



BRAED

Battle River Alliance
for Economic Development

OPERATIONS PLAN

April 1, 2011 – March 31, 2012
2011 / 2012 Fiscal Year

June 2nd 2011

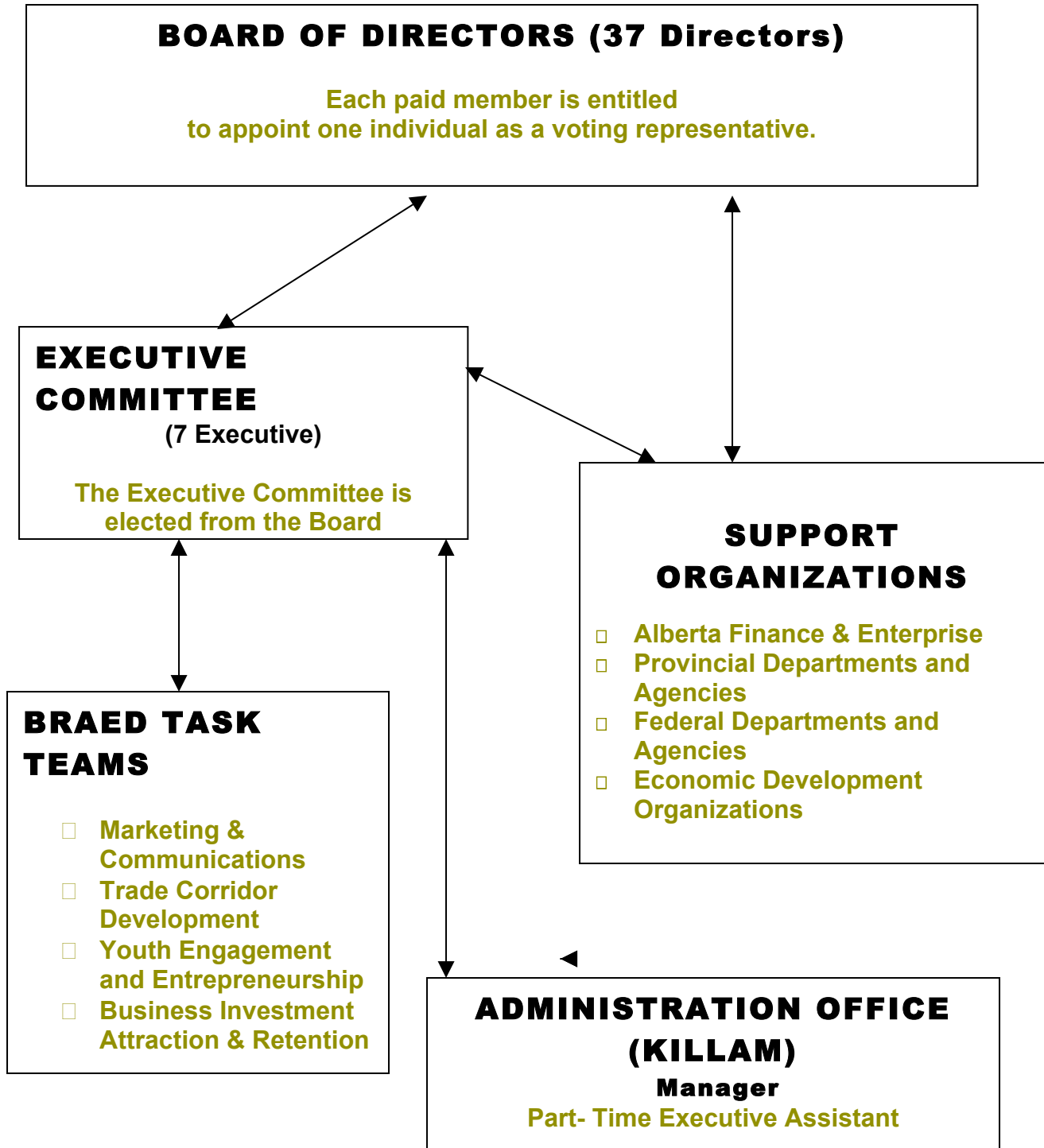
1.0 BACKGROUND

- Battle River Alliance for Economic Development (BRAED) is currently a regional economic development alliance of thirty-five (35) municipalities and two associate members: Villages of Alliance, Bawlf, Bittern Lake, Chauvin, Consort, Edberg, Edgerton, Ferintosh, Forestburg, Halkirk, Heisler, Holden, Hughenden, Irma, Lougheed, Rosalind, Ryley, and Strome; Towns of Castor, Coronation, Hardisty, Killam, Provost, Sedgewick, Tofield, Viking, and Wainwright; City of Camrose, Beaver County, County of Camrose, County of Paintearth, Flagstaff County, M.D. of Provost, M.D. of Wainwright, Special Areas 4, Mirror & District Community Development Corporation and Paintearth Economic Partnership Society.
- BRAED is registered as a non-profit Corporation under The Companies Act of Alberta in the name of Battle River Alliance for Economic Development Ltd. The Articles of Association of BRAED include the address of the registered office, membership requirements, and procedures for meetings, rules and regulations for the Board of Directors, Committees and Officers along with administrative details on banking, auditors, notices, etc.
- The corporate structure of BRAED consists of a Board of Directors comprised of one appointee from each member. The Board of Directors elects an Executive Committee comprised of seven members who in turn select the President (Chair), Vice-President (Vice Chair), Secretary/Treasurer. A manager, administrator, and various support organizations are part of the overall organization support structure.
- BRAED's mission statement is ***“to enhance regional economic development opportunities in the Battle River region.”***

BRAED's five core activities are:

