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- Metal 3D printing: future-focused
- Aeroponics key to marijuana biz
- Regional success not shared by all citizens: Mike Murray

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EXCHANGE

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BRANDING A MOVEMENT

BY PAUL KNOWLES

Our theme in this issue of Exchange is "branding". But honestly, when we sat out to explore this theme – focusing on companies and people at the forefront of current developments – we could not have imagined that a new brand would suddenly capture the attention of the entire world.

I'm not suggesting for one second that #MeToo is intentionally about branding or marketing – it's simply a six-character symbol of a movement that has swept across the western world – and swept a significant number of people, almost all men, out of jobs and political offices.

#MeToo captures the moment; it embodies a movement; it has drawn people together to make a difference. You would

have to call that a huge branding success, intentional or not.

Exchange sat down with two of the many female leaders in our community to talk about #MeToo, the Women's March, sexual assault, political power, and a variety of other issues that coalesce around the currently heightened level of awareness and influence. Shirley Lichti and Sara Bingham were forthcoming and insightful about the whole gamut of issues and challenges. You'll learn from them when you read our cover story.

We've got other branding articles, too. You'll read about an under-the-radar Kitchener metal 3D printing "solution centre"; and about JWC (James E. Wagner Cultivation) a brand named for the founders' grandfather, a company that is about to be much better known, as they move from being a relatively small medical marijuana company to operating 360,000 square feet dedicated to production of marijuana for the adult recreational market.

NOT FOR EVERYONE ...

**Metal 3D Printing
brings huge benefits
to future designers**

BY EXCHANGE MAGAZINE

Mark Kirby of Renishaw, with a nozzle that metal 3D technology reduced from 20 parts to two.

Renishaw is a British business that has had a “solution centre” in Kitchener since 2015 – but the company has been almost entirely under the radar. And that may be a bit surprising, because what the company is doing in Kitchener is leading-edge and virtually unique in Canada.

Internationally, Renishaw is billed as “one of the world’s leading engineering and scientific technology companies,” with more than 70 offices in 35 countries, and over 4,000 employees, world-wide.

But you have to dig down a bit in the corporate prose to discover the unique place Kitchener holds in this mix. The official word is that Renishaw, “is also a world leader in the field of additive manufacturing (also referred to as metal 3D printing).”

And if the company is a world leader in metal 3D printing, Mark Kirby is the Canadian leader, as “Additive Manufacturing Business Manager” at Renishaw Canada, a subsidiary of Renishaw PLC.

Kitchener is not Renishaw’s only Canadian location, but Kirby explains that “the solution centre here in Kitchener is

the only solution centre in Canada.”

His facility, he says, “is specifically designed to help industry understand the advantages of this technology and to accelerate the adoption of that technology.”

He welcomes the challenge, because, he admits, “We’ve been doing this for five years here in Canada and to begin with, nobody knew Renishaw was in metal printing.”

Of course, five years ago, there wasn’t a “solution centre” equipped like the one that exists today in Kitchener, either. Says Kirby “Our technology has advanced,” and because of that, “our customers’ technology has advanced, too.”

3D printing has become so widely known that someone with a library card can go to a local library and use the on-site 3D printer. But that application is not what Kirby is talking about, at all.

He explains, “The technology is popularly known as 3D printing. 3D printing encompasses a full range of materials; it’s everything from plastic printing, to metal printing. [In Kitchener] Renishaw is only involved in metal printing.”

“The poster child for this is the
GE fuel nozzle, a fuel nozzle in a jet engine.

It was 20 plus parts that were welded and brazed
together. Now, it’s printed as
just two parts and
then assembled.”

He adds, “specifically, to give the technology its proper name, it is laser powder bed fusion. We use a laser, that’s our source of energy, the metal comes from a powder, and the powder is distributed in a bed, into a series of layers. That’s the only metal printing that Renishaw does.”

Kirby is very forthright about the pros and cons of metal 3D printing. What it doesn’t do, for example, is produce a metal product like an engine block, ready to be installed with no further refinement.

He told Exchange, “It is quite widely misunderstood, what you can do in metal. It’s often a disappointment for people to find that metal printing is certainly more complicated than plastic printing, because plastic printing has been around longer.... People’s expectation is that when you say metal printing it will be like, ‘Well, I have machines that cut metal, so it will be just as good as that but in the reverse instead of chewing material away it will add material, and I’ll wind up with this beautiful V6 engine.’ But the truth is you’ll end-up with a V6 engine block like you have from a casting, which you would then need machined from a company like Linamar or someone like that.”

In fact, Kirby sees deflating false expectations as part of his job. He doesn’t want to promote Renishaw’s product on any false premises; but he does see a huge benefit to the right companies in what he does.

“There are certain things that metal printing does very well,” he says, “and if you can put all the things that metal printing does very well together, you can come up with a very compelling business case.”

And that’s where he gets excited about the Renishaw process and product. Kirby says, simply, “We make parts more reliable by having fewer parts.”

He points to the incredible complexity of some manufacturing processes, building products involving thousands of parts. He suggests, “Imagine a product that has 4000 part numbers. There are probably a dozen companies in the Kitchener area whose bill of materials for a particular product is several hundred part numbers long, maybe a thousand part numbers.”

Kicking into full-scale promo mode, he asks, “How much of your organization’s resources are devoted to managing those thousands of parts that go into your product. What would it look like if, instead of 1000 parts going into your product, only 10 went into your product? Would that free up resources in your organization? Resources with which you could do other things?”

“Let’s go from 1000 parts to 10, and I’m going to say, it’s going to be more reliable. Yes, your parts will be more complex, but there’s only 10 of them. And now imagine that those parts could change, you could have a different configuration for your product for different market, without having to invest in lots of tooling, does that sound interesting to you? Because if it does we should talk.”

There are other benefits to metal 3D printing, as well, including producing parts that are lighter in weight – and

some of the work at his facility focuses on making parts lighter, while ensuring they last longer and are of a higher quality than the parts they are replacing.

He also notes that there are high performance materials that involve “very expensive raw materials, and are almost impossible to machine – 3D printing enables the process.”

Kirby believes that the benefits brought to a company by implementing metal 3D printing for the right products will interest not only R&D and production staff, but the corporate accountant and Chief Financial Officer, as well.

Solid pedigree

Mark Kirby – born in the UK, and a Canadian resident since 2007 – has a solid background in engineering. A graduate of MIT (Aero-Astro Engineering), he first worked for Rolls Royce on the HOTOL space shuttle project, and then joined his father’s company, Jet Blades, eventually serving as Managing Director.

