted in creative new ideas and inspired our work back home. On this most recent visit, we were incredibly pleased to formally debut our products alongside Strathcona Spirits Distillery and Hansen Distillery at the Tokyo Bar Show, and to hold the Token Bitters Competition at the Embassy of Canada to Japan in Tokyo.”

This competition — dubbed A Dash of Inspiration — was noteworthy for at least two reasons: it was focused solely on bitters, and was held at an embassy. Perhaps the interesting combination was the reason that applications for the competition were filled within 24 hours of its being posted on the website of Bar Times’ Ginza store. Also strong draws were the competition’s prestigious judges: the legendary Yoku Miyazaki, owner of Bar Tenderly, and

PHOTO: HILOHUMI KUDOH



Cocktail made with Token Bitters and Hansen's gin



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—Yuko Sudoh, member since 2011



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the illustrious Hiroyasu Kayama, owner of Bar Ben Fiddich.

The competition challenged Japanese bartenders to experiment with one, or a combination, of Token's four original bitters — Calder Chai, Ritchie Cherry, Strathcona Orange and Whyte Lavender — to create a winning cocktail. Six finalists competed on May 8, and Takeshi Oba, owner of Bar Caco won with a drink called *Kotan* (see below). He earned himself a trip to Alberta to meet local bartenders and create his own original flavour of Token Bitters.

### MAKING A SPLASH

The competition was followed, a few days later, by the Tokyo International Bar Show, the largest such event in Japan. Held at Tokyo Dome Prism Hall, the show drew more than 13,500 attendees.

While the event is designed for professionals, for a meager ¥5,000 mere spirit-loving mortals could join in the festivities and not be disappointed. The booths were decked out and featured well-known names from around the world, the tasting pours were generous and the atmosphere was lively and festive.

There were also opportunities to participate in master classes and seminars, and to watch some of the best bartenders in Japan shake, stir and serve drinks at Grand Prix competitions. This year, it also marked the debut of Alberta's artisanal gins and bitters.

"In setting up at the show I must admit I was worried whether we were punching a bit out of our league," admitted Shayna Hansen, owner of Hansen Distillery. "But as the show



Clara Bodin, Adam Smith, Keenan Pascal, Shayna Hansen and Evan Will at the Tokyo International Bar Show

started, people seemed to be really drawn to our booth in search of a unique flavour profile and I was really pleased to see we fit right into the level of prestige at the show. This is certainly a new chapter in the Hansen legacy, from our roots in moonshine now all the way to Tokyo."

Adam Smith, owner of Strathcona Spirits Distillery — which is touted as the smallest distillery in North America — added: "Alberta's botanicals were begging to be discovered. I often personally pick the juniper myself from Alberta Badlands and the seaberries from Edmonton's Southgate neighbourhood, and it was rewarding to see the response both our story and our taste profile received in Japan."

### CHEERS

As David Anderson, managing director of the Alberta Japan Office explained, craft distillers

and producers such as Token Bitters, Hansen Distillery and Strathcona Spirits Distillery fit into a larger picture of Alberta's commercial ties with Japan. "Japan is a key partner for Alberta and its third-largest export market for agri-food products. We are keen to continue to work with Japan to find increased and diverse opportunities of mutual benefit in both trade and investment across all sectors.

"This is particularly true now that we are enjoying new advantages presented under the Comprehensive and Progressive Agreement for Trans-Pacific Partnership. Our province has enjoyed a strong relationship with Japan for decades and in fact, our office here in Tokyo represents Alberta's longest-standing office anywhere in the world. With next year marking our 50th anniversary in market, it will be rewarding to have new Alberta products in glass to which we can toast." 🍁



PHOTO: HILOHUMI KUDOH

## KOTAN COCKTAIL RECIPE

3 scoops of green tea powder using a *chashaku* (green tea scoop)  
 20 drops of Token Bitters Whyte Lavender  
 10 drops of Token Bitters Calder Chai  
 2 drops of Token Bitters Strathcona Orange  
 30 ml Canadian Club Whiskey  
 5 ml maple syrup  
 hot water  
*hanahojiso* garnish  
 Yatsushashi cookie with 1 drop of Token Bitters Ritchie Cherry

### DIRECTIONS

Sift the green tea powder into a bowl. Add Token Bitters, maple syrup, whiskey and hot water. For best results use water just under boiling point. Whisk vigorously in a zig-zag motion until the tea is frothy. Garnish with *hanahojiso* and serve with a traditional Kyoto Yatsushashi cookie.