1. **Information sharing** - To provide BRAED members with tools, education and other customized intelligence to support economic development.
2. **Promotion** - To build awareness of and promote BRAED's value-added services to its members and other jurisdictions.
3. **Service delivery** - To provide BRAED members with vehicles for delivering information, expertise and support to their clients and customers.
4. **Advocacy** - To establish awareness of BRAED issues and initiatives among provincial and federal government officials.
5. **Maintain excellence in governance and operations** - To continue to excel in operations and services.

BRAED ORGANIZATIONAL CHART



Initiative Budget Forecasts						
BRAED Core Business		AFE	BRAED	CDT	Transition	BUDGET
1. Information Sharing						
	Communications	\$15,000			\$6,000	
	Website Maintenance and Enhancement	\$20,000			\$15,000	
	EDO meetings and Ec Dev Training		\$1,000		\$1,000	
	Total Estimated Core 1	\$35,000	\$1,000		\$22,000	\$58,000
2. Promotion						
	BRAED Go Forward Plan	\$2,600				
	BRAED Go Forward Workshop	\$5,000			\$2,000	
	BRAED Member Attraction & Retention	\$5,400			\$2,000	
	Promotional information for Trade Shows and Ambassadors	\$5,000			\$3,000	
	Total Estimated Core 2	\$18,000			\$7,000	\$25,000
3. Service Delivery						
	Youth Engagement & Entrepreneurship			\$46,000		
	Trade Corridor Development	\$7,500			\$1,500	
	Business Investment Attraction & Retention	\$5,500		\$37,000		
	Total Estimated Core 3	\$13,000		\$83,000	\$1,500	\$97,500
4. Advocacy						
	Liaison & Consultation with MLAs		\$500		\$500	
	Total Estimated Core 4		\$500		\$500	\$1,000
5. Excellence in Governance and Operations						
	Office and Administration Expenses	\$9,000			\$19,000	
	Board Governance & Orientation		\$1,000			
	Sustainability fund		\$35,000			
	Total Estimated Core 5	\$9,000	\$36,000		\$19,000	\$64,000
	TOTAL	\$75,000	\$37,500	\$83,000	\$50,000	\$245,500