He immigrated to Canada with his family in 2007, working as a consultant in the field of new technologies, and teaching engineering at the University of New Brunswick (he also holds a MBA from Warwick University).

In 2013, he joined Renishaw, in his current position. So although he certainly knows his way around a sales pitch, he brings a world of hands-on experience in the field to his relationships with customers and prospective customers.

He also continues to have the responsibility of managing Canada’s only Renishaw Solution Centre, and that means duties ranging from evolving the business case for metal additive applications throughout Canada to managing, training and recruiting a team of applications engineers including 5-axis machining, adaptive probing and advanced metrology, as well as laser powder bed manufacture.

Processes or products?

Kirby understands that metal 3D printing is not a panacea for every difficulty in advanced manufacturing. “It’s not an either/or process. Typically, additive parts will always need machining, in order to be functional.” That’s one issue. He also contends that some processes should not be replaced by metal 3D printing; in those cases, the Renishaw “technology has no value” for that particular customer.

He encourages potential clients to realize that “metal printing isn’t a replacement for existing processes, it is a replacement for an existing products.” In other words, producing a simple product may be better done with current methodology; but improving that product by printing it as one object instead of 10 or 100 that have to be assembled – that’s valuable.

Kirby cites an example: “The poster child for this is the GE fuel nozzle, a fuel nozzle in a jet engine. It was 20 plus parts that were welded and brazed together. Now, it’s printed as just two parts and then assembled.”

He says the benefits don’t stop at the increased efficiency,

“What would it look like if, instead of
1000 parts going into your product,
only 10 went into your product?
Would that free up resources
in your organization?”



Kirby says metal 3D printing isn't for everyone.

pointing out, "When you take many parts and consolidate them into one part, that part becomes more reliable, and that's really important to a jet engine."

This might be termed, an understatement. "I can tell you that fewer parts, designed to an equivalent standard, (that's the caveat), will automatically be more reliable, easier to assemble, because you don't have so many parts."

Kirby pulls back a curtain on the reality of planned obsolescence: "In the old days it was really good when parts fail because then the manufacturer would sell the original engine

"We're a little bit behind here in Canada, unfortunately. We have a tonne of bright companies, we have a tonne of talent in Canada, but we're distributed across quite a big country and everybody is just always busy."

at a loss, and make all their money back on spares." But that business model didn't survive, "because the airlines got wise to that a long time ago, so now they say, we'll just rent the engines, we'll do power by the hour." That's music to their ears at Renishaw, because "Now, the engines need to be reliable, because they're only paid when they work."

The need to understand

Kirby realizes that the mystery that appears to surround the technology of metal 3D printing can be a barrier to building the market, because people worry about a process they feel they don't understand. So he points out that this leading-edge technology is actually an adaptation of an old and well-understood earlier technology – welding.

"This process is made up of pretty near a billion welds in a

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metal printed part... We understand welding really, really well. Perhaps as welding isn't really regarded as a cool technology – it's kind of old school – but metal printing is really cool and actually, if you really want to be good at metal printing, you have to understand welding really, really well."

But clearly, this is not your father's welding shop. Kirby agrees. "Even though we've been doing things like welding and machining, and radiological inspection, so the process is not magic... we're putting together billion of welds, and each weld cools at a million degrees per second. So some of the physics of the process is fundamentally different. We can make, a new material we couldn't make before welds, a material we couldn't conventionally weld. It opens up opportunities but there are challenges as well." He actually calls for new standards and best practices to be mandated on the national and international level.

The solution centre includes a number of separate rooms, both to prevent cross-contamination of the metal powders, and also to allow privacy. "If customers wanted to develop processes that are confidential they could basically rent a room here, later on in the development process, and use the technology without having to invest up front."

Know-how

That kind of approach is happening in Europe, says Kirby, who admits, "we're a little bit behind here in Canada, unfortunately. We have a tonne of bright companies, we have a tonne of talent in Canada, but we're distributed across quite a big country and everybody is just always busy".

He's eager to get the message out, that Renishaw is ready and willing to assist clients in developing their metal 3D printing applications. He says, "We're kind of tucked away. People don't know that Renishaw is right here, right in Kitchener." But he's out to change that, and he thinks the time is

right. "This facility is unique, not just the technology, but the know-how we've got here. "It's not just about the machine, it's about the know-how that goes along with it."

Kirby points out an yet another advantage to metal 3D printing – the process and the product are very difficult to copy or counterfeit. "The smart customer is going to own a world class product, and the world class process by which they make that. This makes it very, very difficult for someone to counterfeit it, or copy it."

He explains that in 3D printing, "we can make such complicated structures... that if you said to somebody, 'reverse engine this', that is really complicated."

"So the solution centre, the amount of experience we've got here – it's a small team but very capable, so we're a little speed boat of additive technology."

Don't start from zero

For the right company, Renishaw's solution centre can hold a lot of answers. "The idea of the solution centre is that you can walk in where people know about all of these things. They can take you through it in a structured, efficient way so you don't always start from zero. Particularly in Canada, if we're behind already, we sure as heck don't want to start from zero, if anything we want to leap frog.... So the solution centre, the amount of experience we've got here – it's a small team but very capable, so we're a little speed boat of additive technology."

Kirby acknowledges that his services are not for everyone – in fact, in his estimate, 80% of today's manufacturers aren't ready for metal 3D printing.

Ah, but that's today. Tomorrow on the other hand: "Additive metal printing is not a better way of making today's products, it's a way of making tomorrow's products."

He thinks that should resonate locally. "Isn't the mantra of the KWC area, that we're all about the future, we're not about doing more of the same? This technology should be looked at by anybody who wants to make something. "I hope the education turns to enlightenment. I hope to inspire people." X

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JWC POISED TO SUCCEED IN THE RECREATIONAL CANNABIS MARKET

Nathan Woodworth, CEO of JWC.

Seeking a cure for severe migraines inspired a company facing exponential growth

BY PAUL KNOWLES

Liked it so much, I bought the company." Victor Kiam's 1979 pitch for Remington is absolutely a cliché in the marketing business – but then you encounter a case where it is true, and then it's topped.

Thus it is with James E. Wagner Cultivation (JWC), the Kitchener company that has been producing medical marijuana for years, and now is poised to big and go public in the recreational marijuana market.

The company founder is Nathan Woodworth, and his story is the cliché, writ large. He didn't just like the product – he says it has taken him from severe disability to being able to start and lead a cutting-edge company. And he didn't just buy the company – he founded it and has led it through significant growth.

