



**Hornby Island Residents' and Ratepayers' Association
(HIRRA)**

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HIRRA Policy Handbook

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We value our unique opportunity to self-govern.

Compilation with revisions June 2019 (Reina LeBaron, Administrator)

HIRRA CONSTITUTION

(Revised April 2018)

HIRRA Constitution

1. The name of the association is: Hornby Island Residents' and Ratepayers' Association.
2. The purposes of the association are:
 - a) To protect and advance the interests of the residents and ratepayers of the Island as expressed in the Official Community Plan.
 - b) To prevent pollution and abuse of land and natural resources.
 - c) To encourage voluntary community or individual enterprise.
 - d) To cooperate with other community organizations on and off the Island.
 - e) To assist government agencies, at all levels, in the management of Hornby Island affairs by:
 - i) Being cognizant of Government functions, procedures and services at all levels.
 - ii) Entering into contractual arrangements and/or agreements with appropriate agencies for the financial and administrative management of Hornby Island affairs and services.
 - iii) Representing Hornby Island Residents' and Ratepayers' to appropriate government agencies.
 - f) To represent and assist members to obtain, maintain and improve recreational facilities, both public and private, on and off the island.

Hornby Island Residents' and Ratepayers' Association
Bylaws
(Revised April 2018)

Hornby Island Residents' and Ratepayers' Association
Bylaws

1. The operation of the association shall be carried on without purpose of gain for its members and any profits or other accretions to the association shall be used in the promotion of its objects.
THIS PROVISION WAS FORMERLY UNALTERABLE.

2. In the event of dissolution or of the winding up of the Association, any money or assets of the Association remaining after the satisfaction of its debts and liabilities shall be given or transferred to such organizations concerned with social problems or organizations promoting the same objectives as this society as may be determined by the members of the association at the time of winding up or dissolution. Failing such determination then such money and assets shall be given or transferred to some other organization provided that such organization referred to in this paragraph be a charitable organization or a charitable trust recognized by the department of National Revenue of Canada as being qualified as such under the provisions of the Income Tax Act of Canada from time to time in effect. THIS PROVISION WAS FORMERLY UNALTERABLE.

General

These bylaws represent those items of a regulatory nature peculiar to the Hornby Island Residents' & Ratepayers' Association. Separate publications may be required to supplement and expand these bylaws and should contain routine and procedural information regarding the day to day operation of the association. Procedural documents may be changed, as required, by the executive. No supplementary publications shall contravene the legality or the intent of the constitution and by-laws.

1. Membership

All persons of voting age according to the laws of B.C. assessed for municipal taxes upon land on Hornby Island are eligible for membership. All residents of voting age according to the laws of B.C. not being owners of land nor being named on the tax assessment notices on land owned on Hornby Island are eligible for membership in the association after six months residency on the island.

2. Membership Rights and Obligations

- a) There shall be a membership roll in the custody of the Secretary stating the names and addresses of the members. Persons eligible for membership shall become

members on submission of their names to the secretary and entry into the membership roll.

- b) Members shall obey the regulations of the association and submit to its rulings or those of the presiding Officer.
- c) A member may vote on any resolution providing he or she has been a member for at least forty-two (42) days before the date of the meeting at which the vote is taken.
- d) Any non-member may attend meetings of the association and may participate to the extent approved by the presiding Chairperson, but eligibility to vote shall be in accordance with existing by-laws.

3. Meetings, Quorums and Voting Rights

- a) Whenever possible, a circular seating arrangement for general meetings shall be adopted.
- b) HIRRA's GUIDE TO THE ETIQUETTE OF MEETINGS shall be a referent to guide the spirit of general and committee meetings and to encourage respectful speaking and listening, as a complement to *Call To Order* for the conduct of procedure.
- c) The President, or in his or her absence, the Vice-President or, in their absence, a member chosen by the meeting, shall preside over the meeting.
- d) When questions arise as to the proper parliamentary procedures and rules of debate, the chairperson shall apply *Call To Order*. On any issues where *Call To Order* is silent, *Robert's Rules of Order* shall be the reference.
- e) In general, procedures and a flow of business shall be followed which encourage thoughtful consideration and adequate discussion of issues, and which reduce the likelihood of very close votes. Consideration shall be given to the need of all to be heard, and to the need for discussion to build toward consensus, as well as to the need to make decisions. Motions considered by the Chair to have significant importance for the community, and all motions involving the expenditure of tax funds in excess of \$1,000 must be publicized on the posted agenda in advance of the meeting.
- f) On those votes which serve to advise other levels of governance, a count of yeas and nays shall be recorded, along with summary arguments.
- g) There shall be a minimum of ten (10) meetings per year, at such a time as shall be determined by the membership.
- h) The Annual General Meeting shall be held within four (4) months of the end of the fiscal year.