2011 – 2012 – BRAED OPERATIONS PLAN

CORE ACTIVITY	Information Sharing
INITIATIVE	<i>Communications</i>
ACTION REQUIRED	<ol style="list-style-type: none"> 1. Develop BRAED’s annual report for 2010/2011 fiscal year <ul style="list-style-type: none"> ▪ Collect information on activities, accomplishments, and financial statements to be included in report. ▪ Prepare annual report in house for BRAED AGM 2. Develop BRAED’s operations plan for 2011 - 2012 <ul style="list-style-type: none"> ▪ Incorporate Core Activities from the present BRAED 3 Year Business Plan into the 2011 – 2012 BRAED operations plan ▪ Incorporate input from the March 17 “Voices of Prosperity” Symposium and the May 12 “Go Forward Workshop” ▪ Prepare operations plan in house for distribution to members, funding partners, and supporting organizations ▪ Monitor performance quarterly with BRAED Executive Committee and semi-annually with Board of Directors 4. Successfully stage BRAED’s 2010 – 2011 Annual General Meeting on June 2 at Hardisty 5. Executive Team (monthly), Board of Directors (quarterly) and Task Team (as required encouraging conference calls) meetings will be held throughout the year 6. Develop BRAED’s operations plan for 2012 – 2013 with member input
EXPECTED RESULT (S)	<ul style="list-style-type: none"> <input type="checkbox"/> The annual report and operations plan reviewed and ratified at AGM <input type="checkbox"/> The operations plan for 2011 - 2012 will reflect the considerable member input from the symposium in March 2011 and the Workshop in May 2011. <input type="checkbox"/> BRAED members will be kept informed about the progress made throughout the year towards achieving the projects and activities in the operations plan, and member participation in these projects and activities will be encouraged <input type="checkbox"/> Member input will be sought for the BRAED 2012 – 2013 operations plan
PERSONNEL INVOLVED	BRAED Executive Committee BRAED Staff
SCHEDULE	2010 – 2011 Annual Report June 2, 2011 2011 – 2012 BRAED Ops Plan June 2, 2011 2012 – 2013 BRAED Ops Plan March 31, 2012
BUDGET	\$15,000 External costs (AFE \$15,000) \$5,000 Manager costs (Transition Grant \$5,000) <u>\$1,000</u> Exec Asst costs (Transition Grant \$1,000) \$21,000 TOTAL COST

2011 – 2012 – BRAED OPERATIONS PLAN

CORE ACTIVITY	Information Sharing
INITIATIVE	<i>Website Maintenance and Enhancement</i>
ACTION REQUIRED	<ul style="list-style-type: none"> <input type="checkbox"/> Update current website information and establish a process for periodic updating of information <input type="checkbox"/> Incorporate “Move Here” content developed last year and AFE statistical packages being provided in place of the former AlbertaFirst profiles to create effective and easy to access Community Profiles for all BRAED Members in addition to links to individual community websites <input type="checkbox"/> Use the website to provide timely and transparent information to BRAED members about BRAED projects and initiatives throughout the year <input type="checkbox"/> Develop an Investment and Business Attraction feature for the website that can be used to promote business opportunities and can also be used by BRAED members and BRAED businesses to promote the region to prospective investors while at trade shows, conventions and other business tips outside the region <input type="checkbox"/> Promote the website to BRAED members, stakeholders, other REDAs and the public in general <input type="checkbox"/> Investigate the use of Google analytics and other such information gathering to track who is utilizing the BRAED website and what areas are highly targeted <input type="checkbox"/> Investigate the utilization of social such as Face book, Twitter, etc. in marketing BRAEDs information
EXPECTED RESULT(S)	<ul style="list-style-type: none"> <input type="checkbox"/> Continuously updated website with increasing visitor and frequent visitor hits <input type="checkbox"/> The website will become more of a Business and Investment attraction tool <input type="checkbox"/> More comprehensive information for newcomer attraction to the region
PERSONNEL INVOLVED	Marketing & Communications Task Team BRAED staff Contracted web designers
SCHEDULE	<ul style="list-style-type: none"> <input type="checkbox"/> Updates - July 1 <input type="checkbox"/> Community Profiles - September 30 <input type="checkbox"/> Business & Investment Attraction – November 30
BUDGET	\$20,000 External Costs (AFE - \$20,000) \$10,000 Manager Costs (Transition Grant - \$10,000) <u>\$5,000</u> Exec Asst Costs (Transition Grant - \$5,000) \$35,000 TOTAL COST