Woodworth has been a medical marijuana user for more than a decade. He suffered from severe intractable migraines, so debilitating that they derailed his university career. He never completed his degree in philosophy.

But he discovered, after a couple of years of trying various varieties and strengths, that marijuana offered significant relief from his symptoms.

He has improved from suffering constant migraines, all day, every day, to occurrences every couple of weeks – which he

continues to treat with medical marijuana.

In the beginning of his treatment regime, "illegal sources were the only sources," he says, but under Canada's Medical Marijuana Access Regulations (MMAR), enacted in 2001,

Woodworth began growing his own supply, legally. He recalls, "I sought alternative treatments, and I found cannabis was effective.... I got a license to grow." In fact, Woodworth says, "I was the first patient under that regime."

And therein is the genesis of the company called James E.

Wagner Cultivation – which has never actually involved James Wagner, directly. Wagner was Woodworth's maternal grandfather. Woodworth – and the other four Woodworth family members, including Nathan's wife Krysta, involved in the company – recall their summer days spent on Wagner's tobacco farm, north-east of Tillsonburg, where they learned a lot about agriculture.

They decided to honour their grandfather by naming the new company after him. Woodworth says it is particularly poignant that James Wagner passed away in late 2017, just as the company bearing his name is poised for exponential growth.

The second step toward the development of JWC came in

That difference is their aeroponic system of growing marijuana plants – which Nathan says produces very high quality product at low production costs.

2013, when the MMAR program was replaced by MMPR (Marijuana for Medical Purposes Regulations), which opened the door to larger producers.

By that point, JWC was operating as a collective of producers and growers, growing the product at a number of facilities. They hesitated, briefly, when the new scale of operations became apparent. Woodworth describes that time as “a crisis.” But he and his handful of colleagues decided that, “we had all the building blocks we needed. [The new environment] didn’t have to exclude us – it could be us!” They plunged into the newly defined industry.

And now Woodworth points out that JWC’s long history in cannabis production gives them a head start. That head start is boosted by a key resource at JWC – Woodworth’s brother, Adam, a PhD candidate in plant biology.

Aeroponics

Their experience and commitment to research and development has led to the creation of what they believe will be the difference-maker in an industry about to explode, with government legislation allowing the production and sale of recreational marijuana to adults, across Canada. That difference is their aeroponic system of growing marijuana plants – which Nathan says produces very high quality product at low production costs. It differs from traditional hydroponics in that the

plants’ root systems are not in water – they are in air, misted with exactly the right nutrient and moisture mix to optimize growth.

He points out that the aeroponics system also allows the producer to gauge the health of the plant on an almost immediate basis, analyzing plant status on a 15 minute cycle.

He points out that growing marijuana is not a simple process. “It’s different from growing tomatoes,” at a complexity level “at an order of magnitude” much higher than

any traditional vegetable production.

JWC’s experts – most named Woodworth – have determined that hybrid marijuana plants that have a 28-30 day vegetative cycle, followed by 55-65 days of fruiting, are “optimal for our system.”

JWC is very committed developing and leveraging the best techniques and technologies for their operation – and at this point, while they may choose to sell the system – trademarked Growth Star – to other marijuana producers, they are not sharing their secrets – their technology is owned under proprietary rights. They believe they have a significant advantage over the many marijuana start-ups that the impending Canadian legislation has sparked.

They also believe they know as much or more as anyone about the marijuana plant, itself. They have spent countless hours working to understand the plant’s life cycle, and the opti-

By January of 2018, there were 38 employees.

When the new facility is fully operational, Woodworth expects between 400-600 employees.

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Nathan and Krysta Woodworth

mal conditions for producing the best cannabis.

Woodworth notes that their research does not precisely mimic academic studies, because “we weren’t looking for publishable results, we were looking for real results.”

Expansion

Well, “real results” are evident, not just measured in healthy plants and good production, but in the current state of the company.

JWC has been operating out of a 15,000 square foot facility. It will continue to use this building, but JWC will also be occupying 360,000 square feet of a building that once was the Lear Seating factory, on Manitou. They took possession of the building February 1. Production, now about 63 kilograms a month at the current facility (which, only about five minutes from the new plant, will continue to operate), will leap to about 80 kilograms a day.

That’s as they prepare for a huge leap into the adult recreational marijuana market.

And to fund this explosive growth, the company is going public, with a share offering planned for early spring. Woodworth says they hope to raise another \$10 million in capital, matching a previous \$10 million raised in private placements.

Woodworth told Exchange that the company’s growth plans have never rested on the legalization of marijuana as a recreational drug. Instead, “We anticipated that there would be a greater depth of need for our product, even in the medical area.”

The company began 2017 with five employees – all family members. By January of 2018, there were 38 employees.

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When the new facility is fully operational, Woodworth anticipates between 400-600 employees.

He points out that many of these employees will be people who have lost jobs in the faltering manufacturing sector; JWC will be able to hire many of those workers.

The future

Nathan Woodworth is reluctant to spend much time looking into a crystal ball. His industry is in tremendous flux, and he feels it's more important to keep an eye on the ball, instead of peering into it. He says, "I look at the next steps, next. I'm a pragmatist."

But he does acknowledge that, "the future holds a lot of growth for the cannabis industry."

He points out that while cannabis is legal in some American states, it is not legal according to federal law there, so there are still no clearly defined regulations.

In contrast, in Canada, something new is about to happen. "We have never seen an entire country" undergo this kind of change. As this product becomes marketized... we find ourselves at a unique point. A vast, unknown marketplace is accessible to us."

Despite his reluctance to be a prophet, he says that five years from now, Canada will be a marketplace where adult recreational marijuana use is normal.

Oh, and does the future include Nathan Woodworth using the product recreationally? He smiles slightly, glances down at

his desk, and says, simply, "yes."

Woodworth says that JWC has two goals – first, to be a producer of ultra-high-quality cannabis, and second, to be a tech company that can market their state of the art system. Regarding the second goal, JWC is applying for research and development credits for the work they have done, to date.

"Trying to impose the same standards as we use for alcohol will have a negative affect."

National market

Marijuana is not yet legal in Canada. The target date for the legislation to pass is July 1, but there are a lot of legal and procedural challenges to

get through to make that deadline.

At this point, it is not clear that JWC – or any other marijuana producer – can ramp up ahead of that date in order to have produce ready to deliver to sellers for the date the product is legal. Only a few months ahead of the open market, there are still a lot of questions.

But Woodworth also knows a lot of answers. "We will be shipping all across Canada," he says.