- i) Special meetings shall be called at the discretion of the President or, in his or her absence, the Vice President or on written requisition to the Executive by at least ten (10) members in good standing.
- j) Each member shall have, at most, one vote on any resolution. No proxies are admissible at any time.
- k) At all general meetings twenty (20) members, or twenty per cent (20%) of membership, whichever is less, shall constitute a quorum. In the absence of quorum, HIRRA meetings may proceed for informational purposes only.
- l) The Chairperson shall have the tie-breaking vote in the event of a tie but shall exercise this discretion with due consideration for section 3e, above.
- m) Voting for the Executive and Management Committees shall be by secret ballot; so shall the voting on any resolution where, in the opinion of the Chairperson, such procedure is warranted; so also where, by show of hands, the majority of those present and eligible to vote so require a secret ballot.
- n) Notice of all regular meetings shall be broadly advertised at least seven days before the date of the meeting. Special meetings may be called with the unanimous approval of the Executive with advertising not less than fourteen days before the meeting. Emergency meetings may be called with the unanimous approval of the Executive. In such cases, as many islanders as possible will be notified by telephone, e-mail, and other media so as to assure a quorum for decision making.

For the purposes of this clause, an emergency is defined as a serious situation needing prompt action.

4. Executive Committee and Management Committees

- a) The Executive and Management Committees shall be drawn from the voting membership of the association.
- b) No person shall hold more than one office on the Executive at a given time and no Executive member shall concurrently hold term on a Management Committee.
- c) The Executive shall be the President, Vice-President, Secretary and Treasurer. The term of office for executive members shall be two (2) years, to be staggered so that half (50%) of the executive members are due for election each year. The President and the Treasurer will be elected in odd-numbered years and the Vice-President and the Secretary will be elected in even-numbered years.
- d) There shall be a Management Committee for each of the service functions for which HIRRA has a contract with the Comox Valley Regional District and for other functions as may be decided from time to time. The term of office for Management Committees shall be one year. Each of the Management Committees shall consist of between three (3) and seven (7) members. Any change in the number of committee members shall be recommended by the

committee and decided by vote at the general meeting before the Annual General Meeting.

- e) The election of Executive officers and Management Committees shall be the last order of business at the Annual General Meeting. The retiring officers and committee members shall complete the records of the association and hand them over to their successors.
- f) In the event of a vacancy occurring in the presidency, the Vice-president shall assume the office of President, and other vacancies in the Executive shall be filled by Executive appointment pending an election.
- g) Committee members absent from three (3) consecutive meetings may be replaced by Executive appointment on recommendation of their committee.

5. Duties of Executive Officers and Committee Members

- a) **President:** To preside at all general and executive meetings, to attend if he or she wishes, all committee meetings as an ex-officio member, and to sign all necessary correspondence, announcements and cheques.
- b) **Vice-President:** To assist the President and to perform the duties of president during his/her absence.
- c) **Secretary:** To assure that minutes of all meetings are recorded; to assure that all papers, documents and correspondence are read as required by the association. To assure the notification of all sub-committees of their appointment and of the business referred to them and the posting of notices of all meetings. To assure the proper handling and filing of all correspondence, all records not specifically assigned to the keeping of others, including minutes books, registry of members, copy of the Constitution and Bylaws of the association, files, correspondence, and reports.
- d) **Treasurer:** To sign with the President or other signing authority, when required, all orders for expenses. To assure all funds are received and held safe and that money from the association's funds is paid out for all authorized expenses. To assure that a record is kept of all money received and expended; to assure that a record is kept of all receipts and vouchers. To make regular reports to the association of its financial condition and to assure that a year-end review engagement is undertaken by an auditor appointed by the membership at the annual general meeting.
- e) **Committee Members:** Duties are in accordance with the function performed and are detailed in separate documents as appropriate. In general, each committee oversees the operational aspects of its function.

6. Borrowing Powers

Borrowing on behalf of the association shall be exercised by the executive only after the approval by a majority vote of the members attending a general meeting.

7. Altering of the Constitution and Bylaws

Requirements are:

- a) A seventy-five (75) percent majority of members in good standing at a meeting or portion of a meeting advertised for the specific purpose of altering the constitution and/or by-law.
- b) Notice of the meeting must be posted at a minimum of two designated public places on Hornby Island.
- c) Notice of the meeting must be given a minimum of forty-two (42) days prior to the meeting.
- d) Notice of the meeting must contain an actual wording of the altering resolution being submitted to the meeting.

8. Interpretation of Constitution and Bylaws

Where there is considered by the chairperson to be an ambiguity or omission in the constitution or by-laws, a unanimous ruling by the executive shall determine the issue. Such determination shall be considered precedent until such time as the constitution and/or by-laws are altered, as laid out in paragraph seven, to deal with the issue.