2011 – 2012 – BRAED OPERATIONS PLAN

CORE ACTIVITY	Information Sharing
INITIATIVE	Regional Cooperation: <ul style="list-style-type: none"> <input type="checkbox"/> <i>EDO/REDA Economic Development Collaboration</i>
ACTION REQUIRED	<ul style="list-style-type: none"> <input type="checkbox"/> Economic Development Officers Meetings, engaging EDOs across the BRAED region to share economic development information and knowledge. <input type="checkbox"/> Provide Economic Development Training opportunities for BRAED Members <input type="checkbox"/> Maintain and build on networking and collaboration with the regions CAOs
EXPECTED RESULT (S)	<ul style="list-style-type: none"> <input type="checkbox"/> Sharing of regional practices and ideas and provision of training in key areas. <input type="checkbox"/> Cooperation on mutually beneficial initiatives. <input type="checkbox"/> BRAED Members have a better understanding of economic development <input type="checkbox"/> Promotion and understanding of the benefits of developing a regional approach
PERSONNEL INVOLVED	Economic Development Officers involved from the region BRAED staff AFE Regional Advisor
SCHEDULE	March 31, 2012
BUDGET	\$ 1,000 External Costs (BRAED - \$1,000) \$500 Manager Costs (Transition Grant - \$500) \$500 Exec Asst Costs (Transition Grant \$500) \$2,000 TOTAL COST

2011 – 2012 – BRAED OPERATIONS PLAN

CORE ACTIVITY	Promotions
INITIATIVE	<p><i>BRAED Go-Forward Plan</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Given the changes to the level of support that has been provided to BRAED and other REDAs, there is a need to review BRAED's current plans, commitments to funders and members (especially pertaining to input received from attendees at the "Voices of Prosperity" symposium), and the organization's financial situation <input type="checkbox"/> Develop a Go-Forward that demonstrates the ability of the organization to succeed in 2011 – 2012 and beyond with minimal and gradual increases to the per capita membership fees
ACTION REQUIRED	<ul style="list-style-type: none"> <input type="checkbox"/> Hire a contractor to develop a plan for review by the BRAED Executive Committee <input type="checkbox"/> Use the Go-Forward Plan as a basis for broader member involvement in creating BRAED's 2011 – 2012 Operations Plan
EXPECTED RESULT (S)	<ul style="list-style-type: none"> <input type="checkbox"/> The Go-Forward Plan will provide a "straw dog" proposal that can be used in soliciting more in depth member involvement on future plans, projects and initiatives for BRAED
PERSONNEL INVOLVED	<p>BRAED Executive Committee BRAED staff Hired contractor</p>
SCHEDULE	April 15
BUDGET	\$2,600 (AFE \$2,600)

2011 – 2012 – BRAED OPERATIONS PLAN

CORE ACTIVITY	Promotion
INITIATIVE	<p><i>BRAED Go – Forward Workshop</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> A professionally facilitated workshop involving BRAED members and other interested parties designed to establish 2011 – 2012 projects with action plans that achieve the BRAED mandate and that: <ul style="list-style-type: none"> <input type="checkbox"/> Meet the follow-up expectations from the “Voices of Prosperity” Symposium <input type="checkbox"/> Are consistent with BRAED’s organizational capacity, and <input type="checkbox"/> Will garner support from members and future partners
ACTION REQUIRED	<ul style="list-style-type: none"> <input type="checkbox"/> Hire a workshop facilitator <input type="checkbox"/> Promote the workshop to members and others <input type="checkbox"/> Stage the workshop in May at Sedgewick <input type="checkbox"/> Make use of workshop results to develop the BRAED Operations Plan
EXPECTED RESULT (S)	<ul style="list-style-type: none"> <input type="checkbox"/> Valuable member input to BRAED’s plans, initiatives and projects for the coming year and beyond
BUDGET	<p>\$5,000 External Costs (AFE \$5,000) \$1,000 Manager Costs (Transition Grant - \$1,000) <u>\$1,000</u> Exec Asst Costs (Transition Grant - \$1,000) \$7,000 TOTAL COST</p>
PERSONNEL INVOLVED	<p>BRAED Members BRAED staff AFE Regional advisors Contracted facilitator</p>
SCHEDULE	<p>May 12, 2011</p>