Their products will include a variety of strains of cannabis – Woodworth compares it to varieties of wine; "some people are going to react better to one product than to another."

"We will specialize in extremely high quality flower tops, and also resins and oils.... I want to make available to the citizens of Canada a high-quality product that does not require an ultra-high price tag."

Woodworth says that each single-plant unit in their facility

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costs \$40, and is reusable at very little additional cost. One gram of cannabis is worth between \$9 and \$11. "A plant can produce any number of grams," he says, "but we target plants which produce 200 grams."

There are all the other costs of production – and R&D, and administration – but those figures offer just a glimpse of how JWC is working to keep costs at a reasonable level.

Oddly, there will be no initial public sale of cannabis edibles – brownies, cookies and the like – because those are food products. Woodworth says it will be at least another year before they are approved by federal regulators.

Challenges

Not surprisingly, security is a significant issue for marijuana producers. But Woodworth says that JWC far surpasses any security regulations enacted by the government.

Legalizing adult recreational marijuana changes everything for marijuana producers. As a medical marijuana company, JWC has been entirely legal, but nonetheless, a bit in the shadows. With the enormous new operation on Manitou, "we are happy to take our place in the community... happy to let people know where we are."

One irony in the legalization of marijuana is that a significant number of users will smoke the product – and studies suggest that this can cause harm to the lungs. Woodworth is extremely cautious in discussing this; in the end he acknowledges that, "vaporization is a method with a long history."

But when it comes to smoking marijuana, he finally says, "I'd like to see a recognized government body make recom-

mendations... it's not up to me."

He agrees that some "baby boomers" who remember smoking "grass" in their youth may be surprised by the changes in the product, if they come back to it as a legal, recreational drug. He says its potency has increased by about 300% since the 60's; people will need to "exercise a little bit of caution."

When it comes to the question of driving, stoned, he again reverts to asking for more consideration. He argues that the affects of marijuana are not identical to the affect of alcohol. "Trying to impose the same standards as we use for alcohol will have a negative affect."

He adds, "We need to have an open dialogue about this issue... we need a lot of education, a lot of conversation."

He acknowledges that there are studies that seem to show marijuana use altering brain patterns in users under the age of 25, but he points out that many people in the younger age group are already using marijuana, illegally.

The new legislation will pull cannabis use out of the shadows, he says. "We want this in the light. As a father of three, I am acutely aware of this."

Woodworth believes that the heady first days of legalized marijuana will be the start of a new era. It won't be good for everyone – "as in any new industry, not every effort will be successful."

But it will, he believes, bring a new level of success to the business named for his grandfather; a business Woodworth admits he could never have imagined in those early days of growing a few plants to ease the pain of constant migraines.

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REGION IS THRIVING, BUT SOME AREN'T BENEFITTING

Regional CAO positive about growth, but urges care for those left behind

BY PAUL KNOWLES

Waterloo Region CAO Mike Murray

Mike Murray could be called an optimistic pragmatist – he's enthusiastic about the overall good economic news and forecasts in Waterloo Region, but also quick to point out the challenges.

He produces some charts demonstrating the current economic state of the Region – Waterloo's Gross Domestic Product (GDP) per Capita was \$51,300 in 2016, well ahead of both

Ontario (\$45,500) and Canada (\$49,600). Forecast GDP growth for the region, according to the Conference Board of Canada, also leads the other two; Waterloo's figure is 2.3%, compared to 1.8% for the province and the nation. And the Regional unemployment rate in 2017 is lower than the provincial and national levels – 5.1%, compared to 6.0% and 6.3%.

"Waterloo Region is leading the way," he says. "This is a pretty healthy, thriving economy."

But he's not looking at the stats through rose-coloured regional glasses. Murray adds, "The one thing that concerns me is that this economic prosperity isn't necessarily shared evenly. There are groups in the community that aren't benefitting. There are some people being left behind."

He has those stats, too – the Region's Ontario Works caseload is "about 30-35% higher than it was pre the 2008 recession."

Mike Murray lives and breathes this stuff – along with everything else that is important in Waterloo Region. That's his job – he is the Chief Administrative Officer of the Regional Municipality of Waterloo, a position he has held since 2004.

He's actually been with the Region since 1992; he came first as manager of engineering and planning in the water services division, and moved up the ladder at the region until, as he explains in a rather self-deprecating way, "I was in the right place at the right time" when the previous CAO retired.

Engineer by training

Murray is an engineering grad. He was raised in Toronto, studied civil engineering at McMaster University in Hamil-

ton, did graduate work at the University of Toronto, and then headed north and west, spending two years in Inuvik and three more in Winnipeg.

Then, he says, he made two career decisions. "I wanted to work in public service, and Waterloo Region was top of my list." He got his wish. "It's a pretty good career," he says.

As CAO, Murray is ultimately responsible for the entire gamut of regional concerns, including Social Services, Public Health, Transportation and Environmental Services, Planning, Housing and Community Services and all related corporate support functions.

"The one thing that concerns me is that this economic prosperity isn't necessarily shared evenly. There are groups in the community that aren't benefitting. There are some people being left behind."

Infrastructure

Exchange asked the CAO about the current state of the Region's infrastructure. Murray noted that while the term often is seen as referring to municipal water and road systems, it encompasses a lot more than that – "roads, water, waste

water, waste management, and buildings... and we have hundreds of buildings, including a pretty significant collection of affordable housing."

All of this adds up – to about \$300 million a year spent on infrastructure, according to Murray. And that's not quite enough.

"Overall, the state of our infrastructure is pretty good... not bad... okay," he says. "Somewhere in the middle toward bet-



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ter on the spectrum of awful to great.”

The biggest challenge, he admits, involves the older parts of the urban areas of the region. “There are older parts of the community, where the infrastructure is 100-plus years old; water and sewer pipes, for example. This is like many other communities.”

At the other end of the age scale, there are parts of Waterloo Region that are “growing fairly rapidly, so we have to build new infrastructure.”

He compares the Region to almost entirely new communities, like GTA urban areas, and to older communities with little growth, like London, pointing out that here, “we have a dual challenge.”

“Every year, we’re talking about the challenges of infrastructure funding,” he says. “We’re making progress, but we’re not there yet – we have a gap of about \$40 million a year” of that \$300 million annual expenditure.

That spending is expected to continue – the Region has committed to a \$3 billion, 10-year capital program.

The short-fall is being funded through debt, says Murray, and he explains that while funding new infrastructure through debt is a good investment – because those areas will produce development charges and property taxes – the same is not true for aging infrastructure.

