

THE CANADIAN

QUARTERLY MAGAZINE OF THE CANADIAN CHAMBER OF COMMERCE IN JAPAN



STAND-UP STRONG

Comedian tackles taboos with laughter

P22



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

The Canadian Chamber of Commerce in Japan

La Chambre de commerce du Canada au Japon

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

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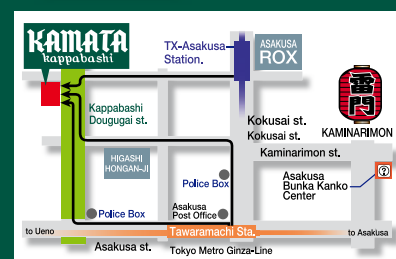
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PLAY YOUR PART

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



I hope this latest edition of *The Canadian* finds you warm, comfortable and with your thoughts slowly drifting towards the holiday season that's just around the corner. It's hard to believe that another year has already gone by.

IT ALL COUNTS

As an editor, I've read — and written — my fair share of articles, but it's a rare one that inspires me to change my behaviour. However, that's precisely what our story on single-use plastics (page 18) got me to do. The article sheds light on just how significant a challenge our addiction to plastic places on the environment, and looks at how governments and businesses in Canada and Japan are tackling the issue. Now, skipping that plastic lid on my *konbini* coffee or using a reusable shopping bag might be a tiny

gesture when confronting such a gargantuan problem, but if enough people play even a small part, that's the beginning of change.

That same willingness to help chip in and do your part can be seen from the members of Canada Rugby and the Canadian Chamber of Commerce in Japan (CCCJ) following the cancelled 2019 Rugby World Cup match between the Canucks and Namibia in the Iwate Prefecture city of Kamaishi. You can read more about that in CCCJ Executive Director Matt Ketchum's column (page 7) and see it for yourself on page 26.

CROSSING BORDERS

I enjoyed learning about Québec games companies visiting Japan (page 12) for an entirely different reason. Ever since I got a second-hand Atari 2600 back in the early 1980s, I've been fascinated by video games and the people who make them. Now, although times — and the amount of time I actually have to play games — have changed, I'm always happy

to have a chance to check in on the industry and see what's happening. Québec is recognized as a powerhouse in the world of gaming, and while major studios have their home in the province, there are plenty of smaller players that are blazing their own trails, and looking to try their luck in Asian markets.

Finding plenty of luck — and laughter — in Canada is the comedian Yumi Nagashima (page 22). As you'll find out, her approach to stand-up doesn't just have her audiences rolling in the aisles, but also challenging their own prejudices and stereotypes. In these pages, you'll also drop in on a Saskatchewan trade mission (page 15) that included Premier Scott Moe, and the LNG Forum Canada-Japan (page 17), which brought together leaders from industry and government to share their insights on an energy source with a major upside.

As always, thank you for your readership, and we'll see again you in 2020. 🍁

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STRENGTH IN A STORM

By Matt Ketchum
Executive Director
The Canadian Chamber of Commerce in Japan



Greetings, and welcome to that wonderful place in space and time known as autumn in Japan. The cool breeze, that angle of light around 4 p.m. — the office looks forward to all of this and more every year, and hopes that you, too, are enjoying this most excellent time of year.

There has been much activity in the office since the last issue of *The Canadian*, from Gala planning to Comprehensive and Progressive Agreement for Trans-Pacific Partnership-related events to new committee formation and more. And with a steady flow of new members coming in, all of this activity is not without import — the chamber's building momentum in the business community and beyond.

GOING BEYOND

And that beyond is something we've been pondering lately. As in, how can we go beyond the normal call of business to contribute to the world around us? It's a big, tough question, but we were recently given a great opportunity to see what potential solutions could look like when the Canada vs. Namibia 2019 Rugby World Cup game, way up north in Iwate Prefecture's Kamaishi, was cancelled.

The office was very excited for this particular game, as we have conducted many activities in the region over the years, including marathons, internships, and overnights. In similar fashion, we saw a great opportunity to support Kamaishi by participating in related festivities, and planned a multi-day CSR package around the game involving barbecues, chartered buses and glamping.

For 14 chamber members who live scattered across the greater Tokyo area, and whose busy schedules varied drastically, organizing this wasn't easy. But, by golly, we managed to get every last piece in place with the help of our members, particularly Parker Allen of PR company Parthenon Japan, locking in a

weekend of revelry and solidarity with the people of Kamaishi ... or so we thought.

Typhoon Hagibis had other plans. First our accommodations were cancelled. Then it looked like trains would stop running, forcing us to refund Shinkansen tickets. Then we had to cancel our bus reservation. And finally, at 6 a.m. on Sunday, October 13, not six hours before kickoff, the Canada vs. Namibia game itself was cancelled.

This, on top of the typhoon, was a devastating blow. But there was a silver lining: when the game was cancelled, Canada Rugby and some CCCJ members were already there, ready to pull on some boots, grab some shovels and assist the local community with cleanup (page 26).

Of course, it is a shame that the match, and the preceding years of preparation and untold yen spent on it, were all for naught at the hands of Mother Nature. But the humanity displayed is, for myself anyway, a stark reminder of what all of this business we busy ourselves with can be about. Namely — doing what you can, when you can, with who you have — to bring about a positive change in your surroundings.

Call it charity, call it CSR, call it whatever you like — some very noble things were done up there, which we can all be proud of. And let's not forget the significant press exposure this provided Canada Rugby and Canada with. It looked really good.

WHAT'S NEW

Which brings me back to the most recent developments in the chamber. The following are some of the most exciting ones. Governor and Principal of Bunka Sugunami Canadian International High School Riyo Whitney is heading up a mentorship program in which CCCJ members engage with soon-to-be secondary school graduates. Rob Fuller, another governor working with asset management and construction consultancy Currie & Brown, is currently exploring further CSR initiatives in Tohoku to which his company can contribute. Individual member Joey Wu is in the process of spinning up a Wellness Committee, fully stocked with yoga classes and health-focused dinner nights, for members to experience and take back what they learn to their workplaces. The storied Tad Furuta, along with Christian Howes and Paddy Wilson, passionately lead the Team Canada Committee, which hosts public courses for those interested in sports and the physical and community benefits one gains from team activities.

The list goes on and on, but the point is clear: there is much to gain by focusing on your official position, but so much more to gain by using your skills and experience to benefit others.

If you're interested in learning more about current opportunities to contribute to our initiatives, or have ideas of your own, we welcome that with arms wide open.

Salut,
Matt

The chamber's building momentum in the business community and beyond.



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- Hear from Canadian and Japanese business leaders, **innovators**, and visiting government officials
- Contribute to advocacy-related initiatives
- Establish and **develop your business network**



Event Program

Connect with other professionals in the Canada-Japan business community, reap the rewards of collaboration and have a great time doing it!



Business News

We have a quarterly publication, *The Canadian*, and a weekly Canada-Japan Newsletter that provide you with bilateral business updates and a list of great upcoming events!



Our Committees

Are you interested in having a hands-on role in developing the Canada-Japan business community? Our committees achieve positive outcomes across industries, and are just waiting for you to sign up.



Associate Membership

The CCCJ excitedly encourages young professionals interested in the Canada-Japan business community to explore our **Associate Membership** offering. For just ¥5,000 you will get access to the Chamber's many resources, including CCCJ events and *The Canadian*.

What Our Members Say

"The atmosphere of the CCCJ makes me feel at home, and members are **warm and friendly**. Attending CCCJ events gave me the opportunity to not only meet **business contacts** but also **lifelong friends**. I'm confident that joining the CCCJ will widen your views."

—Yuko Sudoh, member since 2011



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PHOTO: NASA

Bilateral partners in next NASA moon mission?

Canada will build the Canadarm3, an autonomous robotic arm that will be used to maintain the U.S. National Aeronautics and Space Administration's (NASA) planned space station. NASA is also preparing its next manned mission to the moon for 2024. In an October 25 report from *Spaceflight Now*, Hiroshi Yamakawa, president of the Japan Aerospace Exploration Agency, said that Japan would support exploration activities and surface exploration, which he hopes will lead to a Japanese astronaut on the mission. Sylvain Laporte, president of the Canadian Space Agency, said that Canada was the program's first international partner.

Calgary, Tokyo chefs to host event

Darren MacLean, the owner and chef at Shokunin in Calgary, Alberta has partnered with Michelin-starred chef Yoshihiro Narisawa for an event in Tokyo. As reported on October 17 by the *Calgary Herald*, the event will allow guests to taste sampling plates, wines from British Columbia and cocktails that use wild-foraged botanicals from Japan and Canada at the Bees Bar by Narisawa in Tokyo. MacLean says the event, titled "Forest Exchange, a Culinary Celebration of Nature, Sustainability and Recovery," came about from conversations about foraging and sustainability.