2011 – 2012 – BRAED Operations Plan

CORE ACTIVITY	Promotions
INITIATIVE	<i>BRAED Member Attraction and Retention</i>
ACTION REQUIRED	<ul style="list-style-type: none"> <input type="checkbox"/> Hold annual Meet N Greet to ensure members are well aware of BRAED projects and to seek input for future projects, plans and initiatives <input type="checkbox"/> Develop a member attraction plan for BRAED businesses that will include a review of member fees and voting rights for businesses
EXPECTED RESULT (S)	<ul style="list-style-type: none"> <input type="checkbox"/> Current BRAED members will benefit from BRAED projects and initiatives and recognize the value of being a BRAED member <input type="checkbox"/> BRAED businesses will benefit from BRAED projects and initiatives, and will be supportive of the organization
PERSONNEL INVOLVED	BRAED Executive Committee Marketing and Communications Task Team BRAED Staff
SCHEDULE	Meet N Greet – Fall 2011 Member Attraction Plan – Fall 2011
BUDGET	\$ 5,400 External Costs (AFE \$5,400) \$1,000 Manager Costs (Transition Grant - \$1,000) <u>\$1,000</u> Exec Asst Costs (Transition Grant - \$1,000) \$7,400 TOTAL COST

2011 – 2012 – BRAED OPERATIONS PLAN

CORE ACTIVITY	Promotions
INITIATIVE	<p><i>Promotional Information for Trade Shows and Ambassadors</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Develop promotional on-line material designed to attract people and investment to the BRAED Region
ACTION REQUIRED	<ul style="list-style-type: none"> <input type="checkbox"/> Undertake a review of all existing BRAED promotional material and web content with a view to using relevant material, updating where necessary and defining gaps that should be filled <input type="checkbox"/> Ensure updated and new promotional content is included in the website enhancements <input type="checkbox"/> Develop business card style hand-outs with BRAED website coordinates to be used at trade shows and by BRAED Ambassadors to drive people and businesses to the upgraded BRAED website
EXPECTED RESULT (\$)	<ul style="list-style-type: none"> <input type="checkbox"/> More people and businesses from outside the BRAED region will be aware of the opportunities available in the region
PERSONNEL INVOLVED	<p>BRAED Marketing and Communications Task Team BRAED staff Website company</p>
SCHEDULE	<p>November 2011</p>
BUDGET	<p>\$ 5,000 External Costs (AFE \$5,000) \$2,000 Manager Costs (Transition Grant - \$2,000) <u>\$1,000</u> Exec Asst Costs (Transition Grant \$1,000) \$8,000 TOTAL COST</p>

2011 – 2012 – BRAED OPERATIONS PLAN

CORE ACTIVITY	Service Delivery
INITIATIVE	<i>Youth Engagement and Entrepreneurship</i>
ACTION REQUIRED	<ul style="list-style-type: none"> <input type="checkbox"/> Undertake initiatives designed to interest BRAED youth in entrepreneurship opportunities in the region, and to attract former BRAED youth to return to the region to become local entrepreneurs <input type="checkbox"/> Make use of member input from the “Voices of Prosperity” Symposium and the Go-Forward Workshop to develop several initiatives that are supported by BRAED members, businesses and youth <input type="checkbox"/> Ensure that the initiatives benefit from knowledge gained from others, including the Provost Entrepreneurship Club, the Return To Rural project’s use of social media, as well as Junior Achievement and the Business Link <input type="checkbox"/> Mobilize entrepreneurship service providers available in the region <input type="checkbox"/> Develop a proposal to Alberta Finance & Enterprise to create a Regional Entrepreneurship Services Hub for Youth
EXPECTED RESULT (S)	<ul style="list-style-type: none"> <input type="checkbox"/> The focus on retaining and attracting back youth will benefit succession planning for existing BRAED businesses and create new businesses in the region
PERSONNEL INVOLVED	<p>Youth Engagement and Entrepreneurship Task Team BRAED staff Partners from business, government and education involvement in a Steering Committee</p> <p>N.B. All BRAED Task Teams will be encouraged to engage at least one person under the age of 25 to be part of their task team</p>
SCHEDULE	March 2011
BUDGET	<p>\$40,000 External Costs (CDT \$40,000) \$5,000 Manager Costs (CDT \$5,000) <u>\$1,000</u> Exec Asst Costs (CDT \$1,000) \$46,000 TOTAL COST</p>