Fed/prov funding

Should the province and the federal government be carrying more of the infrastructure funding load? Almost every municipal official in the country will say yes, and Murray is numbered among them.

He points out that “Municipalities believe the federal and provincial governments have more capacity to invest in infrastructure.”

Municipalities basically have only three sources of funding – property taxes, user rates, and development charges. That means, “there are relatively few sources to pay for infrastructure. None of these really grow with the economy, compared to sales tax and so on, which grow as the economy grows,” and do not fund municipal projects.

However, he says, “the economy of the country is increasingly urbanized,” and support for infrastructure will facilitate economic growth – a plus for all levels of government.

Murray acknowledges that, “we get some federal and provincial funding,” in the form of gas tax revenues – about \$16 million a year from the feds, and \$10 million annually from the province. The current provincial government has made a promise to increase the provincial gas tax contribution, starting in 2019 – but there is a provincial election in the spring of 2018, so that is not carved in stone.

Murray is also hopeful that the Region will be able to obtain some soon-to-be released federal infrastructure funding. He’s cautious in his summation: “We have an infrastructure gap. The federal and provincial funding is

helpful. More would be even more helpful.”

Talent attraction

There’s another action on the part of the province that would also be helpful to the Region; in fact, Murray and his regional colleagues might well argue it is essential – two-way, all-day GO service between Toronto and both Kitchener-Waterloo and Cambridge. And he insists that one of those options is not enough on its own.

This is not about convenience – Murray says the key is bringing needed workers to the Region. “Talent attraction is a huge challenge,” he says. Most people in the Region who want to work, are working – “We have a very high employment participation rate”, so the challenge is two-fold – we need more workers, and in our advanced manufacturing and high-tech sectors, we need properly trained workers. “Finding the right people with the right skills is a challenge.”

Some of those people live in Toronto or other cities; we need a way to get them to and from work in the Region. He acknowledges that the province “recognizes that it’s an issue” and have made a commitment to all-day every-day GO, but Murray notes that “there are a lot of practical constraints that are expensive.”

The other side of that talent attraction coin, the CAO points out, is continuing to “create a community where these people want to be here.... The kind of place where people who could live anywhere in the world want to live here.” That covers a lot of areas, he admits, and he says, “with arts, culture and attractions, we still have work to do. Arts and culture – in terms of creating a sense of place, it is important, and it’s a gap.”

NAFTA questions

Murray says that the business community in the Region – like other centres across the country – are facing the challenge of uncertainty about the future of the North America Free Trade Agreement, a pact that US President Donald Trump seems willing to jettison.

The biggest current issues, says the CAO, is “uncertainty. Business does not like uncertainty” especially as they compete in “an increasingly complicated global marketplace.”

This state of uncertainty is worrisome, Murray believes, because it can cause business to stall, waiting for the outcome. That, he maintains, never works: “If we’re standing still, we’re falling behind.” That’s not only true of individual businesses – it’s especially true of municipalities. He says, “Other regions are ramping up dramatically. If we’re going to stay competitive, we have to continually be asking, ‘How do we do more?’ If we think we’re okay, we’re going to be left behind.”

The mouse and the elephant

There is much focus on cooperation between Toronto and Waterloo Region, dubbed the “Toronto-Waterloo Corridor.” Murray acknowledges, “it is a potential risk” in associating

“Overall, the state of our infrastructure
is pretty good... not bad... okay.
Somewhere in the middle toward better on the
spectrum of awful to great.”



Murray: "We're doing well."

with such a large partner, but believes "on balance, there is potentially more benefit."

He suggests that "to some extent, the economies are complementary." Waterloo has a unique, "rich start-up culture" with "a ton of support," rooted in "the relationship between government, the private sector, academia and not for profits."

Toronto, he says crisply, brings "scale, and money" to the table.

He sites two examples of cooperative advantage, neither of which would be doable for Waterloo Region on its own – the short-listing of the corridor by Amazon, and the possibility of the corridor becoming one of the federally-designated "superclusters". "We never could have played in that space on our own," he says.

Local cooperation

Murray has had a front-row seat on regional relationships since 1992. He says, definitively, that, "with the municipalities among themselves, with the region and the municipalities, and with the Waterloo Economic Development Corporation – these working relationships are as good as they have ever been in my 25 years."

He says that local leaders have come to realize that "we are competing on a big, global stage, and we have to cooperative successfully... We're doing well. The results demonstrate that."

Light Rail Transit

No interview with the CAO of Waterloo Region could omit discussion of the ION Light Rail Transit system. On this, Murray sticks to the script, with one caveat: "We continue to target late spring of 2018" for the operational launch, but "it's dependent on getting vehicles from Bombardier. If Bombardier steps up and delivers vehicles in a timely way, that's feasible."

Like other Regional spokespeople, Murray points out that moving people via the ION is just one of two important goals of the LRT – the second, and perhaps more important, involves urban planning. It's key to revitalizing the city cores, to producing multi-use urban areas where both business and residential use are side by side.

He pulls out another chart: the LRT has been the major factor in attracting \$2.1 billion in building permits for new construction (2011-2016), and there have been \$5 billion in property transactions, with a \$600 million increase per year in the assessed value of properties.

"And that," he adds, "doesn't really capture what's in the pipeline."

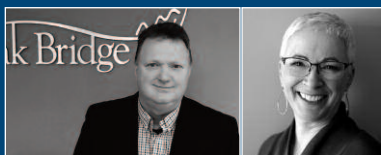
He says, "Everything that we hoped and anticipated would happen, has happened, and faster than we thought." X

"Other regions are ramping up dramatically. If we're going to stay competitive, we have to continually be asking, 'How do we do more?' If we think we're okay, we're going to be left behind."

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2016 CMEC sponsored Saudi Mission to the Region of Waterloo. Front row (l to r): Gerry Remers, Waterloo Economic Development Corp; Shawky Fahel, CMEC; Berry Vrbanovic, Mayor of Kitchener; Emad Dukair, Chair, Canada Saudi Business Council; and Ken Seiling, Chair, The Region of Waterloo. Back row: Saudi delegates with representatives from the Waterloo Region, photo was taken during the groups visit to Communitech.

Decades of expertise now available through CMEC

Shawky Fahel and colleagues offer invaluable assistance to Canadian companies with a global vision

Today, the international business environment is increasingly complicated. There is no doubt that the global opportunities available to Canadian businesses and investors are greater than ever before. But there is also no doubt that the international scene is fluid, ever-changing and ever-challenging.