9. Inspection of Books and Records

The books and records of the association shall be open to inspection by members at any reasonable time at the place where such books and records are normally kept.

10. Discontinuance of Membership

A member ceases to be a member if he or she:

- a) Ceases to be a resident or ratepayer, or
- b) Has been expelled from the association by proper process of *Roberts Rules of Order* in a meeting duly advertised for that purpose, and in accordance with the British Columbia Society Act.

11. Establishment of Policies, Grievance Procedure, and Conflict Resolution

- a) Those directives, of a sufficiently important nature as to be deemed compulsory, shall be established by the Executive as Policy, subject to approval by motion carried at a general meeting; or shall be established by motion carried from the floor, and subject to Executive approval (three of four, one of which must be the President). Policies approved by both the Executive and the general body shall then be signed by the President (or in his or her absence, the Vice-President) and one other Executive member, witnessed by the Administrator, and stamped with HIRRA's

seal. The date of the general meeting in which the policy was approved shall be marked on the document that is signed, dated, and witnessed. Notice of enactment of policies shall be made available to the public within thirty (30) days of signing into effect, with original documents and paper copies kept on file. In addition, the Executive shall from time to time make known to the general body, and to the committees, policies and other guidelines for the conduct of meetings and of business and other information as needed.

- b) The Executive shall establish grievance procedures for HIRRA employees, contractors and volunteers, establish procedures for the resolution of conflicts with and within HIRRA, and shall encourage general peace and good relations within the community.

VISION

The aim of the association is to contribute to the ongoing evolution of a vibrant, self-governing community that supports and nurtures the well-being of all islanders and of the island itself.

This will be achieved:

- a) by providing a forum for democratic participation, open to all and respectful of diverse views for discussion and resolution of community issues,
- b) by expressing the spirit and will of the community to government and other agencies,
- c) by providing information to the public,
- d) by fostering coordinated efforts among the volunteer groups active in the community and,
- e) by administering certain public services.

Tax-funded community services administered by HIRRA in cooperation with the Comox Valley Regional District are: Hornby Island Fire Rescue, Recycling & Waste Management, Regional Parks and Trails, Community Hall, Community Recreation, Comfort Stations, and Invasive Plant Control.

Self-funded community services administered by HIRRA are: Cemetery Management, Emergency Preparedness and the annual Fall Fair.

Revised: 2018

HIRRA's GUIDE TO THE ETIQUETTE OF MEETINGS

- Everyone welcome; leave old grudges at the door.
- Assume that everyone has a positive motivation and a valuable perspective.
- Listen and speak respectfully, even in disagreement.
- Allow for all to be heard (who want to be), with no one dominating.
- Focus on issues rather than individuals or personalities.
- Speak from personal experience rather than hearsay.
- State opinions directly rather than contradicting others.

Adopted; 2004

HIRRA Code of Conduct

In accordance with HIRRA's contract with the CVRD, all Executive and Management Committee members, and HIRRA employees, must abide by the following Code of Conduct:

“Professionalism applicable to all employees, volunteers, agents, and contractors who are required to:

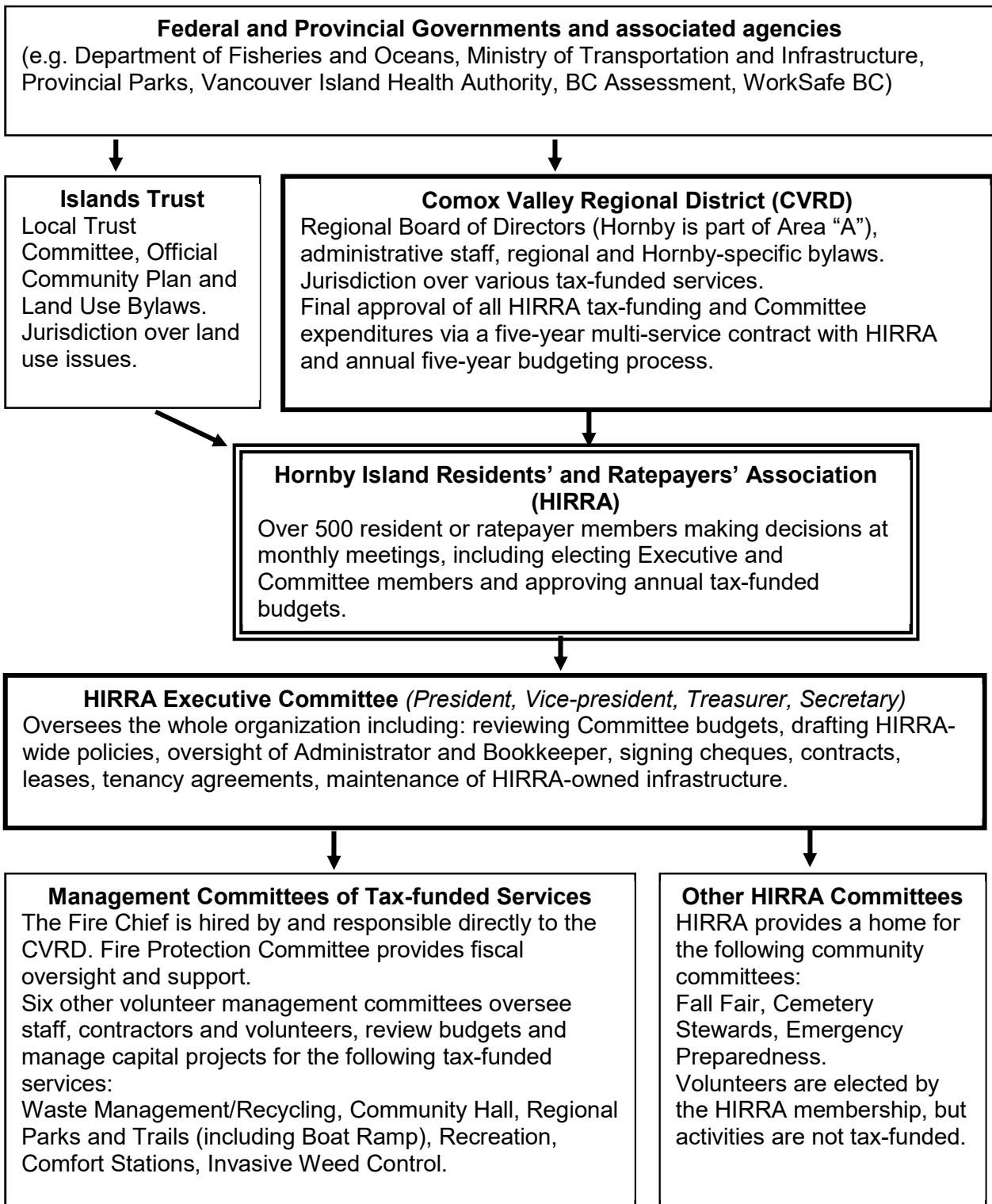
- Carry out their responsibilities in a professional and competent manner.
- Continue to improve their knowledge, competence, skills, and professional ability.
- Be aware of and abide by the British Columbia Human Rights Code*.
- Not engage in any action or conduct, or make any comment, gesture, or contact which a reasonable person would regard as likely to cause offence or humiliation to anyone, whether in the workplace or any other location.
- Act, and be perceived by the public to act, in a fair and impartial manner in the performance of their duties or provision of services.
- Not make any public comments that denigrate, disparage, or are disrespectful of the CVRD, employees, and elected officials, and refrain from making negative comments about the credibility of the CVRD, employees, and elected officials.
- Conduct themselves in a friendly, courteous, and professional manner when dealing with the public.
- Refrain from engaging in any other practice that could unfavorably reflect upon the CVRD as identified solely by the CVRD.”

*The BC Human Rights Code forbids discrimination based on the following personal characteristics:

Age, Race, Ancestry, Colour, Place of Origin, Religion, Political Belief, Source of Income, Family Status, Marital Status, Sex, Sexual Orientation, Gender Expression, Gender Identity, Mental Disability, Physical Disability, Criminal Conviction unrelated to volunteer/employment duties.

Nov 27, 2018

Hornby Island Residents' and Ratepayers' Association Organizational Structure



HIRRA COMMITTEES' TERMS OF REFERENCE

In accordance with bylaws and policies of the Hornby Island Residents' & Ratepayers' Association and the terms of the management contracts between the Hornby Island Residents' & Ratepayers' Association and the Comox Valley Regional District, the association's Management committees direct

- i) the operations of specific services and/or
- ii) the efforts to fulfill specific mandates as determined by the general assembly.

Primary Management Committee Responsibilities:

1. Election of a chairperson.
2. Following the models, procedures and guidelines established by the HIRRA Executive Committee, the committee is responsible for making hiring recommendations to the Executive, assuring that clear directions are given through written job descriptions, conducting personnel performance appraisals, and, where necessary, making recommendation to the Executive for termination of employment and/or contracts.
3. Scheduling regular meetings as follows:
 - a) 10 meetings per year for Recycling, Fire Services and Community Hall committees.
 - b) 6 meetings per year for Recreation, Parks and Trails committees.
 - c) Minimum of 2 meetings per year for Comfort Stations, Invasive Plant Removal,
 - d) As needed for Cemetery Stewards, Fall Fair, Emergency Preparedness, Boat Ramp, Housing, and any other non-tax funded committees.