Sake seeks sales boost

The Japan Sake and Shochu Makers Association expects Vancouver and Montreal to help boost sake sales. According to an article published by *Business in Vancouver* on October 18, the move is meant to counteract a decline in the domestic market. Representatives from the Japan External Trade Organization in Canada said they want to change Canadians' perceptions of sake by showcasing pairings with Western cuisine. They also say exporting sake to Canada is not that difficult, because it does not require extensive food safety documentation in both English and French, as would be required for other processed products coming from Japan.

Toronto raconteur draws laughs with rakugo



PHOTO: ALEC JORDAN

A Toronto native is performing traditional Japanese comedy in New York City. In an October 8 article published by *The Mainichi* English-language website, storyteller Katsura Sunshine (Gregory Robic) explains that, after studying the craft with masters in Japan, he started performing *rakugo* — Japan's 400-year-old take on stand-up comedy, where the comedian actually sits down. Sunshine began his off-Broadway run at the New World Stages in September,

and says that, while it took longer to happen than he had expected, it's "a dream come true." Sunshine's run is expected to end in January but could go longer if the show is popular enough.

Ottawa officials unfazed by Wash.–Tokyo trade deal

Canadian agriculture officials are unconcerned by the new U.S.–Japan trade pact, according to an article published in *The Western Producer* on October 3. The new deal contains similar language as the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) regarding tariff reduction. Since the CPTPP was ratified, Canadian beef sales to Japan have risen 60 per cent over the previous year due to reduced tariffs, and industry observers don't believe a new U.S.–Japan pact will adversely affect the market. Canadian wheat sales, however, did not rise despite the CPTPP, as many Japanese millers are reluctant to change their U.S. wheat-based formulas. However, Cam Dahl, president of Cereals Canada, believes that Japan will still continue to buy Canadian wheat even after the U.S.–Japan pact goes into effect.





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MESSAGE FROM IAN BURNEY, AMBASSADOR OF CANADA TO JAPAN

As we mark the 90th anniversary of diplomatic relations, at the heart of the Canada–Japan relationship lie common values: a respect for human rights, democracy, the rule of law and a clean environment, as well as a commitment to open markets and economic development that is inclusive and sustainable.

This year, we have worked together to defend these shared values, as well as to support the global institutions and the rules-based international order that underpin them. This has been done through the visit of Prime Minister Shinzo Abe to Canada and Prime Minister Justin Trudeau to Japan, ongoing bilateral cooperation and Japan's hosting of the G20 Osaka Summit.

Commercial ties are reaching new heights, driven by our state-of-the-art trade agreement — the Comprehensive and Progressive Trans-Pacific Partnership — which came into force just before the year began and is already generating significant benefits for businesses and consumers alike in both Canada and Japan (pages 9, 15 and 21).

Moreover, Canada's highly skilled labour force, world-class technology and dynamic innovation ecosystem are attracting important new Japanese investments, notably in the areas of artificial intelligence and energy.

Canada has stepped up its contribution to stability and security in the region, highlighted by the ratification of a new agreement that strengthens defence cooperation between Canada and Japan, the visit of Canada's minister of national defence, the first-ever joint statement issued by our respective defence ministers and participation by our armed forces in sanctions enforcement.

The rich people-to-people ties between our two countries continue to flourish. Tourism is booming in both directions, student flows and youth exchanges are dynamic, and there is an extensive network of twin cities and friendship societies. Canadian cultural expressions of all types continue to attract large followings

in Japan, from our iconic Cirque du Soleil performers and classical and jazz artists to major pop stars such as Shawn Mendes and Carly Rae Jepsen, both of whom performed in Japan this fall.

This year a range of signature sports events are further enriching these ties. We were delighted to have Canada's men's rugby team compete in the Rugby World Cup 2019 and that the team was able to make such valuable connections with the local communities everywhere they stayed, including Kamaishi (page 26). We were also thrilled to have the reigning NBA champions, the Toronto Raptors, visit Japan and play two preseason games in Saitama.

In addition, we have been welcoming Canadian Olympic and Paralympic hopefuls to qualifying rounds and test events, making us all the more excited for the Tokyo 2020 Olympic and Paralympic Games. Our athletes continue to make meaningful connections here in the many welcoming Japanese municipalities who host them.

And, of course, Japan welcomed a new Emperor and the dawn of the new Reiwa Imperial era during this year. I was honoured to have attended the historic Enthronement Ceremony with Chief Justice Richard Wagner and Justice Catherine Mandeville, who attended representing Canada. For our part, Canada aims to play an important and positive role as a partner in this new chapter in Japan's evolution.

Our bilateral relations have become comprehensive in scope, and have reached an advanced level of maturity, sophistication and mutual benefit. I look forward to future years of unbridled promise for further deepening Japan–Canada ties. 🍁



Canada-Japan 90 Years
Canada-Japon 90 ans
日加修好90周年

I look forward to future years of unbridled promise for further deepening Japan—Canada ties.

GAME ON

Québec firms explore Japan market

By Julian Ryall

Tokyo is famous as the home of some of the biggest and most innovative video game development companies in the world, with a game-playing public that has plenty of titles to choose from and is constantly on the lookout for the next ground-breaking release — but is discerning and not easily impressed.

Getting a foothold in this market would be a major achievement for any foreign developer, but the rapid development of a technology and games cluster in Québec has given Canadian companies a head start on their rivals.

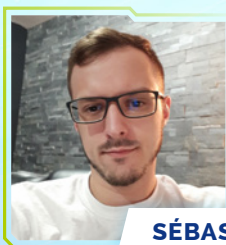
On a recent trade mission that took in both the Tokyo Game Show and the Busan Indie Connect event in South Korea, a number of companies got a taste of the potential for their businesses in nations synonymous with tech.

“We are a very young studio working on our first game, *Aeolis Tournament*, so any kind of business trip is a new experience for us,” admitted Sébastien Gauvin, joint founder of the Québec City-based Beyond Fun Studio.

“We didn’t really know what to expect, but we were open to exploring any possible opportunities to market to the Japanese and Asian markets.”

HUGE MARKET

The five companies taking part in the trade mission, organized by Québec Export, had exhibitors’ booths within the main convention



SÉBASTIEN GAUVIN
Founder
Beyond Fun Studio

facilities for the Tokyo Game Show, held at the Makuhari Messe convention center in Chiba Prefecture over four days from September 14. Traditionally one of the largest events of its kind in the world, this year’s show attracted more than 200,000 visitors.

As well as demonstrating Beyond Fun Studio’s creative prowess and finished products at the booth, Gauvin visited other companies’ booths, had pitch sessions with potential investors and collaborators and got a better feel for the industry, he said.



DAVID BRULOTTE
Executive Officer
Québec Government Office

“It is a market that we feel is relevant to us,” said Gauvin. “Asia is a huge gaming market and although it has been shifting to mobile games, there is still a big demand for console and PC games. Japan is the home of both Nintendo and Sony — and if we want to create a good relationship and maybe get some opportunities with them, it is obviously important to be present in their local market.”

For smaller companies, geography and cost have always been hurdles.

“It is literally at the other end of the world for us — a market that can’t be reached easily through our own marketing efforts, so we needed some help and extra work to get there.”

That task fell to David Brulotte, executive officer at the Québec Government Office



Beyond Fun Studio's *Aeolis Tournament*

“Our job is to make the right game and execute well”



**GUILLAUME
BOUCHER-VIDAL**
CEO, Nine Dots Studio

in Tokyo and formerly with Investissement Québec for eight years.

“Companies joined the mission for a variety of reasons, including to help find a local partner, to gain a better understanding of the market and to try to get a foot in the market,” he said.

“Japan has served as the inspiration for many of the companies in this industry, but it’s a very Japan-centric market, with only a small percentage of the games produced here going on to other markets,” Brulotte pointed out. “That means it is a very strong domestic market that is dominated by a couple of large Japanese firms. But Québec does have an advantage.”

DIGITAL HUB

During the past couple of decades, Montréal and Québec City have evolved into hubs for game producers, in part thanks to some of the biggest names in the industry setting up in the region. As well as Ubisoft Entertainment SA, with its 4,000 employees, Square Enix Holdings Co., Ltd., Warner Bros. Entertainment Inc. and numerous medium-size and smaller firms have set up shop in Québec.

And many experienced and capable designers have left established firms to set up on their own, building on their knowledge and advancing the industry.

