

intelliFLEX Innovation Alliance 2017 Annual Report



intelli**PACK**

intelli**BUILD**

intelli**WEAR**

intelli**PART**

intelli**JOBS**

CPES Canadian Printable
Electronics Symposium

By the intelliFLEX Innovation Alliance
Contact: Peter Kallai, President and CEO
Date: December 12, 2017

A not-for-profit industry alliance founded in Canada, intelliFLEX a vital partner for accelerating the growth of the flexible and hybrid electronics sector across North America and abroad to enable the Internet of Everything.

intelliFLEX

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Summary

The past year has been one of growth, challenge and rebirth for the intelliFLEX Innovation Alliance:

- We successfully rebranded to expand our program scope and deliver on the growth priorities of our Members
- We secured recognition from the Government of Ontario as a priority growth sector, aligned ourselves with leading proposals for Canada's Superclusters Initiative, and advanced our own institute proposals with our Members, to create a roadmap for the financial stability and sustainability of this association
- We continued to expand our membership and our reach across the ecosystem through our events, alliances with peer organizations in the U.S. and Europe, and by taking over the NRC's STWIA group
- We expanded the team to build resiliency and engage lower-cost resources for key functions intended to generate revenue and developed two new one-day training courses: Introduction to Intelligent Packaging and introduction to FHE
- Large increase in total training and networking days in 2017 through intelliFLEX events, webinars and partner events at which intelliFLEX delivered or co-delivered workshops and networked on behalf of its Members. Total training and total networking days in 2017 reached 20 and 22, respectively. This compares to 12 and 11 in 2016
- The average number of recipients per issue of our newsletter jumped by 69 per cent in 2017. Our 2017 newsletters averaged 868 recipients per issue, with a high average open rate of 21.6 per cent. The number of recipients continued to grow through the year, finishing at around 1,200. Compare this to 2016, when we averaged only 514 recipients per issue, with an average open rate of 20 per cent
- Web traffic to our main site and CPES site softened in 2017 versus 2016, which may be explained by our more active engagement through email campaigns and social media, and by our switch to a new domain in 2017. Total page views and users amounted to 45,295 and 6,287 respectively in 2017, compared with 47,135 and 7,020 in 2016
- We continue to be challenged by cash-flow and revenue even after a net positive year in 2017, though things are expected to improve

New Members added in 2017 include:

1. 3electromode
2. ABCTech
3. Acquire Industries
4. AFELIM
5. Antennaprise International Inc.
6. Authentic Or Not
7. Awake Labs
8. Be Wear Wearable Technologies
9. Biointeractive Technologies Inc.



10. Bluewater Technology Access Centre
11. Business Development Bank of Canada
12. C2MI - MiQro Innovation Collaborative Centre
13. CTT Group
14. Dryworld
15. Etiquettes Multi-Flex Labels
16. Fit Assist Medical Inc
17. FlexTech Alliance
18. George Brown College
19. Intrinsic Materials
20. Laipac Technology Inc.
21. LifeBooster
22. Marie O'Mahony (OCAD)
23. MBM Intellectual Property Law
24. Menrva Research Group
25. Metamaterial Technologies Inc
26. Movit Technologies
27. NanoCnet
28. Precision Plasma & Sputtering Ltd.
29. PUSH
30. Salu/Health Gauge
31. Strategic Elements
32. Sun Chemical Corp.
33. TELUS Health
34. The University of Western Ontario
35. Unilever
36. University of Windsor
37. VestechPro
38. Voltera
39. XCo Tech
40. York University



2017 First Quarter Update

Drive Toward CPES2017

- Securing keynotes, speakers, exhibitors, academic posters and finalizing the Agenda, in collaboration with partner organizations
- Developed and launched the event website including all the speakers, research poster presenters, exhibitors and sponsors
- Expanded the scope of CPES, with addition of the Day 3 activities: Master Classes, Financing Panel, Startup Mentoring and Pitch Sessions, inaugural Startup of the Year Award
- Massive effort through direct solicitation, email campaign, social media, promotion through strategic partners with member discounts, and advance coverage by media sponsors to drive registrations and grow the event
- New and returning sponsors secured include NovaCentrix, XRCC, Tech-Access Canada, MGI/Ceradrop, Xenon, Keystep Growth & Finance, ICI, NRC, Centennial College, IEEE Canada, CABA, PAC, EP&T Magazine, IT World Canada, IDTechEx, Printed Electronics Now