Canadian businesses looking to expand their footprint overseas need all the help they can get. This may be especially true as they look toward the very significant markets presented by the Middle East.

And that reality – combined with a very personal vision held by well-known Waterloo Region businessman Shawky Fahel – has led to the foundation of a dynamic new enterprise, Canada-Middle East Consulting (CMEC).

In simplest terms, CMEC facilitates mutual introductions for companies, business organizations and academia interested in doing business between Canada and the Middle East, with the focus on the Gulf States.

The new enterprise will assist in vital areas such as business relations, immigration, health, cultural awareness (including very important background on social differences), Canadian government relations at all levels (federal, provincial and regional), academic relationships, information communications technology, natural resources and the environment and, of course, financing.

CMEC arises from Shawky Fahel's personal vision. He recently explained the genesis of the new enterprise:

"Since coming to Canada many, many years ago, I have been blessed with a wonderful family and a successful business career. Over the last few years I have been re-inventing my business career. Working with my son, Shaddi, I am pleased that we have been very successful within the JG Group of Companies in divesting from our woodworking enterprise and in opening up several new business opportunities. We have expanded our property development and management activities. I am pleased that Shaddi is taking the lead role in many of our new ventures."

And Fahel explains the opportunity this has opened up: "Because of our corporate reorganization, I have been able to focus more of my time on a venture that has been a dream of mine for many years – providing consulting services to businesses in Canada interested in opportunities in the Middle East, and providing similar services to Middle East businesses who are interested in opportunities in Canada (with a focus on the Region of Waterloo). A little over two years ago, I established 'Canada - Middle East Consulting Inc' (CMEC)."

Since that initial launch, CMEC has attracted a veteran team of experts with experience in many disciplines. The group includes Bob Kalbfleisch, President of RS (Bob) Kalbfleisch Consulting Inc.; Klaudios Mustakas, Regulated Canadian Immigration Consultant, Mustakas &

Associates; Dr. Rafat Faraawi, Kitchener Rheumatologist and Faculty Member, McMaster University; Donald Baker, Consultant, International Affairs and International Academia; Don Bourgeois, Waterloo Region-based Lawyer; Ray Simonson, Business Entrepreneur; Douglas Carruthers, CEO and Board Member, Titan Management; Dr. Bob Rosehart, Retired President, Wilfrid Laurier University and Lakehead University; John Gillberry, International strategic advisor; and Mark Whaley, Entrepreneur and City of Waterloo Official.

Fahel is a fan of his people; he says, "CMEC has assembled the finest team of consulting experts, with years of experience in a multitude of businesses, industries, government, academia and knowledge based services."

He adds that CMEC clients "have direct access to this outstanding team of professionals who will connect them to a wide array of opportunities."

Although CMEC was created more than two years ago, the time since the launch has been used to assemble the impressive team of expert consultants, and for Fahel to continue and expand his international connections. In the last months of 2017 alone, he conducted missions in Dubai, and Australia.

CMEC moved into its next stage in late 2017, with the launch of the organization's new website, at www.cmeco.ca.

Business opportunities abound for Canadian companies interested in expanding their impact in the Middle East. But as Fahel knows very well, business success in that sector is highly dependent on building successful relationships.

CMEC specializes in providing strategic introductions that allow relationships to get off on the right foot and advice in cultural awareness and understanding, to ensure that clients do not make a false social step. When relationships begin to build, CMEC has the expertise to facilitate trade missions, to assist in obtaining permits and approvals in systems foreign to Canadian business, and in carrying out feasibility studies and helping identify high-potential markets.

To put it another way, CMEC offers Canadian businesses the expertise garnered over decades by Shawky Fahel and his expert colleagues – expertise that only comes with the kind of experience and vision that are the foundation of Canada-Middle East Consulting. Decades of expertise, now available through CMEC, Shawky Fahel and colleagues, offer invaluable assistance to Canadian companies with global vision.

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From left, Peter Barr, Managing Partner, Waterloo and Western Ontario Deloitte Canada, Kitchener Mayor Berry Vrbancovic, and Linda Blair, Deloitte Managing Partner, Ontario.

MANAGING PARTNERS LINDA BLAIR AND PETER BARR, Waterloo and Western Ontario Deloitte Canada, unveiled their newest office in the heart of Kitchener-Waterloo's Innovation District. As an integral part of the business community and a large employer in the region for more than 60 years, Deloitte's newest location exemplifies its dedication to local growth, renewal, and the advancement of the Toronto-Waterloo Region Corridor.

The new office is part of Deloitte's national strategy to provide increased flexibility and choice around how people work by using design and technology to remove physical barriers, providing a more collaborative, innovative and productive workplace. The space encourages social interaction and collaboration above hierarchy and tenure to create connections and unite the diverse capabilities of its people and clients. This also reflects the firm's commitment to inclusion; by removing barriers, individuals can contribute their unique skills in a more flexible environment that adapts to the demand of their work and needs.

The 195 Joseph Street office is co-located with Communitech, where in 2015 Deloitte opened its innovation and prototyping hub. Deloitte's new workplace has played a significant role in the history of downtown Kitchener, running as a tannery from 1853 to 1954. This heritage property will be home to more than 200 Deloitte employees.

WILFRID LAURIER University continues to be a top choice for students seeking an outstanding, high-quality university

experience, according to application numbers released by the Ontario Universities' Application Centre.

The number of applications from Ontario high school students who applied to Laurier for full-time studies by January 17 rose 3.8% over last year. Laurier has had an increase in applications in each of the past four years, experiencing one of the largest four-year cumulative increases in applications from Ontario high school applicants among all Ontario universities.

WATERLOO MAYOR DAVE JAWORSKY has launched a pilot workshop for Grade 7 girls interested in science, technology, engineering, art/design and mathematics – STEAM. The half-day session originated as an idea between the Mayor and his spouse Jan Jaworsky, both University of Waterloo mathematics graduates.

"Statistics have shown that fewer girls pursue studies and eventually careers in math and engineering in particular than boys do. We need to break down any barriers and perceptions and show girls that if this is something they excel in and are interested in, they can pursue it," said Jaworsky. "The goal is to create a handful of Grade 7 STEAM ambassadors in every school in Waterloo, so they can inspire other girls in the upcoming year to choose academic-level math and science for high school studies. Quite simply: math is fun. It just seems to be a well-kept secret."

Fifty female role models who have embarked on a career in one of the "STEAM" disciplines participated in the session in late January. The city worked with schools in the City of Waterloo to invite 100 Grade 7 girls to this inaugural event.