# PLANS FOR THE FUTURE

## JMEC entrants show their business know-how

By Julian Ryall

**The aspiring executives and entrepreneurs in this year's Japan Market Expansion Competition (JMEC) were better team players and more capable, decisive and research-driven than ever before, said Ron Huber, who was the representative of the Canadian Chamber of Commerce in Japan (CCCJ) throughout JMEC 25.**

And because they bring so many ready-made skills to the table, Huber said, it's getting harder and harder for the mentors and consultants to keep pace with them. "Compared to previous years, I would say that it is becoming more of a challenge to keep up with the knowledge that a lot of these young businesspeople already have," said Huber, who is from Edmonton and is the chief marketing officer for Mystays Hotel Management Co., Ltd.

Introduced by the Australian and New Zealand Chamber of Commerce in Japan in

1993, JMEC is a training program in which participants attend a series of lectures and then work in teams to draw up a business plan for a product or service being introduced to the Japanese marketplace.

The competition has grown to be so successful that 18 foreign chambers of commerce in Japan — including the CCCJ — support the event, which utilizes the know-how of mentors and consultants from across the business spectrum.

### HARD JOURNEY

The chamber's representative with responsibility for JMEC since 2013, Huber said he was impressed by the 2019 crop of entrants. "They showed high levels of professionalism and they became experts in areas that they knew very little about previously in a very short space of time," he told *The Canadian*.

This year's awards ceremony was held at Tokyo American Club on June 5, with entrants from 14 countries, spread across 12 teams. Each team was vying for the top honours in a competition that is widely

recognized for giving its participants a very thorough grounding in the world of business in Japan.

But it is never easy. "All the team members gave up friends, family and sleep but I hope they all recognize that the learning and camaraderie were worth the sacrifice," said Tom Whitson, chairman of JMEC and a former president of the American Chamber of Commerce in Japan (ACCJ).

"It is a wonderful thing to get people into the real world and enable them to learn new skills that they can take back to their companies and then change those companies with the things they have learned," said Deborah Hayden, one of the judges. "I know it has been a hard journey and that you have had plenty of nights with no sleep, but we the judges were very impressed."

### WINNING TEAMS

Third place went to Team Three, which assisted Pearson Education Systems and was made up of Marisa Cassidy, Charlie Subramoney, Maria W. Domingo and Yoichiro Ishikawa. Jay Johannesen of Portfolio Research KK acted as mentor to the team, while Gareth Allen, an analyst with Bloomberg L.P., was the team consultant.

The second-place award went to Team Six, which aided jewellery firm Palmetto Inoue Co., Ltd., and comprised Henriikka Saarela, Kyoko Kanuma, Sawako Kuboyama and Hidemitsu Asai. Andrew Newman, manager of Capgemini SE, served as the team mentor and Verna Holder acted as consultant.

The winner of the 2019 competition was Team 12, which drew up a business plan for heating control firm Plugwise B.V. and was made up of Mary Joy Tolentino, Keiko Muratani, Hiroyuki Kosuge and Masaomi Tsunoda. Justin Dart, a former JMEC participant and now senior strategist for Wunderman International Tokyo, acted as mentor to the team, while Akira Havermans served as the team's consultant.

Members of the winning team each won a round-trip ticket with Finnair to any one of the airline's destinations in Europe, as well as a one-year membership to the ACCJ and admission to an ACCJ event of their choice. 🍁



Team 12 took first place at JMEC 25.