Advanced FHP-E Manufacturing & Product Development Program

- Revised all programs to respond to the members' needs based on the *Strategic Directions* established by the members at the Sector Leadership Council Meeting, Nov. 22, 2016
- Delivered a successful OPV workshop in partnership with the NRC and host venue CSAGroup with 30 participants
- Attended and presented in Paris at the annual conference of AFELIM – France's FHE industry association with 200 participants
- Developed two Member application notes: Wibicom, EMD Performance Materials, with continued work on monthly use cases/application notes

intelliPACK

- In partnership with PAC, developed two workshops for the Graphics Canada Expo (April 6-8, Toronto) – Smart Packaging and Printed Electronics
- Instituted a new self-sustaining fee structure for intelliPACK participation
- Held monthly meetings and continued to expand the scope of participants for the Leadership Council
- Continued development of programs and initiatives, including program plans for a 2017 fall one-day conference, the Get Smart Summit

intelliBUILD

- Our goal with this is to attract end users for the proposed IntelliBUILD Leadership Council, we cannot launch this program until we secure two end users

- Developed FHE workshop for CABA's Intelligent Buildings & Digital Home Forum (April 26-28, Santa Clara CA), in partnership with CABA
- On-site tour also arranged with PARC Xerox to show off a local PE facility and samples for CABA members
- Peter Kallai participation confirmed for the CABA Forum, to meet with prospective CABA members

External Relations & Publicity

- Met with representatives from Ontario's Ministry of Economic Development and Growth on grant/funding programs appropriate for the CPEIA
- Presented and exhibited in March at the annual conference of France's printable electronics industry association, AFELIM. Met with 60 companies, some of which expressed interest in doing business in Canada
- Continued to grow our presence on social media: Printed Electronics Network LinkedIn Group, for example, has grown from about 2,500 members to over 2,900 in the year since we took it over, or more than 15%
- Secured 10+ pieces of editorial coverage related to new member announcements and the drive toward CPES, from EP&T, Printed Electronic Now, IT World Canada, IT Business, Graphic Arts Magazine

Membership

- Published key findings report from Nov. 22, 2016 Sector Leadership Council: *Primed for Growth: A Roadmap for Accelerating Canada's Printable, Flexible, Wearable Electronics Industry*
- Rebuilt a stable base of around 80 Members through 2017 membership renewal process following a transition year in 2016 that saw some churn due to the elimination of individual membership and changes in free structure
- Moved our contacts at Ontario universities to the VP of research and dean's offices to provide stability of memberships. The work needs to get done for the rest across Canada
- 16 New Members Since January 1, 2017

Finance and Administration

- Two grant funding proposals developed and then submitted to Ontario's Ministry of Economic Development and Growth, to support the CPEIA event programming, and to support commercialization field trials with the CPEIA Members. We are awaiting a funding decision.
- Engaged a volunteer resource – Mickael Rougette – to assist with university network contacts development and general outreach activities
- Implemented a new Customer Relationship Management System to record and manage interaction with our members

- Implemented a new cloud-based Quick Books accounting system to reduce data entry and control accounting costs as we grow
- Achieved break-even in 2016
- Filed our annual income tax and HST returns with CRA
- Continued to carefully manage cash flow

2017 Second Quarter Update

Successful execution of CPES2017

- 88 Canadian, American, international organizations took part
- Many attendees made vital connections and initiated new business deals for their products and services while at CPES2017
- Domestic technology companies were showcased to help them attract customers, investors and partners through the CPES Innovation Awards:
 - Voltera Inc. of Kitchener-Waterloo won the Commercialization award
 - Information Mediarly Corp. of Ottawa took the New Product award
 - NanoCnet Ltd. of Kitchener-Waterloo claimed the first Startup of the Year award
- As part of CPES2017 Day 3, five startups were mentored over two months in preparation to pitch a panel of potential investors:
 - Acquire Industries Ltd. of Toronto
 - Formi 3DP Inc. of London ON
 - NanoCnet Ltd. of Kitchener-Waterloo
 - NGTronix Industries Corp. of Guelph ON
 - Wibicom Inc. of Montreal
- Day 3 also included a successful financing panel, video recorded for future access by all the CPEIA Members:
 - Panel featured Business Development Bank of Canada (BDC), Service OptiPrint, Natural Sciences and Engineering Research Council of Canada (NSERC), MaRS Discovery District, the National Research Council of Canada's Industrial Research Assistance Program (IRAP), Sustainable Development Technology Canada (SDTC)
- New and returning CPES2017 sponsors secured include NovaCentrix, XRCC, Tech-Access Canada, MGI/Ceradrop, Xenon, Centennial College, Government of Ontario, Keystep Growth & Finance, ICI, NRC, Centennial College, NSERC, IEEE Canada, CABA, PAC, EP&T Magazine, IT World Canada, IDTechEx, Printed Electronics Now