Still, making the leap from the North American market into Japan can be a daunting experience, said Guillaume Boucher-Vidal, CEO of Nine Dots Studio, which is headquartered in Québec City. As part of the mission, he was paying his first visit to Asia.

“When getting started in such a large territory, it can be difficult to gain access to the right people, those that are relevant to you,” he said. “This is when joining a trade mission seems to pay off the most.

“There is not only the difference in language, but in culture as well. To be accompanied helps develop self-awareness about what could be considered a faux-pas,” he said.

“Our goal was to meet potential new investors and publishers for the games we develop, or co-development partners, and — given the

distance between Québec and Japan affecting the frequency with which we can meet with the people here — we can’t afford to miss a chance to make a good first impression.”

Boucher-Vidal said it was “very refreshing” that the Japanese companies he spoke to in Tokyo were more concerned with the “vision of the company or with the product.” U.S. and European firms, in contrast, are “more focused on the raw numbers.”

CAUSE FOR OPTIMISM

Another surprise was the head count at firms here. Thus, while Nine Dots only has 11 employees, a company in Japan making games for consoles typically will have more than 100 employees.

Nine Dots does, however, already have a track record in Japan as its most recent title — *Outward* — sold thousands of copies here before it was even localized in Japanese.

Yet Boucher-Vidal knows that his company needs to appeal to a specific niche of players in the game sector because it would be “foolish” to go head-to-head with a local developer in making a Japanese game.

“To distribute our games in Japan effectively, we need to find local partners,” he said. “We wouldn’t try to pierce this market on our own. There are already publishers who are distributing Western games in Japan successfully, such as Square Enix and Kakehashi Games.

“Our job is to make the right game and execute well on its concepts; we aren’t focusing on the challenges of distribution ourselves — especially not in territories where we face a language barrier with an impractical time zone difference,” he added.

Gauvin is similarly optimistic that taking part in the mission will pay off. “We have met and have been talking to multiple publishers since the show and there are opportunities arising. It’s only a question of time before something concrete gets done,” he said.

“While maybe nothing will come out of it soon, we got to make initial contacts with a lot of people from various backgrounds — game developers, publishers, media and so on. It was also nice to simply get a feeling for what the Japanese public likes or doesn’t in our game, and how different they are as customers and gamers.”

Our game has a distinctly Japanese look to it. It’s accessible, arcade-style gameplay and has Nintendo-inspired art direction with very cute characters. [It’s] in a genre where there are not a lot of Japanese games, so we feel there is an opportunity there,” he added. “Indie games are also slowly growing in popularity, so we will try to get ahead while the market is not crowded with quality indie games.

“At the end of the day, if the product you have to offer is a quality one, people will be receptive and there will be opportunities I think,” Gauvin said in an email interview. “That’s why going there and meeting the right people seemed to be the best way to get a good feel for things.”

And while business opportunities and growth are naturally in the forefront of Boucher-Vidal’s mind, there are ulterior motives for wanting to have a presence here, he admits.

“One of the reasons is that my interest is more emotional than rational,” he said. “I grew up on games made in Japan. Who I am today was influenced by their beautiful work and I want to be able to send a little something back in return.” 🍁



Nine Dots Studio’s *Outward*



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STEP FORWARD

Event encourages business links between Saskatchewan and Japan

By Alec Jordan



On October 9, a delegation from the province of Saskatchewan held a luncheon and business-to-business meeting at the Embassy of Canada to Japan in Tokyo. The event was part of a province trade mission, which included representatives from the Saskatchewan Trade & Export Partnership (STEP) — the official trade agency for the province — and from local businesses.

During the luncheon, attendees gathered around tables named for cities and communities in Saskatchewan and heard talks and presentations by members of the trade mission.

Chris Dekker, STEP's president and CEO, spoke to the great opportunity that the event offered: "Business is all about matching needs — bringing supply to demand — and this event is to do just that, bringing buyers and suppliers together to conduct business for mutual benefit. And I would argue that there is no greater need, no greater business opportunity than that which is represented in this room."

BILATERAL TIES

Delivering the keynote address was Saskatchewan Premier Scott Moe, who was making his first visit to Japan. He discussed the strong economic ties that bind his province to Japan.

"Our exports to Asia have increased from C\$2.3 billion in 2005 to C\$8.5 billion in 2018. Last year, we shipped C\$1.1 billion worth of goods to Japan. Nine per cent of Canada's total exports is to Japan. Japan is Saskatchewan's third-largest export market and it has grown. Between 2014 and 2018, the value of Saskatchewan's exports to your country have increased by over 15 per cent and we are so very grateful for the business that we do with Japan."

Moe pointed out that in 2018, Saskatchewan accounted for about 48 per cent of Japan's total imports of canola and about 12 per cent of its wheat imports.

He added that this trade directly affects his constituents, and that it goes both ways: "Our

exports to your country support thousands of Saskatchewan families and we have never ever lost sight of this fact — we will never ever take your business for granted. Rest assured this isn't a one-way business arrangement. We are buying heavy equipment, machine parts, transmission shafts and cranks, engines and motors from Japan."

RESEARCH HUB

As a province where a vast number of crops are grown, it should come as no surprise that Saskatchewan is a center for agricultural research. Moe pointed out that there are hundreds of scientists working at 30 biotechnology research facilities in Saskatchewan. The province is also home to the Global Institute for Food Security, which aims to bolster innovation in agriculture and food production with the aim of supporting the province's economic, social and environmental well-being and empowering developing nations to achieve local food security.

In addition, Saskatchewan is home to Protein Industries Canada, a recently established supercluster. This industry-led research and development initiative is focused on plant proteins and will add value to crops such as wheat, canola, lentils and other pulses.

Moe explained that, in addition to the tremendous agricultural richness of the province, it is also strong in sectors such as energy, mining, forestry and manufacturing. Specific projects that he mentioned include developing agricultural equipment that produces fewer emissions, collaboration with other provinces for small modular nuclear reactors and the establishment of the first commercial power plant with a fully integrated carbon capture system. This latter project, the Boundary Dam, which is located near the town of Estevan, has been visited by teams of Japanese researchers.

TRADE OPPORTUNITY

Towards the end of his remarks, Moe reminded the audience of the positive effects of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership: "The agreement has reduced tariffs on wheat, canola and meat products entering Japan, and we are already seeing results in increased rates. In the first half of 2019, agrifood exports to Japan were worth C\$2.5 billion. That is a 4 per cent increase from the same period in 2018. This is very promising, and it shows the tangible benefits of working together for us to reduce barriers to trade."

Following the luncheon and discussion of large-scale trade connections, there was an opportunity for smaller-scale business ties to be forged, as representatives of Japanese businesses spoke with members of the trade mission during the business-to-business sessions. 🍁

"Our exports to your country support thousands of Saskatchewan families"

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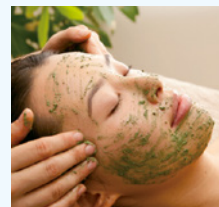
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FUEL FOR THOUGHT

 **LNG Forum**

CANADA – JAPAN

LNG forum generates valuable industry insight

By Alec Jordan



On September 27, at the Embassy of Canada to Japan in Tokyo, leaders of Canada's liquefied natural gas (LNG) industry and Canadian government officials gathered to discuss the current status and the future of the sector at LNG Forum Canada–Japan.

GREEN FUTURE

The opening panel discussion, “Canada's LNG Industry and Investment Potential,” touched on ways that Canada's natural gas export sector is working to both support international climate policies and reduce global emissions of carbon dioxide.

It also explored how the Canadian federal government and the provinces of Alberta and British Columbia are collaborating to help the natural gas export sector to achieve these goals.

Shawn Tupper, associate deputy minister of Natural Resources Canada; Ron Hoffman, Alberta senior representative for the Asia-Pacific Basin; and Dave Nikolejsin, deputy minister of the British Columbia Ministry of Energy, Mines and Petroleum Resources, were the panel members and they were moderated by Bill Whitelaw, president and CEO of JWN Energy.

During his opening remarks, Nikolejsin spoke about the tremendous step that the landmark Canada LNG project represents for the industry. He added that eco-friendliness is one of the most important aspects of the project, a C\$40 billion endeavour that is backed by five major energy companies, including Mitsubishi Corporation. He went on to argue that, looking past Canada LNG, “we don't just want to have future projects, we want to have an industry that's based on clean and green LNG.” Hoffman, for his part, reminded the audience of the strong ties that bind Alberta and Japan: the province opened its first international office nearly 50 years ago in Tokyo.

GLOBAL AND LOCAL

This was followed by the keynote address, “Role of Canadian Natural Gas in a Low Carbon World,” delivered by Keisuke Sadamori, director of the Office for Energy Markets and Security with the International Energy Agency.