**"They became experts ... in a very short space of time"**



# FATHERING INNOVATION

The secret to increasing women in management and corporate competitiveness

Text and photos by Nina Oiki



**On May 24, the Canadian Chamber of Commerce in Japan (CCCJ) Global Diversity Management Committee invited its members to a lunch seminar at the Embassy of Canada to Japan in Tokyo.**

The guest speaker was Professor Jackie F. Steele of the Graduate School of Law at Nagoya University, who is also the founder of en-joi Diversity & Inclusion Consulting and Training and a CCCJ governor (page 31). She offered a Japanese-language talk that blended her policy and research expertise on women's leadership and diversifying organizations with best practices for building inclusive corporate cultures.

## EMPOWER FATHERS

Steele moved to Japan in 1997 and worked for a municipal government in rural Nagano Prefecture. Drawing on experiences there, in Sendai and Tokyo, Steele illustrated how Japanese companies have denied men, in rural communities and modern cities, the time for fathering. Some 22 years ago, her male colleagues did not feel entitled to take time off for parenting duties or caring for a sick toddler. Steele was struck by the fact that most salarymen did not have any freedom to adjust their working hours. Most delegated family responsibilities to their wives, while few questioned the long workday and after-hours drinking obligations.

Steele shared her new concept of "father's empowerment" and suggested that men, women and corporations stand to gain if companies supported fathers' empowerment.

Using the words *chichi* (father) and *katsu* (activation or empowerment), Steele invited us to think beyond the Womenomics strategy of solving all economic problems with women's employment — *josei no katsuyaku*. Inviting a "fathering innovation," Steele's *chichi katsu* includes caregiving, childrearing and the

division of unpaid roles in the household. It invites a shift towards viewing men as life partners and co-parents within the household, who share the ethical, emotional and caregiving responsibilities with their spouses.

## LEARNING CHANCES

Since then, things have progressed, but the country still needs a dramatic shift in consciousness. Steele put forward a bold observation: to achieve women's liberation and gender equality, Japan needs to address the issue of "men's liberation" from outdated white-collar norms.

She noted that, since World War II, the number of female workers has rapidly increased, such that in most households, women are shouldering the responsibilities of traditional male roles. Yet, the reverse trend — men taking on homemaking and childrearing in the family — has not occurred to the same degree. Japanese women face extreme pressures both at home and in the workplace, while the expectations and contributions of men within the home remain strikingly low.

This is where a great learning opportunity for leadership and innovation is being lost, Steele pointed out. As mothers take on the journey of caregiving and educating children, they learn how to develop relationships with children, in-laws, schools and neighbours. They learn to collaborate with various actors in society and this fosters the development of judgement, interpersonal and communication skills, emotional intelligence and self-awareness — crucial qualities for top leadership in companies.

Caregiving and homemaking are training grounds for emotional agility, resilience and personal ethics. If Japanese men fail to experience these opportunities for personal growth and innovation, then by dropping out of caregiving and childrearing, they miss out on important life experiences essential for senior leadership roles at work. Companies likewise miss out on the chance to hire men with self-confidence, judgement and collaborative abilities born out of personal leadership experiences gained in the family.

Steele believes that, to improve gender equality, the economy, issues surrounding declining birthrates and the quality of life for families in Japan, top companies must actually lead the way to make it easier for fathers to be empowered caregivers and to share the overall responsibilities for family happiness and wellbeing.

This way, women's disproportionate emotional load will be rebalanced so that women can pursue heavier management responsibilities within corporations. It will lead to egalitarian male colleagues and more empathetic husbands who value the unpaid homemaking roles women have historically performed.

Steele's seminar provided a valuable opportunity for participants to discuss the challenges facing the Japanese economy, to see the need to evolve corporate cultures, and to consider possible solutions that can unleash greater agility, innovation and meaningful productivity for men, companies and families. 🍁

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**The country still needs a dramatic shift in consciousness.**

# ANNUAL GENERAL MEETING

The state of affairs in the “most inclusive” chamber

By Alec Jordan



CCCJ Chair Neil van Wouw delivers his annual report at the AGM.