- Generated 25+ pieces of editorial coverage from industry publications, including the event's media sponsors
- CPES attendees were also active on social media with the hashtag #CPES2017. Several placements made at the Printed Electronics LinkedIn SIG with 3,000 members globally
- Planned Day 3 Master Classes were canceled due to low enrolment – to reconsider for CPES2018

External & International relations

- Continued relationship building to drive opportunities for investment, partnership and revenue growth internationally for the CPEIA Members with peer industry associations:
 - MOU announced with SEMI | FlexTech of the U.S. – CEO Michael Ciesinski attended CPES2017 and participated on a CEO Panel with CPEIA, AFELIM
 - MOU subsequently announced in June with France's AFELIM – President Michel Popovic attended CPES2017, provided a keynote presentation, table top exhibit and participated on the CEO panel mentioned above
 - As a result, several the CPEIA companies such as Xerox and Voltera will be provided speaking spots at FlexTech and AFELIM events that will lead to new business for them in the US and France
- Secured financial support from the Government of Ontario's Ministry of Economic Development and Growth for seven the CPEIA events in 2017
- Secured ~30 pieces of editorial coverage overall, largely CPES2017-related coverage as cited above, from EP&T, Printed Electronic Now, IT World Canada, IT Business, Graphic Arts Magazine, PrintAction, OPE Journal, U.S. Tech, R&D Magazine

Advanced FHP-E Manufacturing & Product Development Program

- Announced \$100 Million Industry Challenge at CPES2017 to showcase R&D and commercialization investment in our sector to attract greater investment
- At the 2017 Annual General Meeting, secured a mandate from the CPEIA Members to proceed with the development of two institutes intended to bridge the commercialization and scale up gap for Canadian SMEs:
 - Flexible & Hybrid Electronics (FHE) Advanced Manufacturing Institute
 - Smart Textile and Wearables Advanced Manufacturing Institute
- New application notes published featuring the CPEIA Members Information Mediary Corp. and OMsignal

intelliPACK

- In partnership with PAC, delivered on two workshops for the Graphics Canada Expo (April 6-8, Toronto) – Smart Packaging and Printed Electronics



- Held monthly meetings and continued to add participants to the Leadership Council: FX Creative, SGSCO, Sobeys Inc., Thin Film Electronics ASA
- Developed a one-day course on Smart Packaging for Managers. The course was first delivered in Toronto on June 8 and was a success. Materials to be further refined based on participants' feedback. Participant organizations included Jones Packaging, Unilever, Xerox, ICI, PAC, Memtronik, PAC and the CPEIA
- Continued development of programs and initiatives, including program plans for a 2017 one-day Get Smart Summit, Oct. 17 in Mississauga

intelliBUILD

- Delivered PE workshop for CABA's Intelligent Buildings & Digital Home Forum (April 26-28, Santa Clara CA), in partnership with CABA
- On-site tour also arranged with PARC Xerox to show off a local FHE facility and samples for CABA members
- With these two events, we continued our effort to secure the two end user partners necessary to proceed with an intelliBUILD Leadership Council

Membership

- Continued to build on our stable base of 80 Members. After a strong Q1 that saw the the CPEIA bring in 16 new Members, in Q2 added two more

Finance and Administration

- As noted above, successful grant funding proposal to Ontario's Ministry of Economic Development and Growth, to support CPEIA event programming
- Effort continues to secure Ontario and federal grant funding to support commercialization field trials with CPEIA Members
- Continued to carefully manage cash flow