He explained how the uptake of gas in the global energy market has not only been rapid over the past decade, but it has also had a tremendous effect on carbon dioxide emissions.

One key data point from his address is that making the switch from coal to gas as an energy source worldwide has helped to cut carbon emissions: in 2018, the switch reduced the emission of carbon dioxide into the atmosphere by more than 500 million tonnes compared with the amount emitted in 2010.

Karen Ogen-Toews, CEO of the First Nations LNG Alliance, then spoke powerfully about how Canadian LNG projects have shown their commitment to the indigenous communities of Canada. Ogen-Toews emphasized the importance of Canadian LNG projects working together with these communities, bearing three goals in mind: establishing economic reconciliation to break the cycle of poverty, protecting the environment and building relationships.

BILATERAL OPPORTUNITIES

The second panel discussion, “Canadian Value Chain: Upstream-Midstream-Downstream,” featured the representatives of four major players in the Canadian natural gas industry: Jason Kearns, director of commercial and business development at Enbridge Inc.; Greg Kist,

president and CEO of Rockies LNG Partners; Marty Proctor, president and CEO of Seven Generations Energy Ltd.; and Rod Maier, vice president of Government & Public Affairs at Chevron Canada Limited. It was moderated by Bryan Cox, president and CEO of the BC LNG Alliance.

Each of the participants on the panel discussed how their companies are working with their natural gas resources and distributing the final product to their customers, while at the same time working to lower carbon emissions and serve the communities around them. What stood out most in the speakers' remarks was how even though their companies are working on projects that operate on massive scales, those enterprises pay attention to the environmental and community relations aspects of their endeavours.

Towards the end of the forum, Hiroyuki Mori, director of the business coordination division at Japan Oil, Gas and Metals National Corporation, addressed the audience. He spoke about the long history of Japanese companies having worked in the Canadian energy industry and the strong relationships they have established with Canadian companies, officials and indigenous communities.

The LNG Forum Canada–Japan, which was well attended by representatives of a number of Japanese companies, provided an excellent opportunity to see how the two countries might collaborate in this rapidly developing energy sector over the coming years. 🍁

We want to have an industry that's based on clean and green LNG



THE LAST STRAW

Is this drinking device humanity's most harmful creation?

By Robert Sakai-Irvine

The plastic straw has become symbolic of our disregard for our environment and the creatures we share it with. YouTube videos of its impact on ocean life, including one of some good Samaritans pulling one from the nose of a distressed sea turtle, have sparked howls of outrage.

A certain anti-straw mania has seized cities around the world, resulting in bans and boycotts from Britain to the U.S. West Coast, plus a mad scramble to develop alternative assisted-drinking devices.

Perhaps it is the straw's very combination of superfluity and ubiquity that inspires ire, though they are not the only offending item, not by far. We also have to face the facts: We have a plastics problem (straws included).

GLOBAL DILEMMA

Worldwide plastic waste output, according to a 2018 United Nations report that is titled *Single-Use Plastics: A Roadmap for Sustainability*, reached 300 million tonnes in 2015. And an October 20, 2018, article in *National Geographic*, eight million tonnes of plastic waste goes into the oceans every year. Furthermore, it is estimated that, by mid-century, there will be more plastic waste in the water than fish by weight. A portion of that plastic will, admittedly, be inside the fish.

The Canadian plastics situation is very similar to the global norm. A 2019 Ministry of Environment and Climate Change report notes that, as of 2016, some 2.8 million tonnes of the country's plastic waste — or some 86 per cent of the 4.67-million-tonne total — ended up in landfills. Another 4 per cent was incinerated and 1 per cent leaked into the environment. Just 9 per cent was recycled.

Japan, meanwhile, churned out some 9 million tonnes of plastic waste in 2017. According to the Japanese government, 84 per cent of the country's single-use plastic is "recycled." But as *Forbes Japan* reported on

January 10, more than 70 per cent of recovered plastic is, in fact, incinerated, much of it for thermal power generation.

The world has, in short, spent several decades producing mountains of trash while making little effort to manage the consequences. This has risen in the public consciousness as an environmental problem perhaps second only to the climate crisis.

FIGHT THE TIDE

Next to straws, plastic shopping bags have been an especially popular target for reduction policies, and 127 nations have imposed some level of single-use plastic bag restrictions including outright bans in China, France and much of Africa.

Japan and Canada have been slower off the mark, with a mix of local government rules and private-sector initiatives making up for a broad absence of national regulation.

In Japan, Kamikatsu, Tokushima Prefecture, has set out to become the country's first zero-waste municipality by 2020. In June this year, Kameoka, Kyoto Prefecture, announced an ordinance to ban single-use plastic bags, and pressured neighbouring municipalities to do the same. The city also pledged to "strive to completely eliminate plastic waste" by 2030.

Meanwhile, companies doing business in Japan have launched their own initiatives to reduce their plastic footprint. Starbucks Corporation is following the lead of its U.S. stores by eliminating plastic straws by 2020, as will the Skylark Group, which includes such family restaurants as Gusto and Jonathan's. JR East revealed on October 8 that it would eliminate plastic shopping bags from its train station convenience stores and kiosks by September 2020.

The story is similar in Canada. For example, national supermarket chain Sobeys Inc. announced on July 31 that it would eliminate plastic shopping bags from its 255 stores across Canada by February 2020, cutting the number of plastic bags in circulation by 225 million annually.

PHOTO: SAMUEL MANN [CC BY 2.0]



Plastic in a landfill in Timaru, New Zealand

OFFICIAL IMPACT

Perrin Beatty, head of the Canadian Chamber of Commerce, which is headquartered in Ottawa, told *The Canadian* in an email interview that the organization's members "believe in the importance of reducing plastic use and ensuring we stop the flow of microplastics into the environment." However, he added that Canadian businesses are looking for consistent rules on extended producer responsibility (EPR) across the whole country. "It is imperative that we avoid an EPR approach that involves a patchwork of standards imposed by each province."

Beatty added, "It obviously makes sense to encourage international standardization where it is feasible to do so," though he stressed that "for any strategy to be successful, governments need to work in close collaboration with business to ensure that policies are realistic and workable."

Industry group the Retail Council of Canada (RCC) sounded a similar note in an October 3 open letter to Jeff Yurek, Ontario's minister of environment, conservation and parks, warning that a mix of regional rules would increase costs and reduce operational efficiency.

"Our members are supportive of going green — just without increased red tape," the RCC declared.

Higher levels of government on both sides of the Pacific have begun to stir, though.

The Canadian Council of Ministers of the Environment's (CCME's) *Strategy on Zero Plastic Waste* released in November 2018 outlines a broad vision for a "circular economy for plastics" to maximize reduction and recycling towards zero waste.

Then, earlier this year, Prime Minister Justin Trudeau committed to "banning harmful single-use plastics as early as 2021 ... where supported by scientific evidence and when warranted," including shopping bags, straws, cutlery, plates and stir sticks.

Japan's commitments have been somewhat less spectacular. Tokyo has promised to reduce plastic waste by 25 per cent by 2030, and to require retailers to charge up to ¥10 for each plastic bag.

Where the two countries do match up on plastic policy is a strong focus on foreign assistance. As G7 president in 2018, Canada proposed an Ocean Plastics Charter to combat marine litter. It also is putting C\$100 million towards assisting developing nations to stop plastic from going into the ocean, handle plastic garbage that washes ashore and manage plastic resources.

Not having signed the G7 plastics plan, Japan launched another multilateral initiative at the Osaka G20 Summit in June: the Osaka Blue Ocean Vision to "reduce additional plastic pollution by marine plastic litter to zero by 2050."

As a part of the plan, Tokyo launched the MARINE Initiative in order to "support empowerment in developing countries to promote waste management, recovery of marine litter and innovation."

So, governments are in motion, if belatedly. Private enterprise is willing to engage and is awaiting regulatory consistency. Local bodies and communities, meanwhile, are motivated to make big commitments and do the little things.

SMALL STEPS COUNT

But our plastics problem is enormous and complex. Banning plastic bags and the much-maligned plastic straw will help, but that is not the entire equation. The plastic monster is made up of myriad parts: packaging, overproduction, waste in the oceans and on the shores and the simple addiction to the ready availability of handy, throwaway items. To combat the problem requires not just headline commitments and big-ticket projects.

In May this year, the Canadian government handed out its latest rounds of grants to small firms developing new technologies to tackle some part of the plastics problem. The grants



PHOTO: COPOL INTERNATIONAL LTD.