**The Canadian Chamber of Commerce in Japan (CCCJ) held its 38th Annual General Meeting (AGM) on June 12 at the Embassy of Canada to Japan in Tokyo. During the meeting, members had a chance to find out what had been happening at the CCCJ during the previous year and to learn about plans for the year to come.**

Early on in the meeting, the names were announced of the seven elected members of the Board of Governors: Rob Fuller, Ron Huber, Karl Pires, Annamarie Sasagawa, Jackie Steele, Yuko Sudoh and Riyo Whitney. (Profiles of the three first-time governors — Annamarie Sasagawa, Jackie Steele and Riyo Whitney — are on page 31.) As CCCJ Chair Neil van Wouw pointed out, this year’s elections might have been the most closely contested in the chamber’s history. Further, they led to the doubling of women’s representation on the board, from 20 per cent to 40 per cent.

## STRONG SHOWING

Next up was the presentation of the audited financial statements for the 2018–2019 fiscal year by Greg McDonald, treasurer and chair of the Finance Administration Committee. This AGM marks the final time that McDonald will be acting as treasurer — Gordon Hatton will be taking up the reins.

In the discussion about the CCCJ’s financials, several points stood out: one is that the chamber is in a stronger cash position than it was at the same time last year, and it has a lower set of accounts receivable. The team at the CCCJ office has also been able to reduce

## Look forward to great things from the CCCJ in the year to come.

administrative expenses, in no small part due to having relocated the office. Finally, the chamber has negotiated an arrangement with the company that runs the CCCJ’s serviced office by which the chamber gets a commission when they refer tenants to serviced apartments also managed by the company.

Van Wouw then delivered his annual report. He began by explaining that the hackathons — informal sessions that new members can drop in on to learn more about how committees work and become involved — are still going strong after two years as they help orientate new members to how things work in the chamber.

Meanwhile, the database put into place last year is helping to cut down membership lapses, while the chamber continues to try to bring new members into the fold. Helping out on that front will be Shawn Lawlor, the new chair of the Membership Committee.

## EVENTS ON THE WAY

Rugby World Cup 2019 is just around the corner, and the CCCJ is getting into the spirit of things in a few ways. The chamber, in collaboration with several other foreign chambers of commerce in Japan, has formed the Joint Chamber Rugby Alliance. In addition, an internal Rugby World Cup Committee has been set up, which is being chaired by long-time member and former governor Tad Furuta.

One of the events they have planned will be held in Fukuoka on September 26, when Canada plays its first match, against Italy. The committee is also looking ahead to working with the Iwate Prefecture town of Kamaishi, where the fourth Canada match will be held.

And fans of a great party will be happy to know that plans for the Maple Leaf Gala are now under way. This time around, the Gala Committee has decided to switch things up a bit and, instead of holding the event in early November, when Rugby World Cup 2019 will still be finishing up, they have set the date for February 21, 2020, and the venue will be the fourth floor of the Embassy of Canada to Japan in Tokyo.

Van Wouw closed by reminding all those present how important a role they played in maintaining a strong Canada–Japan relationship, and that they should look forward to great things from the CCCJ in the year to come. 🍁





# CCCJ GOLF SCRAMBLE 2019

On May 17 — a day of blue skies and just the right amount of sun — 58 intrepid golfers gathered at Tsutsujigaoka Country Club to take part in the 18th annual Canadian Chamber of Commerce in Japan (CCCJ) golf tournament.

As usual, it was played in a team scramble format, so teamwork and fun were the words of the day. After the teams finished playing, everyone gathered for an awards dinner party.

The prize for the best foursome went to Aaron Reist, Peter Armstrong, Brett Rumble and Raymond Marc.