2017 Annual general meeting

- Held at Centennial College on May 24, 2017 with 23 Full Members present in person or by proxy and 15 Associate Members present in person
- Presented the 2016 report and financial statements which were approved. Presented the 2017 operating plan and budget, which were approved
- Mandate secured for commercialization institute proposal development as noted above
- Member approval of CPEIA rebranding as "**The intelliFLEX Innovation Alliance**"
- Motions carried to elect Christine Di Fabio, Print & Connectivity Global Capability, Unilever R&D, Unilever, and Christine Jones Harris, Co-owner and Principal, Corporate Development, Jones Packaging Inc., to the CPEIA Board of Directors, for one-year and two-year terms respectively. This expands the Board by one seat as Michael Tischler from Cooledge Lighting is not continuing as a director

- Paul Smith, XRCC, Howard Campbell, Memtronik, and Peter Kallai, CPEIA, each have additional terms and will continue to serve on the board

June 7, 2017 Quarterly Board of Directors Meeting

- The board reviewed progress on a variety of areas and discussed go forward plans for the \$100 Million Challenge and the two institute proposals
- Alroy Almeida, CEO, Voltera, and Ilaria Varoli, Executive Vice President, Myant Capital Partners, named to Advisory Board to bring expertise to the board on startups and wearables respectively

2017 Third Quarter Update

Successful rebranding, relaunch as intelliFLEX Innovation Alliance

- Developed and launched new website: www.intelliflex.org
- Redesigned program offering to focus on key priority areas identified by industrial members: New product development, scale up for manufacturing, accessing global markets, securing growth capital, finding top talent
- Well-attended free webinar in September to discuss changes, recorded for anytime access

External & International relations

- Federal government's Superclusters Initiative:
 - intelliFLEX executive secured 10+ high-level meetings with potential partners related to third-party supercluster proposals
 - Decision made at board level to align intelliFLEX with four supercluster proposals (first two related to intelliFLEX manufacturing institute proposals reference below, latter two related to intelliPART vertical business network and leadership council planned for 2018):
 - The advanced manufacturing supercluster, led by Communitech, MaRS and the Government of Ontario
 - The photonics and microelectronics supercluster, led by the National Optics Institute (INO) and the MiQro Innovation Collaborative Centre (C2MI)
 - MOST 21 proposal, led by the Consortium for Aerospace Research and Innovation in Canada (CARIC) and the Green Aviation Research and Development Network (GARDN)
 - Automotive proposal, led by the Automotive Parts Manufacturers Association (APMA)
- Agreement reached with the National Research Council of Canada to assume control of its Smart Textile and Wearables Innovation Alliance (STWIA), as a foundational step to create the intelliWEAR vertical business network and Leadership Council
- Secured ~10 pieces of editorial coverage related to brand relaunch and new member announcements, including OPE Journal, Printed Electronics Now, PrintAction, Graphic Arts Magazine, ITBusiness.ca
- Our Printed Electronics Network LinkedIn group surpassed 3,000 members globally. Our mailing list has grown significantly – now up to ~1,600 contacts across Canada

Advanced FHP-E Manufacturing & Product Development Program

- For October Sector Development Leadership Council, agenda to focus on further developing two institutes intended to bridge the commercialization and scale-up gap for Canadian SMEs (following mandate granted by members at 2016 AGM in May):
 - Flexible & Hybrid Electronics (FHE) Advanced Manufacturing Institute
 - Smart Textile and Wearables Advanced Manufacturing Institute (tied to intelliWEAR below)
- 1-day course in printable, flexible, hybrid electronics: Development and test delivery in September of new one-day course intended to educate the marketplace, serve as a member development tool. Final development and marketing through regional partners planned for Q4
- Webinar for NRC's IRAP Industry Technology Advisors in development for October to help intelliFLEX members secure IRAP support
- New application notes and use cases in development for Q4 publication with TUKU, CRC, Laipac Technologies

intelliWEAR

- Launch of new vertical business network and leadership council focused on smart textiles and wearables, following takeover of STWIA from NRC:
 - STWIA members encouraged to join intelliFLEX with fee incentives
 - Development of 10-month communications/integration plan for STWIA members
 - September Leadership Council launch events in Toronto and Vancouver in partnership with NRC to discuss common challenges, define strategic priorities, develop mandate and program objectives for intelliWEAR:
 - Toronto event attendees included Awake Labs, Be Wear Wearable Technology, Centennial College, CTT Group, Jannatec Technologies, GO 2 SCOUT 4 R&T, intelliFLEX, Myant, NRC, O'Mahony Consultancy, Push, RFID Canada, TELUS Health, Xerox Research Centre of Canada
 - Vancouver event attendees included EPIC Semiconductors, intelliFLEX, lululemon athletica, Mio Global, NRC, Plantiga, Simon Fraser University, WearCare, WOKE, XCo Tech (attendance lower than expected due to distance from downtown of venue)
 - Participation planned for Startup Fashion Week, Oct. 16-20, Toronto

intelliPACK

- One-day course, Smart Packaging for Managers, was completed following the June 7, 2017 test delivery of the course. The most significant update was the addition of a Big Data and Data Analytics Module based on inputs received from key participants