Polypropylene film products

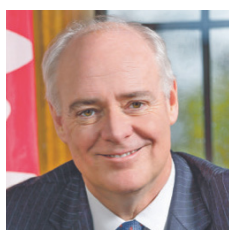
are not enormous and will make no front pages, but they will make a difference down the road.

In Sydney, Nova Scotia, is a company called Copol International Ltd. They make 100 per cent recyclable plastic film. But, because they "are concerned with the impact of plastic waste on the environment," they were "looking at alternative solutions" beyond just recyclability, according to vice president Denis Lanoë. For a long time, the company's engineers had been eyeing ways to incorporate marine plastic waste into their products, and won a C\$150,000-government grant to pursue the idea.

"Being a small company, we would not have been able to afford this level of research without this support," Lanoë said.

A small thing, maybe, but it could result in a valuable step in what must be a project combining government and big business direction, community commitment and technological innovation. And after putting our best efforts into our part in this, to clean up some of the harm we have caused, perhaps we can indulge in a few moments of relaxation and a well-earned drink. But no straw, please. 🍁

We also have to face the facts: We have a plastics problem.



Perrin Beatty
Head of the Canadian
Chamber of Commerce



Denis Lanoë
Vice President
Copol International Ltd.





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BILATERAL PACT?

Weighing the merits of a Canada–Japan agreement

By Samuel Gildart, PhD

Lecturer, Chiba University of Commerce

For member nations, the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) is already proving to be a boon for business. However, the potential of a free trade pact in the form of a Canada–Japan Economic Partnership Agreement (CJEPA) has not attracted much international attention.

Following the March 7, 2012, release by Japan's Ministry of Foreign Affairs of the *Report of the Joint Study on the Possibility of a Canada–Japan Economic Partnership Agreement*, such a deal was proposed during former Prime Minister Stephen Harper's March 25, 2012, visit to Japan, when he and then-Prime Minister Yoshihiko Noda announced the launch of comprehensive and high-level economic partnership agreement (EPA) negotiations.

In November 2014, the then-chief Canadian trade negotiator Ian Burney — who is now the Canadian ambassador to Japan (page 11) — spoke in Tokyo about the possibilities that might result from a CJEPA.

STRONG POTENTIAL

Trade and investment with Japan, Canada's partner in the Pacific, is vital for enhancing employment and economic opportunities for the people of both nations. In 2017, direct Japanese investment in Canada was valued at C\$29.6 billion, and came from about 450 Japanese subsidiaries and affiliate companies. Canada's investment in Japan that year amounted to C\$4.7 billion and came from more than 100 Japan-based Canadian

companies in the automotive, information and communications technologies, financial services and forestry sectors.

Then in 2018, Canadian exports to Japan reached C\$12.9 billion, while imports from Japan totalled C\$16.8 billion. Canada, with its strong resource base, and Japan with its tradition of world-class manufacturing, possess complementary economies, and a bilateral agreement between the two would prove less complicated to implement than a multilateral one.

Further, an EPA that provided greater market access would probably yield significant economic gains for both nations. The benefits of a potential Canada–Japan EPA were seen in a study — using a computable general equilibrium model of international trade — conducted by Kenichi Kawasaki, a consulting fellow at the Research Institute of Economy, Trade and Industry on the Japan side, and by his Canadian counterpart, Shenjie Chen, who is head of the Research Projects Unit at Global Affairs Canada.

Based on 2010 GDP data, their findings concluded that, were all tariff and non-tariff barriers eliminated in both the goods and

services sectors, the GDP gains in absolute terms might be between US\$3.8 billion and US\$9.0 billion for Canada, and between US\$4.4 billion and US\$4.9 billion for Japan.

MAKING THE CASE

It has a smaller economy than Japan, but South Korea has been most active in pursuing better access to its export markets by establishing bilateral trade agreements. One significant breakthrough was when it signed a trade deal with the EU in 2011.

That was the EU's first trade deal with an Asian country and went further than previous trade agreements in removing trade barriers. This put intense pressure on third parties to strike deals that would help them level the playing field for their companies.

Since the trade deal entered into force in 2011, EU exports to South Korea increased 55 per cent, while bilateral trade in goods reached a record level of €90 billion. The United States and Australia — in 2012 and 2014, respectively — subsequently ratified their own trade agreements.

In March 2014, the Canada–Korea Free Trade Agreement (CKFTA) was inked, giving Canadian companies a better chance to compete with South Korea's other trading partners and providing Canada with a gateway to Asia's fast-growing economies.

Canada's potential gains will, in some respects, comprise claw-backs that were lost to countries that signed trade agreements before the CKFTA. This demonstrates the domino theory of free trade agreements where, after entering into the agreements, major trading nations end up putting pressure on other trading partners to establish their own trade agreements.

Although the commencement of the CPTPP will certainly provide its signatory nations with better access to various member nations' markets, bilateral trade agreements still provide partner countries with preferential access.

Whatever reservations may exist regarding free trade, however, it is time now to realize a CJEPA that will benefit the prosperity and friendship of the peoples of both countries. 🍁

CANADA–JAPAN TRADE BY THE NUMBERS



In 2017, Japanese investment in Canada was valued at **C\$29.6 billion**

Canada's investment in Japan amounted to **C\$4.7 billion**



In 2018, Canadian exports to Japan reached **C\$12.9 billion**

Imports from Japan totalled **C\$16.8 billion**

STAND-UP STRONG

Japanese comedian in Vancouver tackles taboos with laughter

By Emi Takahata

Yumi Nagashima — who simply uses the stage name “Yumi” — is the first Japanese female stand-up comedian to really take off in Canada. The Vancouver-based performer has been entertaining crowds since she got her start in 2015, but her comedy career was a long time in the making.

Born in Tokyo, Nagashima graduated from Bunkyo University with a degree in English literature and became an English teacher. While working at a conversation school, she became romantically involved with a colleague from Canada. When his visa was about to expire, she decided to get a working holiday visa and, in 2008, moved with him to Vancouver, where they married.

Through her time in Canada, Nagashima has been exposed to different cultures and perspectives, which have opened her eyes and led to her current career. Splitting up with her husband in 2015, she took to the stage for the first time later that year.

It didn't take her long to find her style: speaking heavily Japanese-accented English and touching on topics ranging from ethnic stereotypes to hidden aspects of Japanese culture. And she's finding plenty of fans: her YouTube channel, *Yumi Tube*, has amassed nearly 170,000 subscribers and a few of her performance videos have racked up one million views.

We caught up with her earlier this year via Skype to find out more about how she got her start, her biggest influences and how comedy can help bridge cultural divides.

Can you tell us what launched your career as a comedian?

The very first point was when I had a role in a comedy play — *How Much Are Those Feelings in the Window?* — in 2015. I unexpectedly realized I liked being a comedian after hearing people's laughter at my first line: “I've been married for three years, and it sucks.”

Then, everything happened right on time. Around then, I started dating my boyfriend who was a stand-up comedian, and he took me out to his stand-up comedy show where he played as a headliner. It was there I got an offer to be a stand-up comedian from a producer of the show. After two weeks, on October 20, 2015, I did my first stand-up comedy gig and became the first Japanese female stand-up comedian in Vancouver.



PHOTO: NORMAN WHALEY

It took a little bit of time to overcome my nervousness. I was very nervous, and I thought that it wasn't healthy at all. So, I practiced plenty of times in front of my friends and my co-workers until I could believe in myself fully and felt that I was ready."

How do you like doing stand-up in Canada?

I feel very comfortable doing stand-up here in Vancouver and talking about racism or sexism. Anywhere I do live performances, I feel very welcome on stage in Canada. People in Vancouver tend to be educated about multiculturalism, and they are interested in listening to related topics.

I was curious about sexism, and I did some research about the global gender gap. Canada was better than the United States, but Japan was far worse. So, when I talk about Japanese sexism, the audience often pays attention.

Do stereotypes feature in your show?

Yes. I believe there are still stereotypes about Asian girls in Canada. I think, in general, Canadians believe that Asian girls are easy to manipulate and don't argue much when people speak loudly or strongly. So, I try to bring up this stereotype in my show and I let them know that Asian girls can stand up for themselves.

What are some of the things that you find most interesting about Canada from a Japanese perspective?

Canadians are interested in other people, generally. I think this is related to the size of the country. Canada is a huge country with a small population compared with a country such as Japan. So, people are more likely to pay attention to others and be more welcoming to strangers. I feel it's that way in Okinawa — I suppose they are likely to be interested in others because there are fewer people living there. In Tokyo, there are too many people within a small space, and it's harder for people to be interested in others.

"I let them know that Asian girls can stand up for themselves."



Still from "My Name is Yumi" music video

Have any comedians influenced you?