Special thanks went to David Anderson, Warren Arbuckle, Tad Furuta and Kieron Cashell for organizing the event. 🍁



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# TALENTED TRIO

Among the newly elected Canadian Chamber of Commerce in Japan (CCCJ) governors this year, there are three who have been elected to the office for the first time. We invite you to get to know them a little better.



**ANNAMARIE SASAGAWA**



**JACKIE F. STEELE**



**RIYO WHITNEY**

Hello CCCJ members! I'm honoured to have been elected as a CCCJ governor. I grew up in British Columbia and moved to Japan 16 years ago. I'm an anthropologist by training and currently work in global communications at Kao Corporation, a Japanese multinational chemicals and cosmetics company. My role involves supporting global business growth by communicating corporate philosophy and strategy to global employees of diverse backgrounds.

I've worked and studied in both Canada and Japan, and I joined the CCCJ to strengthen the business relationship between the two countries. In my term as governor, I will focus on two things: working with the Global Diversity Management Committee to continue creating spaces where interested people can learn about diversity management; and working with the Publications and Communications Committee to implement a communications strategy that builds a strong, sustainable chamber brand.

I look forward to working with my fellow governors and all CCCJ stakeholders to make the CCCJ the go-to place for anyone with a stake in the Japan–Canada relationship to learn, grow, make connections and create value for both countries.

It is a great honour to have been elected as a CCCJ governor. I am a long-time Japan resident (since 1997) and a political scientist with expertise in inclusive parliaments, gender and diversity policies, as well as women's leadership.

I am passionate about inclusive decision-making and organizational practices that empower idea pluralism, deliberation and innovative thinking. I have taught in both Canadian and Japanese universities and am currently associate professor in the Graduate School of Law at Nagoya University. As the founder of en-joi Diversity & Inclusion Consulting and Training, I work with stakeholders and practitioners in Japan, Canada and the United States to foster inclusive workplace cultures.

This past spring, I was pleased to address attendees at a CCCJ Global Diversity Management Committee event about emotional intelligence, talent management and the importance of empowering fathers in Japan to gain core interpersonal skills needed for senior leadership. I look forward to working with colleagues on the Board of Governors, and am keen to bring Canadian scholars and researchers in Japan into the CCCJ community.

I am very pleased and honoured to have been elected to serve the CCCJ as a governor. As principal of Bunka Sugunami Canadian International School, a B.C. Ministry of Education-certified offshore school, as well as a partner in a small business, Wells Gray Air, I am vested in both secondary education and aviation endeavours. I would like to work towards engaging our stakeholders in dialogue and activities that are meaningful and beneficial from a social, emotional and financial point of view.

One idea is to formulate a business mentorship program for high school and university students, providing them with an opportunity to connect with member businesses and professionals. This would inspire young people and educate them about aspects of the Canada–Japan relationship, contribute to developing our future generation of business leaders, and promote our member businesses.

I greatly enjoyed participating on the CCCJ's Events Committee last year, and I would like to continue doing so. I look forward to our work ahead!

*Dozo yoroshiku onegaishimasu!*

# CCCJ EVENTS

## North American Pension Market Workshop

Co-hosted by the CFA Society Japan, this informative workshop will delve into the most recent developments within the world of North American pension funds, which have been increasing in value compared with their global peers over the last 10 years. It will also explore the successful value-oriented approach of a Canadian firm that has been managing U.S. and Canadian pension assets in global equity markets for more than 30 years.

**Date:** August 9

**Time:** 10:00–12:30

**Venue:** Embassy of Canada to Japan in Tokyo

**Price:** Free

## First Annual August Hackathon

Think you know hackathons? Think again, as this one will put a whole new spin on things! Instead of being focused on committees, this special hackathon will be a chance to get together with the CCCJ governors for a very casual brainstorming session about ways we might make the chamber better. And you can enjoy the fine food and beverages at HyLife Pork Table while you're at it.