"It's so important that we encourage and nurture young girls who have an aptitude and passion for science and mathematics to follow through on their studies through high school and beyond. The hope is that through this event we can inspire 100 young Waterloo youth to follow a rewarding academic path," added Jaworsky.

PREMATURE BABIES IN HOSPITAL who may not be getting enough breast milk will benefit from a new donor milk bank at Grand River Hospital, a first for Waterloo Region hospitals.

Each year more than 700 babies are admitted to GRH that require hospitalization, whether due to illness or prematurity. The nutrients from breast milk have a vital impact on the wellness of a premature infant. However, some mothers are unable to provide enough breast milk for their baby's needs while in hospital.

GRH will now offer donor breast milk to premature infants who meet

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the criteria. Prior to this initiative, breast milk and its benefits were not an option for many premature babies in the region.

GRH is the largest community hospital-based obstetrical program in Waterloo Region with approximately 4,200 babies born each year. GRH was among the first Ontario hospitals that achieved a World Health Organization/UNICEF Baby-Friendly hospital designation.

LIGHTHOUSE EQUIPMENT INC. and Commons Studio – part of local non-profit The Working Centre – have partnered to provide state of the art studio space, editing suites, and film equipment rental previously available only in much larger cities.

“The co-operation of the two organizations is unique in the film business,” stated Tony Smith, one of the founders of Lighthouse Equipment. Everything needed to produce independent films, music videos, corporate videos, and commercials is available at the centrally based facility at 256-B King St E, Kitchener.

IGLOO SOFTWARE, A LEADING PROVIDER of digital workplace solutions, and Frontier Capital, a Charlotte-based growth equity firm focused exclusively on software and tech-enabled business services companies, have announced a US\$47 million (CAD\$60 million) growth equity investment in Kitchener, Ontario-based Igloo. The investment will aid in building Igloo's sales and marketing operations, expanding distribution



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channels, strengthening its global partnership with Microsoft and further accelerating the company's footprint in the North American market.

The growth equity partnership with Igloo represents Frontier's first platform investment in Canada.

THE AGGREGATE PRICE OF A HOME in the Kitchener, Waterloo and Cambridge region rose 24.6 per cent year-over-year to \$490,271 in the fourth quarter of 2017, according to the Royal LePage House Price Survey. When broken out by housing type, the report showed significant year-over-year growth in prices across all housing types reported in the Kitchener, Waterloo and Cambridge region. In the fourth quarter of 2017, the median price of a standard two-storey home, bungalow and condominium increased 25.1 per cent, 24.9 per cent and 12.6 per cent year-over-year to \$519,970, \$448,855 and \$286,868, respectively.

RAYMOND LAFLAMME, a founding Perimeter Faculty member and longtime director of the Institute for Quantum Computing at the University of Waterloo, has been granted one of Canada's highest civilian honours. His recent appointment to the Order of Canada celebrates his “outstanding achievements as an administrator and researcher who has advanced quantum science and technology in Canada.”

Laflamme is a pioneer in quantum information processing who spent nearly a decade at the Los Alamos

National Laboratory before he was recruited in 2001 to become one of Perimeter's founding Faculty members, and to become founding Director of the Institute for Quantum Computing (at the University of Waterloo in 2002).

THE REGION OF WATERLOO ARTS FUND announced 29 grants for a total of \$159,895 in response to proposals submitted by artists and arts organizations throughout Waterloo Region. The Arts Fund initially received 62 requests, for a total of \$444,224. Since 2002, the Arts Fund has supported more than 594 projects for a total community investment of \$3,196,501.

FIVE INDIVIDUALS HAVE BEEN RECOGNIZED as recipients of the City of Kitchener's 2017 Mayor's City Builder Award for fostering community connections to build a better Kitchener for everyone. The Mayor's City Builder Awards recognize any youth, adult, older adult or group that has demonstrated a commitment to making the community a better place today and in the future.

Honorees include Melissa Bowman, of the Victoria Park Neighbourhood Association, also chair of the Downtown Action and Advisory Committee; Sara Casselman, executive director of the Sexual Assault Support Centre of Waterloo Region; Basheer Habib, who has been instrumental in making the World Partnership Walk a fixture in the Waterloo Region; Laura McBride, an artist and community activist; and Paula Saunders, for over 25 years a member of the Waterloo Region Barrier-free Advisory Committee. **X**



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Sara Bingham: "Systems have to change."

CONTINUED FROM PAGE 22

By the beginning of 2018, the hashtag had been used more than 12 million times – and the trend has not abated.

Community leadership

Exchange Magazine interviewed two Waterloo Region community leaders – Shirley Lichti and Sara Bingham.

Lichti is a marketing communication consultant and trainer, an instructor at Wilfrid Laurier University, and a dedicated volunteer with the Sexual Assault Support Centre and the KW Business Women's Association. Bingham works as a business advisor for the City of Kitchener, and as a volunteer, is the Executive Director for Women's March Canada.

Although Lichti and Bingham have been working on the same causes, they told Exchange at the joint interview that they have only met in person because of #MeToo – in fact, while now Facebook friends, their first face to face meeting was at the Exchange interview.

The Women's March actually predates the widespread use of #MeToo; the first March was held in January 2017, when an estimated 470,000 marched in Washington, DC, and smaller marches were held in communities around North America. In 2018, marches were held in about 40 Canadian cities, including Waterloo Region, where the number attending was significantly higher than at the initial event in 2017.

Bingham participated in the 2017 Washington march, which she calls "an amazing experience." She agreed to take on the onerous but volunteer role as executive director of Women's March Canada because "as a bi-racial woman, I

Lichti points to the vital need to teach boys
"about healthy relationships," especially in an era
where "the way young boys learn about sex is
through porn."

know people had marched in Washington for me. One of the original organizers, back in 2017, put a call out for anyone with experience in organizing small businesses. I raised my hand."

Women's March Canada is now an official not-for-profit organization. Bingham says its goal is four-fold: "health, economic security, regulations (an equal seat at the table) and safety."

That's the end – what are the means? "We want to create actions that individuals can do to effect change in the local community."

That ranges from the political arena to social change. Bingham points to the Waterloo Region Campaign School, where female politicians including Jane Mitchell and Brenda Halloran "address the needs of a woman wanting to run" for political office.

She also talks about a program called "Male Allies", a Waterloo Region program providing men and boys with the opportunity to learn how they can work to end sexual violence against women and children.

Says Bingham, "That's a Waterloo Region program I'd like to see across the country."