The general purpose of meetings is ongoing review of operations and progress, including financial performance to budget. Committee meetings are open to the public; presentations will be received at the beginning of any scheduled committee meeting. Meetings shall be conducted in accordance with HIRRA's Guide to the Etiquette of Meetings. Committee meetings need not follow a formal meeting protocol. As per our procedural authority, Call To Order, "... at most committee meetings, the only rules that need be applied are common sense and respect for the chair." (page 26)

4. Reporting to the HIRRA Executive by:
 - i) submitting copies of the draft minutes of committee meetings within ten days of the meeting.
 - ii) attendance by chair or designate at scheduled Executive meetings when requested.
5. Reporting to the HIRRA general assembly at least as follows:
 - i. Four times a year (including AGM and Budgets) for Recycling, Fire Services, Community Hall, Parks, and Recreation.
 - ii. Twice a year (AGM and Budgets) for Comfort Stations and Invasive Weed Control
 - iii. Once a year (AGM) for Cemetery Stewards, Fall Fair, Emergency Preparedness, Boat Ramp, Housing, and any other non-tax funded committees
6. Formulation of policies to direct the operation of the service and presentation of new policies to the Executive for information and/or approval by the membership.
7. Participation in planning processes for future directions of the service based on the perceived needs of the Hornby Island Community.

Public consultation

In order to ensure opportunity for community consultation, committees shall:

1. Notify HIRRA Administrator of upcoming meeting place and times so community members may attend as observers or, by prior arrangement, to make presentations.
2. Host meetings in an appropriate public venue.
3. Report regularly to the HIRRA executive and to the HIRRA membership.
4. Make minutes publicly accessible, via contacting HIRRA Administrator.
5. On issues of significant community impact, committees shall also ensure the community is informed through articles, flyers, posters, neighborhood meetings and/or other available media, well in advance of the meeting at which the issue will be discussed and/or decided.

Adopted: 1996

Revised: 2006, 2019

Fire Services Committee Terms of Reference

The Fire Services Committee responsibilities include:

1. Election of a Chairperson.
2. Meeting monthly (at least 10 meetings per year) to review the Fire Chief's report on Department activities, training and call-outs.
3. Financial accountability:
 - A. Monthly review of expenditures.
 - B. Discussion and input on large, non-budgeted expenditures.
 - C. Participate in the preparation of the annual budget and 5-year budget plan for presentation to HIRRA.
 - D. Review financial performance to budget.
4. Assist the Fire Department with special community projects that may arise from time to time and act as a liaison with the community.
5. Elect one person to participate in the HIFD Safety Committee as required by Work Safe BC
6. Reporting to the HIRRA Executive by:
 - a. submitting copies of minutes of all committee meetings.
 - b. attendance by chair or designate at scheduled Executive meetings, as requested.
7. Reporting to the HIRRA general assembly at least quarterly.

The Fire Department HIRRA Committee responsibilities do NOT include:

- The appointment of the Chief and department officers.
- The Fire Chief's performance evaluation. (Note: the performance appraisal is done annually by the volunteer fire fighters at the time of the election of the Fire Chief).
- Hiring of Fire Department staff, or termination of employment.

Public consultation:

In order to ensure opportunity for community consultation, the committee shall:

1. Post regular meeting times in the Fire Department display case on the Co-op porch so community members may attend as observers or, by prior arrangement, to make presentations.
2. Report regularly to the HIRRA executive and to the HIRRA membership.
3. Make minutes publicly accessible by posting on the Fire Department web-site.
4. On issues of significant community impact, the Fire Department, with the HIRRA committee, shall ensure the community is informed through articles, flyers, posters, neighborhood meetings and/or other available media, well in advance of the meeting at which the issue will be discussed and/or decided.

These terms of reference are intended to be in accordance with the terms of the management contracts between the Hornby Island Residents' & Ratepayers' Association and the Comox Valley Regional District AND/OR in accordance with the general administrative policies of the Hornby Island Residents' & Ratepayers' Association. In the event of a conflict between the wording of the Policy on this page and the wording of the paper copy kept in the central HIRRA file, the wording of the paper copy shall prevail.

Adopted: 2006, Revised: 2019

HIRRA Conflict of Interest Guidelines

DEFINITION: Conflict of interest means any situation where

- i) the committee member's personal interests or
- ii) the interests of a close friend, family member, business associate of the committee member or
- iii) a company or partnership in which the committee member holds a significant interest or
- iv) a person to whom the committee member owes an obligation

may prevent the committee member from acting in the committee's best interest or prevent the committee member from acting fairly, impartially and without bias on behalf of the association.

Guidelines:

A committee member must arrange his/her private affairs and conduct himself/herself in such a manner to avoid a conflict of interest or the appearance of a conflict of interest.

A committee member may neither

- a) act on behalf of the committee, or deal with the committee in any matter where the committee member is in a conflict of interest or appears to be in a conflict of interest nor
- b) use his/her position, office or affiliation with the committee to pursue or advance his/her personal interests or those of a person as described above unless such action, dealing or use of position, office or affiliation is specifically contemplated by a permitted conflict of interest.