2011 – 2012 – BRAED OPERATIONS PLAN

CORE ACTIVITY	Service Delivery
INITIATIVE	Trade Corridor Development <ul style="list-style-type: none"> <input type="checkbox"/> Joint Tri-REDA Foreign Direct Investment (FDI) project
ACTION REQUIRED	<ul style="list-style-type: none"> <input type="checkbox"/> Participate with the North-East Alberta HUB and the Palliser Economic Partnership on an FDI project <input type="checkbox"/> Enter into an MOU with the other two REDAs <input type="checkbox"/> Commit some funding to the project that is already approved for funding through the federal Invest Canada Community Initiative (ICCI) Program <input type="checkbox"/> Sit on the Steering Committee that will guide the project
EXPECTED RESULT (S)	<ul style="list-style-type: none"> <input type="checkbox"/> Those involved in the sale of commercial/industrial properties in the BRAED region will be more knowledgeable regarding the attraction of foreign investment, especially from the USA <input type="checkbox"/> BRAED and the Eastern Corridor will have a foreign investment marketing strategy
PERSONNEL INVOLVED	BRAED Executive Committee Trade Corridor Development Task Team BRAED staff Consultant
SCHEDULE	December, 2011
BUDGET	\$7,500 External Costs (AFE \$7,500) \$500 Manager Costs (Transition Grant \$500) \$1,000 Exec Asst Costs (Transition Grant \$1,000) \$9,000 TOTAL COST N.B. the 3 REDAs have approval for a \$35,000 ICCI grant and they have funds remaining from a Regional and Community Adaptation Grant that will also be used for this project

2011 – 2012 – BRAED OPERATIONS PLAN

CORE ACTIVITY	Service Delivery
INITIATIVE	<p><i>Business Investment Attraction and Retention</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Encourage BRAED businesses to attend trade shows that could improve their growth and productivity <input type="checkbox"/> Establish a BRAED Ambassador Program <input type="checkbox"/> Investigate possibility for a future reverse trade show for the region (buyers with booths and sellers focus on the buyer booths to sell their goods and services)
ACTION REQUIRED	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure BRAED businesses are well aware of appropriate trade shows <input type="checkbox"/> Develop the “Be A BRAED Ambassador” program that will: <ul style="list-style-type: none"> <input type="checkbox"/> Identify BRAED business people and residents (Ambassadors) who are interested in promoting the region to businesses, investors and people from outside the region <input type="checkbox"/> Provide promotional material to BRAED Ambassadors so they can use it when traveling outside the regions e.g. to conventions, on business or on vacation <input type="checkbox"/> Establish a recognition program for BRAED Ambassadors <input type="checkbox"/> Solicit input from BRAED members and businesses on their interest in creating a BRAED reverse trade show for next year
EXPECTED RESULT (S)	<ul style="list-style-type: none"> <input type="checkbox"/> Increased opportunities for BRAED businesses to grow and prosper
PERSONNEL INVOLVED	<p>Business Investment Attraction and Retention Task Team BRAED staff BRAED businesses and residents Hired contractor</p>
SCHEDULE	<p>March 31, 2011</p>
BUDGET	<p>\$36,000 External Costs (AFE \$5,500 and \$30,500 CDT) \$5,000 Manager Costs (CDT \$ 5,000) <u>\$1,500</u> Exec Asst Costs (CDT \$1,500) \$42,500 TOTAL COST</p>

2011 – 2012 – BRAED OPERATIONS PLAN

CORE ACTIVITY	Advocacy
INITIATIVE	<p style="text-align: center;"><i>Liaison and Consultation with MLAs</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Ensure regional MLAs are aware and supportive of the work that BRAED is doing
ACTION REQUIRED	<ul style="list-style-type: none"> <input type="checkbox"/> Invite regional MLAs to BRAED functions <input type="checkbox"/> Hold and annual MLA Roundtable with BRAED members and regional MLAs
EXPECTED RESULT (S)	<ul style="list-style-type: none"> <input type="checkbox"/> Regional MLAs are more aware of and supportive of BRAED and its initiatives
PERSONNEL INVOLVED	<p>BRAED Members BRAED MLAs BRAED staff</p>
SCHEDULE	Fall 2011
BUDGET	\$500 (BRAED \$500)