- Continued development of programs for Get Smart Summit for Oct. 17 in Mississauga. We held several meetings related this event. Secured four tabletop exhibitors and expect 75-80 participants
- Continued to make arrangements for subsequent events. Continued to grow the membership with new Members such as Memtronik Innovations and RFID Canada

intelliBUILD

- No activities were planned for this quarter

Membership

- Continued to build on our stable base of 95 Members, driven by integration of STWIA membership. After a first half of 2017 that saw intelliFLEX add 16 new Members, in Q3 added nine more

Finance and Administration

- Hired dedicated part-time events manager, Marie Bilodeau, to expand events schedule, reduce hourly labour costs, build redundancy into the team
- Continued effort to hire a combined executive assistant/membership coordinator
- Adoption of new membership management database with website relaunch and rebranding
- 2018 membership invoice renewals to be issued in October
- Continued to carefully manage cash flow by reducing operations through June, July and August. Association continues to be short cash flow for proper operation due to past losses despite positive income and manageable expenses for the year to date—we expect same for 2017 CY. As of the end of October, we will be in arrears for September and October expenses
- Cash flow will improve as we increase membership if we can contain our costs and maintain or increase event and training revenues through CPES2018, the one-day FHE Training Course and the intelliPACK One Day Course

Quarterly Board of Directors Meeting

- The Board decided at the June 2017 meeting that the next meeting should be after the Sector Development Leadership Council consultations on Oct. 24

Fourth Quarter Update

Ramp up for CPES2018

- Event confirmed for May 23-24, 2018 at Centennial College in Toronto
- Development and launch of event website with call for speakers, academic poster and tabletop exhibitors, award submissions, sponsors, and a new two-tier early bird promotion
- Expanded the scope of CPES, with new Startup Launchpad, and a Women in STEM program and award to support greater diversity across the eco-system
- Massive effort spooling up for Q1 2018 through direct solicitation, email campaigns, social media, promotion through strategic partners with member discounts, and advance coverage by media sponsors to drive registrations and grow the event
- Corporate sponsors secured/re-signed to date NovaCentrix, XRCC, Keystep Growth & Finance. Media sponsors include EP&T Magazine, IT World Canada and Printed Electronics Now, with Health Tech Insider and IDTechEx/Printed Electronics World in discussion

External & International relations

- intelliFLEX continued to engage at a strategic level with the proponents of two of the remaining supercluster proposals, with additional consultation and submission documentation to ensure intelliFLEX has a place at the table should either or both proposals be chosen by the Government of Canada in the spring of 2018:
 - The advanced manufacturing supercluster, led by Communitech, MaRS and the Government of Ontario
 - MOST 21 proposal, led by the Consortium for Aerospace Research and Innovation in Canada (CARIC) and the Green Aviation Research and Development Network (GARDN)
- intelliFLEX co-led the Canadian delegation to IDTechShow/Printed Electronics USA in Santa Clara CA in November, where three Canadian Member companies claimed half of the awards up for grabs. intelliFLEX exhibited in the Canadian Quarter. 16 intelliFLEX Members exhibited in all and over 40 Canadian companies were present with some 80 people at the show
- Continued effort through direct solicitation and intelliWEAR Leadership Council events to encourage members of the Smart Textile and Wearables Innovation Alliance (STWIA) to take formal membership with intelliFLEX. To date, 16 have done so
- Discount rates obtained for intelliFLEX Members with various industry events and conferences, including IDTechEx Show/Printed Electronics USA, Smart Haptics 2017, IQPC's Pharmaceutical Packaging & Labeling Conference
- Secured ~10 pieces of editorial coverage related to new member announcements, CPES2018 launch, industry event attendance, from EP&T, Electronics Media, FlexoGlobal, Printed Electronics Now, Graphic Arts Magazine

- Continued social media growth on Twitter and with LinkedIn groups that include Printed Electronics Network (3,000+ members globally), intelliPACK, intelliWEAR. Mailing list continues to grow, with 1,600 contacts across the industry