Adopted: 1996

HIRRA Financial Policy Statements

A. General

1. Authorized signatories: All cheques issued by the association shall be signed by two Executive members **or** any one of the Executive and either the Bookkeeper or the Administrator. The Bookkeeper can pay approved invoices and government remittances using internet banking but must present information on those payments to those attending the next cheque signing.
2. Establishing Lines of Credit: All lines of credit applications are to be forwarded to the HIRRA treasurer for approval and must be signed by HIRRA's authorized signatories and approved by the general assembly.
3. Annual Year-end Review Engagement: The Year-end Review Engagement shall commence at the end of January each year and shall be completed with a report to the annual general meeting of the association held no later than April. The executive shall recommend a qualified accounting firm for approval by the members at the annual general meeting.
4. HIRRA committees are required to inform the Executive immediately if the service area is forecast to be over budget and the associated reasons.
5. The Executive treasurer, Administrator and/or Bookkeeper will be available to guide any committee, at their request, through the budgeting, five-year planning process for their service area.
6. The Executive is responsible for the orientation and training of new Committee Chair-persons to ensure they are aware of and understand HIRRA policies and procedures. Committee Chair-persons are responsible for the orientation and training of new Committee members and managers.

B. Committee Invoice Approval

It is the policy of the association that no invoices will be considered for payment unless approved for payment by an authorized Committee member or employee.

Procedure

1. If a Committee wishes to change the person delegated to approve invoices, the Committee must pass a motion delegating invoice approval authority to one or more of its members or to one or more management employees. A record of that motion together with sample signature(s) must be given to the bookkeeper.
2. Approved invoices will have been stamped with the approval stamp of the committee. The approval stamp will include space for signature of the authorized signer, the approval date and the budget line item to which the invoice is to be posted. Invoices may also be approved by e-mail sent to the Bookkeeper by an authorized signer and including their approval and budget line allocation.
3. All expenditures approved for payment must have been budgeted. Prior to committing to a non-budgeted expenditure, committees or delegated management personnel will first take the appropriate steps to amend the budget. Approval for payment of such expenditure must include, in addition to the approval stamp, a copy of the approved amended budget.

4. Budget changes must be approved by the HIRRA Executive. The Executive may, at its discretion, refer the proposed budget change to the general assembly and/or CVRD.

C. Core Services and Property Management Fund

1. HIRRA's Core administration and bookkeeping services, including the annual Year-end Review Engagement, bank charges, director's liability insurance, Administrator and Bookkeeper wages, publicity, meetings, executive development, mediation, office supplies, phone, and office equipment are funded through a cost sharing system applied to all HIRRA operating revenue sources.
2. After review by the Executive Committee and approval of the Core Services budget by the Assembly, the Bookkeeper shall calculate each Committee's Core Services allocation based on their previous year's actual expenses as a percentage of total HIRRA expenses and shall inform committees of their core service allocations during annual budget preparations in the fall of each year.
3. Rental revenues from tenants on HIRRA-owned lands at 2115 Sollans Road will be deposited into the HIRRA Property Management Fund. Each year, at an advertised meeting of HIRRA members, the assembly shall be presented, for review and approval, a budget plan containing the estimated costs of rental property management at 2115 Sollans Road and the adjacent 10 acres leased by HIRRA. These expenses shall be paid from the HIRRA Property Management Fund. Any excess of income over expenditures shall be retained for the future rebuilding of the Community Hall and/or the Savoie Centre.

D. Grant Funding

In order to fund activities, committees may choose to seek grant funding. Prior to making applications for such funding, committees shall submit project proposals to the Executive for review. The Executive may bring the project proposal to the HIRRA assembly for approval. Executive members, signatories for the association, shall sign applications and agreements associated with any grant funding.

E. Management of Discretionary Funds

From time to time HIRRA committees raise funds through local community fundraising initiatives. It shall be the policy of HIRRA that these funds are subject to the usual financial controls.

F. Capital Acquisitions Management

1. All capital acquisitions, whether new or replacement equipment or improvement projects must have written budget approval, both by the HIRRA assembly and by the funding agency, generally the Comox Valley Regional District.
2. Equipment having a purchase price greater than \$1,000 must be accompanied by three quotes and supporting documentation for the selected quote.
3. Improvement projects, whether renovations or new construction, that are forecast to cost more than \$5,000, must be offered through public notice in local publications, and more broadly advertised, if no local response.
4. At the conclusion of the proposal evaluations, the Executive committee, after consultation and on recommendation of the management committee, will authorize contracts or work agreements detailing the work of the project. Regional District staff will be consulted throughout, for all capital projects within their purview.

5. Project management will include a project specific budget. The Bookkeeper will track costs and, include those costs in the monthly budget comparison reports for review by the Executive, management committees and staff.