Dave Chappelle, Bo Burnham and Wanda Sykes. I am always impressed by Dave Chappelle's shows. He performs as if he is talking with his friends on stage. And Bo Burnham inspired me to use music in stand-up — that influenced me a lot. I figured out that I didn't need to stick with the traditional style at all. Also, I think Wanda Sykes is a naturally talented comedian: her funny voice and weird sounds are amazing.

What led you to record your first song, "My Name is Yumi"?

I belong to 604 Records, which is also the production company for Nickelback and their lead singer and guitarist Chad Kroeger. The company is great at recording songs and they have an excellent recording studio. The production company has worked with comedians for about three years now. One day, I got an offer to record my first album, and I thought it would be fun, so we did it.

Do you have any strong connections to other Japanese expats in Canada, or the Japanese-Canadian community?



PHOTO DALE L.

I do have Japanese friends here whom I met at a Japanese restaurant where I used to work. They allowed me to practice over and over and supported me so much. Other than that, I don't have strong connections to other Japanese expats or members of the Japanese community.

Do you think that your work as a comedian helps Japanese and Canadians understand each other a little better?

Yes, definitely. In terms of national stereotypes, I do point out differences in my show.

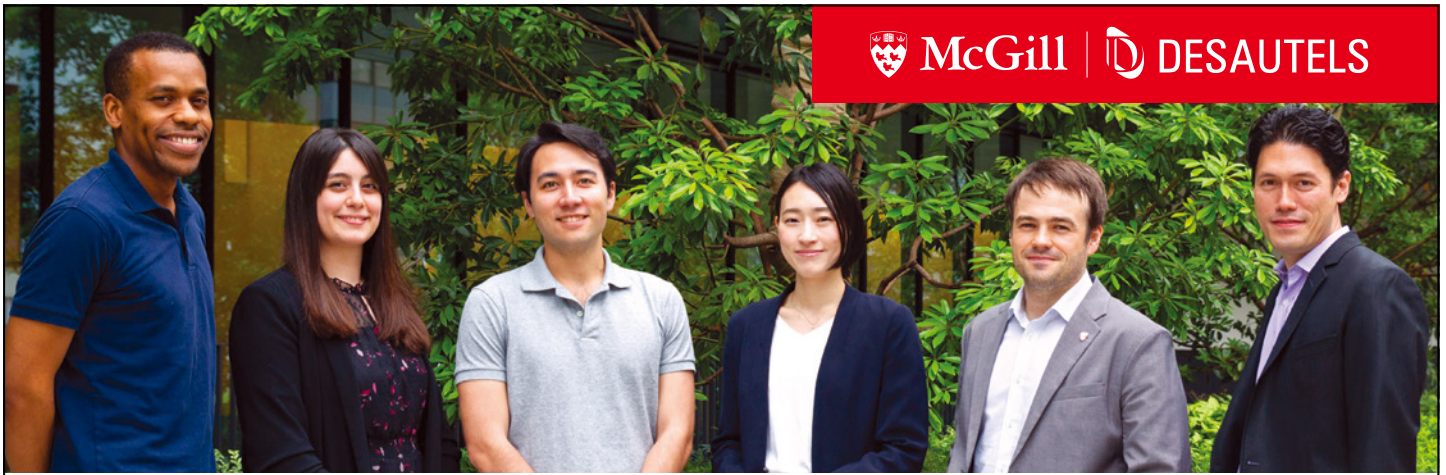
I think Japanese people often prioritize harmony, and that it is the national character of the Japanese. They would rather hide their emotions than insist on what they want. I feel that caring about others and sacrificing yourself are regarded as a virtue in Japan. I also think it is beautiful, but it is dangerous, too, because people often forgo their own desires. Then, I guess Canadians tend to be more concerned about their own feelings than about others: your happiness is your responsibility. Sometimes the Canadian perspective gets me realizing how important that is.

What is your next goal?

I recently got my own monthly show in Vancouver. I collaborate with one of my friends, the drag queen Dust Cwaine, in the show. My main goal is to have my own "Yumi Nagashima Show" like Oprah Winfrey and Ellen DeGeneres do.

My management team went to Los Angeles recently and got an offer from APA [Agency for the Performing Arts, a leading talent agency], which represents comedians Jimmy Carr and Ronny Chieng. Hopefully, I can perform in Los Angeles and in New York in the future.

Also, I really want to perform on *Saturday Night Live*. To achieve these goals, I will continue to work hard. I will go step by step to fulfill a successful career. 🍁



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CLASS ACT

New scholarship to develop strong bonds



One of the outstanding aspects of the McGill MBA Japan program is its connection to its parent institution in Montréal — the McGill University Desautels Faculty of Management. Now it is making its Canadian connection even stronger, as the Canadian Chamber of Commerce in Japan (CCCJ) will be sponsoring a scholarship for the program.

As David Hackett, director of the McGill MBA Japan program, explained, the program and the CCCJ already share strong ties: students have access to a subsidized membership to the chamber. Hackett said that students who join the chamber usually do so in their second year: “The McGill students are usually pretty busy in the first year, so they don’t have a lot of time to do other activities. But in their second year they become used to the workload, and they have more time to get involved. The people who tend to become active in the chamber stand out in a number of ways: they’re really interested in building their networks, making connections or changing careers.”

INCLUSIVE AWARD

Planning for the ¥500,000 scholarship began last spring, and Hackett said that it marks the beginning of a new endeavour

“It ... is another way that McGill will be associated with the CCCJ.”

for the program: partnering with outside organizations. The McGill MBA Japan program will also be offering a scholarship in partnership with the American Chamber of Commerce in Japan.

“McGill had scholarships in the past where people would submit an application and the awardee would be determined by McGill,” Hackett said. “But for the CCCJ scholarship, the chamber will take a much more active role. The primary selection process will be by the CCCJ and that allows them to choose a suitable candidate.”

In keeping with the CCCJ’s dedication to being a highly inclusive chamber, the scholarship is open to applicants of all ages, genders and nationalities. However, connections to the chamber and Canada will be taken into account. The recipient of the scholarship will be announced at the Maple Leaf Gala on February 21, 2020.

Hackett believes that the scholarship marks a new step of collaboration between the CCCJ and McGill MBA Japan. “It will help to bring the two organizations together, and is another way that McGill will be associated with the CCCJ.” 🍁



McGILL MBA JAPAN CCCJ SCHOLARSHIP

Amount: ¥500,000 | **Application deadline:** January 15, 2020

Availability: For those beginning the course in April 2020

To apply for the scholarship, contact CCCJ Executive Director Matt Ketchum at matt.ketchum@cccj.or.jp.

For more details about the McGill MBA Japan program, visit mcgillmbajapan.com.

GRIT AND GRACE

Canada's rugby team showed its colours on — and off — the pitch

PHOTOS BY DAVID RAMOS — WORLD RUGBY VIA GETTY IMAGES

Canada didn't have an easy run to the 2019 Rugby World Cup. They came in as the 20th and final qualifier, after winning a repechage tournament earlier this year, where they competed against Germany, Kenya and Hong Kong.

They were placed in Pool B, with New Zealand, South Africa, Italy and Namibia. Up against tough teams, they weren't able to win any of their matches, going down 48–7 against Italy, 63–0 against New Zealand and 66–7 against South Africa. But they had a moment to shine on October 13.

On that day, they were scheduled to play Namibia at Kamaishi Recovery Memorial Stadium in Kamaishi, Iwate Prefecture. The stadium is meant to serve as a symbol of the city's revitalization in the wake of the damage caused by the Great East Japan Earthquake and Tsunami of March 11, 2011, and the matches played there were meant to help put a spotlight on the Tohoku region. But Mother Nature intervened. Due to the effects of Typhoon Hagibis, which caused widespread damage across Japan and brought transportation around the country to a halt, the match was cancelled.

Instead of just waiting out the aftermath of the storm and eventually making their way back to Tokyo, the Canada rugby team headed out on that Sunday to help support the Kamaishi community by cleaning up mud and debris that had been left after the storm blew through. During their cleanup efforts, they were also given an assist by some members of the Canadian Chamber of Commerce in Japan, who were already in town to watch the planned match. This is really what teamwork — and team spirit — look like. 🍁



PHOTOS: CCCJ



PHOTO: STILL FROM VIDEO BY RUGBY WORLD CUP 2019



CRACKING THE CASE

McGill MBA professor provides problem-solving strategies

By Alec Jordan



Corey Phelps addresses the audience • PHOTO: LIFE14

On September 27, at the Embassy of Canada to Japan in Tokyo, Corey Phelps, associate professor of strategy and Desautels Faculty Fellow at the Desautels Faculty of Management, McGill University, delivered a talk based on his new book, *Cracked It! How to Solve Big Problems and Sell Solutions Like Top Strategy Consultants*.