**Date:** August 20

**Time:** 18:30–21:00

**Venue:** HyLife Pork Table, Shibuya

**Price:** ¥5,000

## Hackathon at the Alberta Japan Office

One of the best ways to learn how the CCCJ works is to drop in on a committee and get involved, and the best time to do that is at a hackathon! This session at the Alberta Japan Office is your chance to work together with your fellow members to come up with creative solutions to the CCCJ's challenges.

**Date:** September 11

**Time:** 19:00–20:30

**Venue:** Alberta Japan Office, Akasaka

**Price:** Free

## CPTPP Workshop

If you're trying to figure out what the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) means for you or your business, this is the workshop for you. The Canadian Embassy's CPTPP expert Lisa Mallin will explain where things currently stand with the trade pact and what is on the way. After the presentation, Lisa and her team will field questions from workshop participants. If you're planning on coming, you can also submit your questions in advance to the CCCJ office.

**Date:** September 11

**Time:** 15:00–17:00

**Venue:** Embassy of Canada to Japan in Tokyo

**Price:** Free

## CCCJ University Alumni Mixer

Drop in at Hobgoblin Shibuya for this great chance to meet fellow alumni from universities all across Canada. Catch up with old friends, make new ones and network over drinks and delectable pub food!

**Date:** September 17

**Time:** 19:00–21:00

**Venue:** Hobgoblin Shibuya

**Price:** Free (cash bar for drinks and food)



PHOTO: EMI YASUDA

Guests at the CCCJ Canada Day celebration at HyLife Pork Table on July 1

**For more details or to book events: [cccj.or.jp](http://cccj.or.jp)**



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

## CORPORATE



### **Parker J. Allen**

Parthenon Japan

I am a 12-year resident of Tokyo. In 2018, I established Parthenon Japan, a consulting firm that specializes in strategic communication, government affairs and public relations. Having benefited from a high school exchange program that placed me in Iwate Prefecture, I look forward to participating in the CCCJ's Tohoku Youth Project and other initiatives that support diverse exchanges.

## INDIVIDUAL



### **Taku Honda**

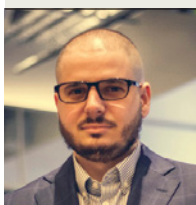
MUJIN

I'm originally from Shimane Prefecture, but now live and work in Tochigi Prefecture. When living in Toronto in 2014 and 2015, I fell in love with the city. That is why — when I discovered the CCCJ — I decided to join and reconnect with Canada. I hope to contribute to Canada-Japan relations, and look forward to living in Toronto again someday!



### **Stuart Metcalf**

I moved to Tokyo in 2005 to work for Merrill Lynch Japan Securities, now a unit of Bank of America Merrill Lynch. I received an MBA from Simon Fraser University (SFU) and a BA from McGill University; I am also a CFA charter holder. My wife and I recently had our first child and I'm currently taking a break to spend time with them. I was introduced to the CCCJ at an SFU alumni event and was eager to join as a way of connecting with people interested in Canada.



### **Eric Sciberras**

TEAMZ, Inc.

I moved to Tokyo from Toronto this January. I ran a boutique digital marketing agency in Canada working with finance companies. I moved to Tokyo to work with TEAMZ, Inc. as director of media and analysis. We specialize in helping blockchain projects grow their brands in Asia. I am eager to meet other professionals in Tokyo and to find ways of working together. My passions are investing and analyzing markets.



### **Nicolas Chow Chin Sung**

Freelance Robotics Consultant

I joined the CCCJ through its initiative to reach out to McGill University students. I am Canadian — born and raised in Montréal — and still have many roots in Canada. I thought it would be very interesting to be connected to and involved with Canadian activities here in Japan, and I hope to find ways to leverage my network to create business between Japan and Canada.