Revised: 2015, 2019

HIRRA Pay System Values

- To be a wise steward of tax funds
- To be an ethical employer
- To not exploit labour
- To provide a fair living wage (take-home pay) based on Hornby economics
- To pay each job fairly based on:
 - for the nature of work performed and
 - relative to the pay allotted to other HIRRA jobs

HIRRA TRAVEL EXPENSE POLICY

PURPOSE: The purpose of this travel policy is to provide a framework for reimbursement of reasonable, **actual** costs incurred by HIRRA employees & volunteers while travelling on pre-approved HIRRA business, or pre-approved attendance at conferences, seminars and training courses, etc. We aim to strike a balance of

- a) fairness to those travelling on behalf of HIRRA, and
- b) responsibility to the taxpayers of the Community.

It's understood that expenditures for travel will sometimes be a cost of doing business, but it's important for HIRRA to minimize the need for paid travel so as to maximize the amount of tax money available for direct service to our Community. HIRRA reserves the right to refuse or adjust reimbursement of any claimed travel expenses deemed not reasonable.

1. **PREAPPROVAL FOR TRAVEL:** For **any** travel expenses to be covered by HIRRA, they must be pre-approved by the appropriate authorizing body. Travel by employees must be pre-approved by either their Manager or Management Committee. Travel by volunteers must be pre-approved by the HIRRA Executive. Travel by the HIRRA Executive must be pre-approved by the Assembly. Any travel expense claims not pre-approved due to emergency circumstances may be appealed to the Executive for consideration. Such emergency travel claims will be considered for approval if they meet all of the following criteria:
 - a) it was impossible to obtain regular pre-approval
 - b) it was necessary and/or clearly in the best interests of HIRRA
 - c) the expenses claimed are reasonable and in line with the stipulations in this policy document.
2. **TRAVEL FORM REQUIREMENTS:** In order to get pre-approval for travel, a "**Pre-Approval for Travel**" form (showing **all projected** travel costs) must be filled out, submitted to, and signed by the appropriate authorizing body. The pre-approval process will involve a review of projected costs for reasonableness, consistency with this policy document, and consideration of any possible less costly alternatives where applicable (e.g. ordering materials/supplies for delivery instead of pick-up, ordering materials/supplies for pick-up by volunteers travelling to the destination anyway, and if appropriate, travel by public transit instead of private vehicle). The reverse side of the "Pre-Approval for Travel" form (titled "**Travel Expense Claim**") is for showing **actual** travel costs and is to be completed after travel. **Receipts for all claimed costs must be attached.** Any claimed expenses not backed up by receipts will not be processed. The form will then be re-submitted to the same authorizing body, who will then review the Expense Claim for accuracy/reasonableness/consistency with pre-approval, and when satisfied forward it to the HIRRA Bookkeeper for reimbursement.

NOTE: HIRRA credit cards cannot be used to pay for costs incurred on HIRRA-related travel as this would bypass the travel claim Pre-approval Process.
3. **MEANS OF TRAVEL:** Travel will be by the most appropriate means, taking into consideration budget, convenience, travel time, the possible need for a vehicle at the destination, and the number of persons travelling together. Car-pooling is encouraged when more than one person is approved to travel.

4. **PERSONAL VEHICLE USE:** The only claimable costs for personal vehicle use are the “per kilometer rate” established by the HIRRA Executive, and parking charges if they apply. The “per kilometer rate” used:
 - a) is meant to cover gasoline & general “wear and tear”
 - b) will not exceed that of the CVRD, and
 - c) is **55 cents** as of January, 2018 (taken from CVRD travel policy).
 - d) Such things as parking fines, speeding tickets, mechanical breakdowns, and accident-related costs are the responsibility of the vehicle owner.
5. **MAXIMUM KM:** The maximum roundtrip kilometers that can be claimed for the following destinations are (taken from CVRD travel policy – Jan., 2018):
 - a) Courtenay: 86km
 - b) Campbell River: 180km
 - c) Nanaimo: 208km
 - d) Victoria: 432km.

NOTE: ICBC normally considers travel on behalf of organizations like HIRRA as “travel to and from work”. Vehicles insured for work purposes will be covered for this, and most vehicles insured for “pleasure use only” are covered for up to 6 days per month of work-related use. But, it’s the responsibility vehicle owners to protect themselves by understanding their actual insurance coverage.
6. **MEALS:** When travel for HIRRA necessitates the traveler’s time over normal meal periods, meal receipts will be reimbursed up a maximum of the following amounts (taken from CVRD travel policy – Jan., 2018):
 - a) Breakfast: up to \$15
 - b) Lunch: up to \$20
 - c) Dinner: up to \$25