The event was co-hosted by the Canadian Chamber of Commerce in Japan (CCCJ) and McGill MBA Japan, and provided attendees — CCCJ members, McGill MBA Japan students and alumni and members of the general public — with a chance to learn lessons about problem solving drawn from a variety of examples.

SKILL IN DEMAND

As Phelps pointed out, the ability to solve complex problems is a skill that is in extremely high demand. He cited four different sources — a survey by the leadership consultancy Zenger Folkman, research by the Economist Intelligence Unit, the World Economic Forum's *The Future of Jobs* report, as well as the *Financial Times*' MBA recruiter survey — all of which highlighted the fact that problem solving is a critical skill for managers in any industry.

However, as Phelps explained: "The challenge is that, unlike learning how to walk, complex problem solving doesn't come naturally. We're human beings and as human beings we are subject to a tremendous number of biases or pitfalls when it comes to problem solving."

CAUTIONARY TALE

Phelps's most illustrative example of these pitfalls was Ron Johnson at J. C. Penney Corporation, Inc. Johnson was responsible for turning Target Corporation into a hip brand during the 1990s, and then oversaw the creation of the wildly successful Apple Stores in the 2000s. Therefore, it would have made sense to assume that Johnson would have been an excellent choice to oversee the resuscitation of the venerable

J. C. Penney, which had been facing a period of steadily declining performance.

However, Johnson's tenure at the company was marked by a number of missteps. Johnson did away with the company's longstanding discount pricing, reorganized the stores' layouts, changed the name of the brand from J. C. Penney to jcp and took out the cash registers and gave sales staff portable credit card readers à la Apple Stores.

The approach turned out to be a spectacular failure, and ended up alienating the brand's customers. Johnson, who started as J. C. Penney's CEO in November 2011, was fired in April 2013 following quarter after quarter of the company's poor performance.

From this cautionary tale, Phelps identified several problem-solving errors.

- **The expertise trap:** Johnson had been extremely successful at Target and Apple, leading him to think that he could do no wrong. He came up with his strategy in less than three months, without ever shopping at a J. C. Penney store or speaking to a customer.
- **Reasoning by (bad) analogy:** Johnson incorrectly assumed the approaches that succeeded with Apple and Target customers would succeed with J. C. Penney customers.

- **Confirmation bias:** When Johnson received pushback from executives after presenting his strategy, he ignored or discredited their opinions — and in some cases, even fired them.
- **Deference:** Because of Johnson's successes, he was seen as being able to do no wrong, and people around him were likely to defer to him.

ALL ABOUT METHOD

So if even successful executives are prone to errors when it comes to problem solving, what are average people meant to do? Phelps outlined **TOSCA**, a problem-solving checklist, which is explained in greater detail in his book. The method requires asking the following questions:

- What is the **Trouble** or are the symptoms that make this problem salient at the time it is considered?
- Who is the **Owner** of the problem — who is the "client" of the problem-solving initiative?
- What does **Success** mean — what performance criteria will the problem owner consider to gauge the solution?
- What are the **Constraints** that limit the problem-solving effort and rule out some potential solutions?
- Who are the **Actors**?

No strategy is fail-safe, but having a method in place can help us prevent some of our natural human tendencies from getting in the way of successful solutions. And with a growing number of firms placing a premium on problem-solving skills, an approach like TOSCA is a useful addition to any employee's skill set. 🍁

We are giving a lucky reader one free copy of *Cracked It!*

Email info@cccj.or.jp for a chance to win.

To buy or learn more about *Cracked It!*: cracked-it-book.com

HYLIFE PORK TABLE'S THIRD ANNIVERSARY

On September 20, the HyLife Pork Table restaurant in Daikanyama held a special event to celebrate its third anniversary.

Throughout the week, the restaurant had been hosting information sessions with Japanese HyLife Pork retailers, but that Friday, they had brought in a group of social media influencers and bloggers.

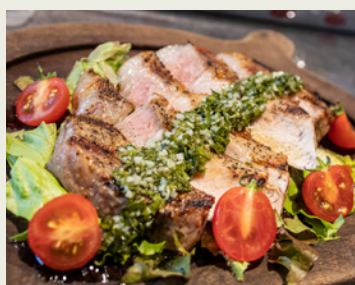
Attendees at the event enjoyed a multi-course feast, featuring recipes drawn from many countries, including Brazil, the Philippines, Ukraine and Portugal. Each dish was made with a different cut of pork.

The group also heard a presentation about HyLife Pork's operations in Canada — which include pigs raised specifically for consumption in Japan — and their activity in the Japanese market. Then there was a screening of some videos that HyLife Pork had created for social media, following which the influencers provided some valuable feedback to help the company improve their brand awareness in the Japanese market.

Grant Lazaruk, CEO of HyLife Ltd., who had come to Tokyo for the week, was extremely pleased with the celebratory activities, and expressed just how crucial Japan — and HyLife Pork Table — are for the company. "Japan is a very important market for us," he said. "Fifty-five per cent of our total sales are into Japan. So we describe HyLife Pork Table as our billboard. It's a place to experience Canada, but with a Japanese flavour." 🍁



PHOTOS: KEVIN GEISHEIMER



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COMMITTED TO HOPE

Lowell Sheppard explains how even small donations can make great change

By Alec Jordan

Lowell Sheppard is the Asia-Pacific Director of HOPE International Development Agency, a Canada-headquartered non-governmental organization that is dedicated to helping the neglected poor around the world become self-reliant.

In 2001, Sheppard was responsible for founding HOPE Japan, which is now active in countries such as Ethiopia, Cambodia and the Philippines.

We recently spoke with Sheppard to learn about the effect HOPE's work has in the communities it serves and how even the smallest amount of support counts.

In your work with HOPE Japan, are there some stories that have stayed with you?

Probably one of the most memorable moments, at an emotional level, was with Mrs. Chin Lip, the matriarch of a three-generation family in Cambodia. One December about 10 years ago, I visited her for the first time, and as we were walking to see their water source — which was a swamp — we came across these two mounds. She stopped at these two mounds, and she then talked to me.

I think she heard I was a grandpa, and it was translated that her twin granddaughters, months old, were buried there. They had died the month before of dengue fever. Because they were poor, they didn't have the money to go to a hospital to be treated. And it was just a poignant moment to remind one that poverty has real consequences for people, particularly because I also have suffered from dengue fever but was able to recover within weeks.

She got her well the following February and the next time I visited, she proudly showed me the well. She had built a new house, there were no more children dying and they were growing surplus crops.

Being Canadian, I would often ask the people we would work with the question, "what are your dreams?" And the extreme poor, every time I ask that question, can't even consider it.

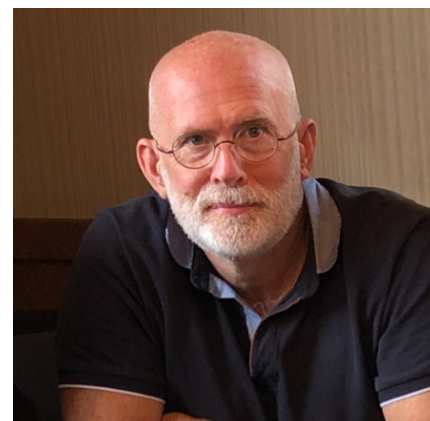
But then, a year later, when I asked, "Mrs. Chin Lip, what are your dreams?" she had many. But I also noted that not only had Mrs. Chin Lip built a new house, she had also planted flowers. This often happens once a family is out of extreme poverty — they can afford to enjoy the aesthetic side of life.

What role do volunteers play?

They play a key role as board members right through to local gala teams. We also have interns and volunteers who come and work in the office. But almost all of them are financial givers as well, because we can all give not only our time, but our money. Even university students. When some of them say, "Oh, we can't afford to donate ¥1,000 a month," and I say "Really?," some realize they can. And they feel better about themselves.

Tell us about the events that HOPE Japan organizes.

We value relationships. In fact, one of our core values is long-term relationships. And we have found that one of the best ways to build relationships is to share a meal together.



We have three galas a year: Kansai; Nagoya, where it started; and Tokyo. These are key events where we not only raise money for the projects, but existing supporters introduce new supporters to the mission of HOPE.

Really the base support is people who become annual pledgers of large amounts, millions of yen; and others are monthly supporters, giving between ¥1,000 and ¥50,000 a month. And that is the bedrock.

HOPE is not so much an organization as a community of people. It is diverse and I just feel such a privilege to be a part of that.