So would Lichti. "Male Allies" is a program of the Sexual Assault Support Centre of Waterloo Region, and Lichti has been a volunteer and board member with the Centre for 27 years.

She got involved, she says, because "I think I was born an angry woman." She wanted to solve the horrendous issues of sexual assault, and "I realized I wasn't going to do it single-handedly." Working together with others of like mind, she thinks, can bring about "maybe a small change. It's something I will always do."

In the days before the exposure of a raft of male celebrities accused of sexual assault and harassment, two prominent names caught public attention: Bill Cosby and Canadian broadcaster Jian Ghomeshi. Ghomeshi, as is well known, went to trial but was not convicted, although he lost his national platform as host of CBC's "Q". The Cosby scenario continues to unfold in the courts.

Lichti was one of the organizers of Voices Carry, an alternative fundraiser staged when Cosby appeared at the Centre in the Square in 2014. It was a success, attracting 800 people and garnering a lot of media coverage.

They will be believed

Both Lichti and Bingham clearly have been involved as advocates and activists in sexual assault and sexual harassment issues long before #MeToo started to trend.

But they both welcome the changes engendered by the social media movement.

Bingham points out that the increasing willingness of women to identify their assailants is important. The horrendous experiences of victimized women who appear as accusers in court are well documented – see the Ghomeshi

cases, for example – and demonstrate the risks women still take when they go public with accusations. Bingham asks, “If you don’t believe the women... why would I even try?”

But the outpouring of information sparked by #MeToo has changed that – women coming forward with their stories are no longer alone. Lichti says “this is the first time that women believe if they speak up, they will be believed.”

Bingham also points out that the sheer mass of the #MeToo movement has forced the media to take notice – and she points out that our interview is a case in point. Because of #MeToo, she says, “We are having a conversation and moving forward.”

But both Lichti and Bingham know that gaining attention – through the Women’s March or #MeToo – is not nearly enough. Says Bingham, “Systems have to change. Institutions have to change. Health care, at the corporate board level” all must be changed. And she acknowledges, “It’s very slow.”

Lichti adds, “It generally starts at the roots level.” Bingham agrees: “CEOs of big companies aren’t going to change.”

“Systems have to change. Institutions have to change. Health care, at the corporate board level” all must be changed... “It’s very slow.”

Bingham quotes studies that demonstrate a certain level of female participation that initiates change – “once you get past 30% of women on boards and councils, that’s when change happens.”

Lichti is passionate about the need to create safe spaces. That’s not a cliché, it is an absolute necessity if sexual harassment and assault are to be topped. “It’s a matter of power,” she says. Women are often caught in situations where “it’s not safe to speak up.” She points to examples like the recent revelations about Soulpepper Theatre (“Are you going to jeopardize your job?”) or CBC Radio, where, she says, “all the women at CBC knew. If everybody knew, why didn’t anybody say anything? It wasn’t safe.”

Due process

#MeToo and the current wave of accusations have raised questions of due process. For example, Patrick Brown is gone as PC leader after a media report, but has not been found guilty in court. In fact, at time of writing, there is no police involvement in the case.

But asked about this – and if some issues should have been dealt with through human resources departments instead of through public “outings” – both Lichti and Bingham offer reasons why existing systems won’t work.

Bingham says victims may well – and correctly – believe that “HR may not believe me. Police may not believe me.” She adds, “We are talking about things that are absolutely illegal, but the system is set up so it is not a fair system.”

Lichti says that #MeToo has allowed women to come forward with their stories. After #MeToo began to trend, she



Shirley Lichti: “CEOs aren’t going to change.”

says, “the phone line were flooded” at the Sexual Assault Centre. She’s encouraged that women are speaking up, but it has created a challenge, at the same time. “With all the women coming forward, our wait list has expanded like you wouldn’t believe, but the funding didn’t change.” The primary funding comes from the Ministry of the Attorney General.

So while, in Bingham’s phrase, #MeToo has shone “a bright light” on an ill, long kept in the shadows, the work has just begun.

Lichti points to the vital need to teach boys “about healthy relationships,” especially in an era where “the way young boys learn about sex is through porn.”

“Male Allies is trying to have that dialogue with young boys and young men.” Until now, “that dialogue has not been happening.”

Lichti raises another key issue – although a seldom discussed one – related to Waterloo Region and its neighbours. “Any community along the 401,” she says, “has a human trafficking problem.”

Bingham points to the ongoing value of the Women’s March – which is not only for women, she notes – as a place for people to express their support for the cause.

She also is working with her colleagues to ensure that more women enter politics, and are successful in their bids for election.

As with any important social issue, there is the question of funding. Lichti had stated that increased work load at the Sexual Assault Centre does not result in increased funding. But she returned to the theme, pointing out, “When it comes to fundraising, and you talk about sexual assault, donors back off. It’s really, really tough. I’m hoping that through all this dialogue, a number of organizations may change their minds and get involved.”

X

#METOO

COMMUNICATION MOVEMENT BUILDS ON YEARS OF DEDICATED WORK

Is #MeToo remaking society?

BY PAUL KNOWLES

Sara Bingham, left, and Shirley Lichti

#MeToo: this six-character hashtag may be the most powerful force in western society today. In one astonishingly typical day in late January of this year, two Canadian political leaders lost their jobs, and Globe & Mail columnist John Ibbotson wrote a column headlines, "Powerful men laid low by the hour: #MeToo remaking society literally overnight."

Gone from office were Nova Scotia Progressive Conservation leader Jamie Ballie (who had already intended to resign within months) and, with a much greater impact, Ontario PC leader Patrick Brown, who was clearly seen as having the best chance of becoming the province's next premier, in the election later this spring.

Brown has denied guilt, but pressure from his own staff (many of whom quit) and his caucus caused him to reverse his intention to remain as leader to resigning in a matter of a few hours.

None of the accusations have been proven in court. It's probable that some of these cases will never come to court.

The two Canadian political leaders are scarcely alone. On the same day as Brown resigned, there were headlines about a federal cabinet minister and at least one more American entertainer, and a full-length published article about the claims made against iconic writer and broadcaster Garrison Keillor.

"As a bi-racial woman, I know people had marched in Washington for me. One of the original organizers, back in 2017, put a call out for anyone with experience in organizing small businesses. I raised my hand."

Twelve years and a few months

#MeToo is not a new idea. Twelve years ago, American Tarana Burke established an activist group called "Me Too", arising from her work with survivors of sexual violence.

Last fall, that phrase morphed into a social media call to justice, when American actor Alyssa Milano sparked a media movement, as women began to share their stories as victims of sexual assault and sexual harassment.



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