Advanced FHE Manufacturing & Product Development Program

- Successful Sector Development Leadership Council on Oct. 24, which focused on intelliFLEX's proposed Flexible & Hybrid Electronics (FHE) Advanced Manufacturing Institute and Smart Textile and Wearables Manufacturing Institute:
 - High-level group discussed how these institutes should operate and be governed, how they should be funded, what manufacturing and commercialization challenges they should focus on, how they align with the Government of Canada's Superclusters Initiative, and whether the same needs can, and should, be met for the broader FHE industry with a single institute rather than two
 - Results of this meeting and updated project proposals submitted to our supercluster partners
 - More detailed plan for each institute forthcoming in Q1 2018
- Final development of new 1-day course in printable, flexible, hybrid electronics following test delivery in September. Discussions underway to market through regional partners and agreement pending with EP&T to deliver courses as part of EP&T's EPTECH electronics shows through 2018. Our Alberta partner ABCTech will help us deliver locally in Alberta in February
- Successful webinar for NRC's IRAP Industry Technology Advisors to help intelliFLEX members secure IRAP support
- New application notes and use cases in development for Q4 publication with Kinesix Sports, CRC, Laipac Technologies

intelliWEAR

- Launch of new vertical business network and leadership council focused on smart textiles and wearables, following takeover of STWIA from NRC in Q3
- Continued effort to bring STWIA members into the intelliFLEX fold, as referenced above
- 2nd intelliWEAR Leadership Council meeting held at Myant on Nov. 21, to set the strategic direction for the LC, finalize its mission and mandate
- intelliFLEX participated in Startup Fashion Week, Oct. 17, Toronto

intelliPACK

- First-of-its-kind Get Smart Summit on Oct, 17. This one-day event gathered decision-makers from across the supply chains for packaging and retail, as well as for the printable and flexible electronics (FHE) required to add intelligence to packaging, to explore the digital transformation challenge and opportunity facing them today



- White paper on the role of intelligent packaging in digital transformation for the retail supply chain developed from Get Smart Summit proceedings, pending formal release in Q1 2018
- intelliPACK Leadership Council Meeting with facilities tour took place Nov. 30 in Ottawa at the NRC that included a facility tour and special presentations by the NRC on its intelligent packaging R&D.
- intelliFLEX and Jones Packaging attended the IQPC's Pharmaceutical Packaging & Labeling Conference in Philadelphia in early December and delivered a two-hour presentation on smart packaging
 - Draft version of Get Smart Summit digital transformation white paper referenced above was introduced to attendees of this conference

intelliBUILD

- No activities were planned for this quarter

Membership

- Continued to build our membership base, driven by integration of STWIA membership. Through the first nine months of 2017, we added 25 new members. In the fourth quarter, we added 15 more:
- 3lectromode
- Biointeractive Technologies Inc.
- C2MI - MiQro Innovation Collaborative Centre
- CTT Group
- Dryworld
- Fit Assist Medical Inc
- LifeBooster
- Marie O'Mahony (OCAD)
- Menrva Research Group
- Movit Technologies
- PUSH
- Salu/Health Gauge
- TELUS Health
- VestechPro
- XCo Tech Inc.

Finance and Administration

- Ramped up a more ambitious events schedule through remainder of 2017 and for 2018 with addition of new part-time events manager, Marie Bilodeau, in Q3
- Continued effort to hire a combined executive assistant/membership coordinator but so far without success
- Implementation of new membership management database with website relaunch and rebranding
- 2018 membership invoice renewals issued in October, collection remains a tedious and time-consuming task
- Continued to carefully manage cash flow as Members are slow to pay 2018 renewals. CPES2018 sponsorship renewals have also gotten off to a slower start versus previous years, putting further strain on cash flow
- intelliFLEX also continues to be short cash flow for proper operation due to past losses despite positive income and manageable expenses for the first nine months of the year. The association continues to be in arrears for Q4 expenses
- Cash flow will improve as we increase membership if we can contain our costs and maintain or increase event and training revenues through CPES2018, the one-day FHE Training Course and the intelliPACK One Day Course

Quarterly Board of Directors Meeting

- Fourth quarter/year end meeting will be held in Dec. 19 at XRCC after Board decided at the June 2017 meeting to forego a third quarter meeting and convene again after the Oct. 24 Sector Development Leadership Council consultations