What would you like to say to your fellow members of the Canadian Chamber of Commerce in Japan?

As Canadians, we can do a lot to serve our country abroad. We can be ambassadors and representatives. And when somebody at the chamber or the embassy asks us to an event, we can have a large influence on people's perception of Canada and we should all play our part.

We are in a privileged position — our voice is louder because there are fewer of us. So let's serve Canada by being good members of the chamber. 🍁

HOPE Japan: en.hope.or.jp



Sheppard with (from left) former HOPE Japan Board Chairman Paul Dupuis and HOPE Cambodia Country Director Kim (Ly) Phealy

CCCJ EVENTS

Joint Chamber Bonenkai 2019

Celebrate the end of the year in style! The CCCJ has teamed up with 13 other chambers to put on a night to remember, complete with live entertainment, fantastic prizes and an enormous grand buffet. The event draws, on average, some 300 attendees from Tokyo and parts beyond — so in addition to being a tremendous bash, it's also an excellent networking opportunity. Make sure to buy your tickets soon, as they sell out fast!

Date: December 11

Time: 18:30–20:30

Venue: Embassy of Canada to Japan in Tokyo, 4F

Price: ¥9,500

Hackathon

Find out how the CCCJ works by dropping in on a committee and getting involved! A hackathon is the perfect opportunity to work together with your fellow members to come up with creative ways to make the chamber even better.

Date: December, TBD

Time: 19:00–20:30

Price: Free

Inter-Chamber Ski and Networking Retreat

Join at least six other chambers for a day on the slopes and a lively evening party. The day will start with a race on an easy giant slalom course at Ishiuchi Maruyama Ski Resort, which is perfect for all ages and skill levels on skis or snowboard. Later, the event will move to the NASPA New Otani hotel for a networking and awards party, which will be attended by local dignitaries, including the mayors of two neighbouring towns. The whole weekend is a fun, family-friendly way to spend time with chamber members and Niigata residents.

Date: January 25, 2020

Time: 8:30–21:00

Venue: Ishiuchi Maruyama Ski Resort/NASPA New Otani hotel, Niigata Prefecture

Price: Race is ¥2,500 (adults) / ¥1,250 (under 20 years old); lodgings vary



CCCJ members and Canadian Ambassador to Japan Ian Burney in Fukuoka for the Canada–Italy match; event organized by CCCJ member Nick Szasz



Toronto Raptors President Masai Ujiri presents Ambassador Ian Burney with a team jersey at the Ambassador's residence on October 10

Maple Leaf Gala

Save the date! This is the event that you've been waiting for: the premier event of the year for the CCCJ. Held at the Embassy of Canada to Japan in Tokyo, the Maple Leaf Gala will feature an exquisite multi-course dinner, a fantastic lineup of wines, unforgettable entertainment, auctions, interactive games and much more.

Date: February 21, 2020

Time: 18:30–23:00

Venue: Embassy of Canada to Japan in Tokyo, 4F

For more details or to book events: cccj.or.jp

The Canadian Chamber of Commerce in Japan welcomes our newest members

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Takashi Nagai

Managing Director, McCain Foods (Japan) Limited

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INDIVIDUAL

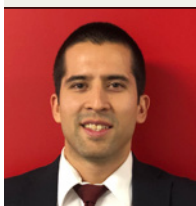


Darren Menabney

Ricoh Co. Ltd.

Toronto is my hometown and, before moving to Tokyo in 2011, I worked for the federal government on business development and supporting the Canadian innovation ecosystem. Here in Tokyo I lead global HR initiatives for Ricoh Co. Ltd. and teach international MBA students at GLOBIS University's Graduate School of Management. I joined the CCCJ to keep in touch with my fellow Canadians and for opportunities to build stronger social and business ties between our two countries.

YOUNG PROFESSIONALS



Jorge Escobedo

Apex K.K.

I moved to Japan from Calgary in 2015. I started out as an English teacher but eventually made my way into recruiting. I am currently working for Apex K.K. as a manager of the pharmaceutical recruiting team. Here's a fun fact about Apex: we are probably the recruiting firm with the most Canadians in Japan — including the president and founder. I love rugby and usually play touch rugby on Sundays. I joined the CCCJ to meet other Canadians living in Japan.



Cameron Long

Goldman Sachs

I graduated in software engineering at the University of Victoria. I've been working in inventory management technology at Goldman Sachs. I joined the CCCJ with the aim of growing the mentorship program for high school and university students who are looking to develop a career in Japan and other countries.

ON THE DOTTED LINE

Lawrence Moore Cosgrave paved the way for a new Canada–Japan relationship

By Tim Hornyak

PHOTO: LIBRARY AND ARCHIVES CANADA/DEPARTMENT OF NATIONAL DEFENCE



Col. L. Moore Cosgrave, ca. 1943–65

The sky over Tokyo Bay was gunmetal grey on September 2, 1945, matching the colour of more than 250 warships anchored off the bombed-out Japanese capital. Aboard the USS *Missouri*, the flags of the United States, Britain and the Soviet Union snapped in the breeze.

On its deck, hundreds of servicepeople had gathered to witness the formal end of history's bloodiest conflict with Japan's signing of the Instrument of Surrender.

Just after Japanese Foreign Minister Mamoru Shigemitsu and General Yoshijiro Umezu signed on behalf of the Japanese government and armed forces, respectively, U.S. General Douglas MacArthur and nine other Allied delegates added their signatures to the document.

One, however, caused a hiccup in the carefully scripted ceremony: Canadian Colonel Lawrence Moore Cosgrave put his signature on the wrong line on the Japanese copy of the document. Delegates from France, the Netherlands and New Zealand had to sign on lines intended for others. General Richard Sutherland, MacArthur's chief of staff, crossed out the printed titles and corrected them with a pen so all would be in order.

When the Japanese delegation questioned the changes, Sutherland initialled each one. The Japanese accepted this, took their copy and disembarked from the battleship as dozens of fighter planes thundered overhead. World War II was over, and peace was official.

GALLANT SOLDIER

It's unfortunate that Cosgrave is remembered for the blunder: In 1971, the Canadian Press said he "unintentionally delayed the conclusion of the armistice." Born in Toronto in 1890, Cosgrave was named after his father Lawrence

It's unfortunate that Cosgrave is remembered for the blunder

J. Cosgrave, one of the founders of the city's Cosgrave and Sons brewery.

He was educated at the Royal Military College of Canada in Kingston and McGill University in Montreal, and served as an artillery officer in World War I. In Belgium, he fought at the Second Battle of Ypres under John McCrae (1872–1918), who wrote the famous poem *In Flanders Fields* there.

Wounded in battle, Cosgrave was left blind in one eye. Canada twice awarded him the Distinguished Service Order for "conspicuous gallantry in action" and France decorated him with the Croix de Guerre.

Finishing the war with the rank of lieutenant colonel, he wrote an essay, *Afterthoughts of Armageddon*. Published by his wife Beryl Hunter Jones in 1919 and dedicated to "the million dead," it's an account of the emotions Cosgrave and his comrades experienced in the years of grinding horror, poison gas and trench warfare.

The war came to an end on November 11, 1918, when Germany signed an armistice with the Allied powers in a railway car in the Compiègne Forest. In his essay, Cosgrave

describes hearing two young children singing "Silent Night" in occupied Germany that Christmas, and reflects that "at last, the world was safe for all the babes of the world — which, thank God and the men of to-day, would never again undergo the agony, the pain and the heart torture of another such Armageddon; and in the days to come — the hate, the loathing, the unutterable contempt, even the after-pity for a diseased band of nations such as Germany and her Allies, would never repeat itself."

SERVICE AROUND THE WORLD

Sadly, that was not to be the case. Cosgrave spent the interwar years working in consular posts at embassies around the world, and as a senior official with the Trade and Commerce Department was Canadian trade commissioner in the Orient. Then, 22 years after the 1918 Armistice, Hitler accepted France's surrender in the very same railway car. Five years after that, Germany lay in ruins and Cosgrave, then the Canadian Military Attaché in Australia, was signing the Japanese Instrument of Surrender on the *Missouri*.

In 1946, Cosgrave retired from the military and rejoined the Commerce Department, serving in Europe in the 1950s. He later settled in the town of Knowlton, in Quebec's Eastern Townships, where he died in 1971.

Regardless of where it was placed, Cosgrave's signature paved the way for a strong new bilateral relationship after the war, with Canada supporting Japan's return to the international community. But if you're interested in seeing that wayward signature for yourself, there's a copy of the Instrument of Surrender at the Edo-Tokyo Museum in Sumida Ward. 🍁

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