# THE SPY WHO WASN'T

Canadian ambassador who helped shape postwar Japan

By Tim Hornyak

PHOTO: LIBRARY AND ARCHIVES CANADA/NATIONAL FILM BOARD OF CANADA FOND/IA134317



E. Herbert Norman (1909–1957), External Affairs

**On the morning of April 4, 1957, Egerton Herbert Norman, the Canadian ambassador to Egypt, leapt to his death from an eight-story apartment building in Cairo. The 47-year-old was observed pacing on the roof, until finally he removed his watch and glasses and placed them in his coat, which he laid on the parapet. He then jumped and landed on the pavement below.**

One of Canada's foremost Japanologists and diplomats, Norman was dogged by accusations that he was a communist and even a Soviet agent. He had traveled a long, difficult road since his birth in Nagano Prefecture in 1909. The son of a Canadian Methodist missionary, Norman studied at the University of Toronto, as well as the University of Cambridge and Harvard University, where he earned a doctorate in 1940. His thesis, published as *Japan's Emergence as a Modern State*, became a bible for officials during the postwar occupation of Japan.

With his Christian upbringing, Norman had always sympathized with the plight of farmers and workers in Japan, and he wrote about their status through the lens of centuries of Japanese feudalism. He buttressed his political convictions with a fierce intelligence. Political scientist Masao Maruyama described his erudition as being “always there under the surface, gleaming like silver through the interstices of his conversation.”

During his university days, Norman became a Marxist, as did many other students who compared the stark realities of the Great Depression with Soviet claims about socialist utopia. Yet in 1940, he began a career with the Canadian foreign service, and was soon assigned to the Canadian Legation in Tokyo as a language officer. He was interned as an enemy alien and repatriated in 1942.

## He buttressed his political convictions with a fierce intelligence.

When Japan surrendered in 1945, Norman returned to Tokyo as head of the Canadian Mission to Occupied Japan, and his insights into Japanese society helped him advise leader of the Allied Occupation, General Douglas MacArthur. According to University of Victoria historian John Price, Norman pushed to have the Japanese people, and not their American conquerors, draft a new constitution. However, his position didn't impress American cold warriors intent on remoulding Japan into a bulwark against communism.

After Tokyo, Norman served as a Canadian delegate to negotiations for the 1952 San Francisco Peace Treaty, which ended the Occupation. But despite his high-flying diplomatic career, he was twice accused of disloyalty and communist sympathies in U.S. Senate Internal Security Subcommittee (SISS) hearings. Although Canadian government probes cleared him both times, he was reassigned from his role as head of the American and Far Eastern Division in External Affairs.

In 1953 he was sent off to New Zealand as high commissioner, and after concerns that

he might be a communist died down, he was made ambassador to Egypt in 1956. There he played a key role in mediating an end to the Suez Canal Crisis and helping launch the first United Nations peacekeeping operation, which won Canadian Minister of External Affairs Lester Pearson a Nobel Prize.

By the end of 1956, it seemed like the anticommunist frenzy fanned by U.S. Senator Joseph McCarthy had run its course and Norman's diplomatic comeback was assured. But the following March, his name was again aired in proceedings of the SISS as a suspected communist. Exhausted and frustrated, Norman committed his final act weeks later. Ironically, McCarthy, chastised by U.S. Justice William J. Brennan Jr. for conducting witch hunts, died of alcoholism in May, a broken man.

Questions about the extent to which Norman sympathized with Marxism and communism continued after his demise. A 1986 book by historian James Barros that re-examined Canadian government exonerations preceded yet another federal inquiry in 1990. The inquiry found that, while Norman had conducted leftist activities before 1940, he was not a spy.

Today, Norman is remembered for his scholarship, diplomatic skills and efforts to bring Japan and the West closer together; the library at the Embassy of Canada to Japan in Tokyo is named after him. What is seldom acknowledged is how he helped mould Japan's postwar character: former U.S. Ambassador to Japan Edwin O. Reischauer credited Norman's advocacy for ordinary Japanese with influencing the Occupation to foster “healthy democratic growth and sweeping social change.” Sadly, few Japanese have even heard of the Canadian missionary's son from Nagano. 🍁





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