2011 – 2012 – BRAED OPERATIONS PLAN

CORE ACTIVITY	Excellence in Governance and Operations
INITIATIVE	<i>Manager</i> <input type="checkbox"/> Hire a Manager
ACTION REQUIRED	<input type="checkbox"/> Hire an interim manager <input type="checkbox"/> Develop a position description <input type="checkbox"/> Solicit interest in the position <input type="checkbox"/> Hire a part-time manager
EXPECTED RESULT (S)	<input type="checkbox"/> Competent management for the organization
PERSONNEL INVOLVED	BRAED Executive Committee
SCHEDULE	Interim manager hired – April 15 Manager hired Fall 2011
BUDGET	Costs for the Manager have been allocated to BRAED projects and initiatives based upon estimates of time and expenses. The total costs for the Manager that have been allocated is \$35,000. Possible changes to BRAED's Office and administration costs could be used to supplement remuneration available to hire the new Manager (see page 17)

2011 – 2012 – BRAED OPERATIONS PLAN

CORE ACTIVITY	Excellence in Governance and Operations
INITIATIVE	<i>Office and administration expenses</i>
ACTION REQUIRED	<ul style="list-style-type: none"> <input type="checkbox"/> Maintain part-time Executive Assistant <input type="checkbox"/> Records management <input type="checkbox"/> Financial management <input type="checkbox"/> Organize meetings for Board and Executive <input type="checkbox"/> Ensure that the information is communicated to the proper parties <input type="checkbox"/> Ensure all policy, procedure, bylaws and articles of association are current and accurate <input type="checkbox"/> Maintain BRAED office <input type="checkbox"/> Undertake an assessment of alternative ways to deal with office and overhead expenses
EXPECTED RESULT (S)	<ul style="list-style-type: none"> <input type="checkbox"/> Effective administration to support BRAED <input type="checkbox"/> Currency the fundamental components of operating a Board <input type="checkbox"/> Report on alternative office and overhead expenses
PERSONNEL INVOLVED	BRAED Executive Team BRAED staff
SCHEDULE	September 15 - Report on alternative office and administration expenses
BUDGET	<p>\$23,000 External Costs (AFE \$9,000 and Transition Grant \$14,000) \$2,000 Manager Costs (Transition Grant \$2,000) <u>\$3,000</u> Exec Asst Costs (Transition Grant \$3,000) \$28,000 TOTAL COST</p> <p>N.B. the costs for the Part-Time Executive Assistant have been allocated to the various initiatives and projects that this person will be actively supporting. This allocation has been done based on an estimate of time and costs. The total costs allocated for the Executive Assistant were \$19,000.</p>

2010 – 2011 – BRAED OPERATIONS PLAN

CORE ACTIVITY	Excellence in Governance & Operations
INITIATIVE	<i>BRAED Governance and orientation</i>
ACTION REQUIRED	<input type="checkbox"/> Maintain currency of BRAED Policies and Procedures Manual and Board Orientation materials
EXPECTED RESULT(S)	<input type="checkbox"/> Well functioning Board and Committees
PERSONNEL INVOLVED	BRAED Board of Directors BRAED Executive Team BRAED staff
SCHEDULE	March, 2012
BUDGET	\$1,000 (BRAED \$1,000)

Sustainability Fund

BRAED currently has uncommitted funds that it wishes to use in conjunction with the 2011- 2012 membership fees in order to access the full \$75,000 grant from Alberta Finance and Enterprise. This will enable BRAED to maintain the current \$0.35 per capita membership fee for this year.

BRAED also has commitments to make use of previous grant funds to complete the 3 projects described in the Service Delivery portion of this Plan (Youth Engagement and Entrepreneurship, Trade Corridor Development and Business Investment Attraction and Retention).

With reduced capacity to undertake projects due to less support from Alberta Finance & Enterprise, BRAED will focus on completing those projects already funded. The organization will establish a \$35,000 Sustainability Fund comprised of this year`s membership fees and some of the current uncommitted funding. This Sustainability Fund will be used in future years to allow moderate increases to the membership fees.