Day trips on HIRRA’s behalf will be eligible for Lunch reimbursement only.
Meal-related items such as tobacco products and beverages containing alcohol are the traveler’s responsibility.
7. **PROVIDED MEALS:** When travelers are attending events where meals are provided, they will not be able to claim those meals from HIRRA as a travel expense.
8. **WAGES, TRAVEL TIME, OVERTIME:** Only HIRRA staff can be considered for reimbursement for wages/travel time. When payment for travel time is appropriate, it shall be at the BC minimum wage rate (as per the BC Employment Standards Act). Overtime shall be avoided unless absolutely necessary and/or in the best interests of HIRRA. HIRRA managers are ineligible for overtime (as per the BC Employment Standards Act).
9. **NON-REIMBURSABLE EXPENSES:** Miscellaneous/incidental expenses such as newspapers, magazines, entertainment, etc. are not reimbursable.
10. **TRAVEL COMPANIONS:** If someone involved in HIRRA-related travel elects to have someone accompany them (e.g. their spouse), any additional travel-related costs (e.g. extra accommodation cost resulting from an extra person in a hotel room, extra meals, etc.) will be the traveler’s responsibility.
11. **LOCAL TRANSPORTATION AT DESTINATION:** Local transportation is a claimable expense when used to/from the business function. It can include taxi, bus and rapid transit. Car rental may be approved in circumstances where travel by less expensive means is not possible/practical.

PRE-APPROVAL FOR TRAVEL (please print)

1. NAME OF TRAVELLER: _____
2. DATE(S) OF TRAVEL PERIOD: _____
3. PLACE OF EMPLOYMENT OR COMMITTEE: _____
4. REASON FOR TRAVEL: _____
-

5. PROJECTED TRAVEL COST DETAILS THAT APPLY:

- | | | |
|--|---|-------|
| a) MILEAGE: _____ kilometers at 55 cents per | = | _____ |
| b) FERRIES: | = | _____ |
| c) MEALS: _____ breakfasts at \$15 max. per | = | _____ |
| _____ lunches at \$20 max. per | = | _____ |
| _____ dinners at \$25 max. per | = | _____ |
| d) ACCOMMODATION: ___ nights at _____ per | = | _____ |
| e) ANY APPLICABLE WAGES/TIME IN LIEU | = | _____ |
| f) PUBLIC TRANSIT | = | _____ |
| g) ANY FEES/PARTICIPATION COSTS | = | _____ |
| h) OTHER (Details - e.g. parking) _____ | | |
| _____ | | |
| _____ | | |
| _____ | = | _____ |
| i) PROJECTED TRAVEL COST TOTAL | = | _____ |
| [sum of items (a) through (h)] | | |

6. PRE-APPROVED BY: _____

Signature: _____

ANY COMMENTS:

TRAVEL EXPENSE CLAIM (please print)
*****attach receipts for all claimed expenses*****

1. ACTUAL TRAVEL COSTS THAT APPLY:

a) MILEAGE	=		
b) FERRIES	=		
c) MEALS			
	breakfasts	=	
	Lunches	=	
	dinners	=	
d) ACCOMMODATION	=		
e) ANY APPLICABLE WAGES/TIME IN LIEU	=		
e) PUBLIC TRANSIT	=		
f) ANY FEES/PARTICIPATION COSTS	=		
g) OTHER (details) _____			

_____	=		
h) ACTUAL TRAVEL COST TOTAL	=		

2. If "actual travel cost total" above is greater than "projected travel cost total".
5(i) on reverse side - please explain

3. APPROVED FOR PAYMENT BY: _____

Signature: _____

ONCE APPROVED, PLEASE FORWARD TO HIRRA BOOKEEPER FOR PAYMENT

ANY COMMENTS: _____

HIRRA Confidentiality Policy

I hereby agree to consider all matters related to HIRRA personnel confidential and shall reveal HIRRA-related information only when necessary while conducting HIRRA business, and only to people directly involved in that business.

I understand that all staff and contractor files are the property of HIRRA and are to be kept in a locked location.

I understand that violations of confidentiality are considered to be a disciplinary matter.

I have read the above policy and agree to it.

Name

Signature

Position (e.g. employee, contractor, Board member)

Date: _____

Record-keeping and Privacy Policy

Access to inspection of the register of HIRRA members is limited to the HIRRA Executive, HIRRA Administrator and HIRRA members requisitioning or calling a general meeting or advancing a members' proposal.

Adopted: March 26, 2019

HIRRA Employment and Contracting Policy Statements

Employee/Contractor Designations

The decision on whether the execution of a work package should be covered by an employment agreement or a contract shall be based on the category that results from the application of the current Canada Revenue Agency guidelines.

Definitions

A **contractor** is defined generally as one who works to contract specifications and conditions, provides tools and labor as required, and is considered to be self-employed. An **employee** is defined generally as one who works full or part time for specified wages under the direction of a manager or management committee, does not provide his or her own tools and is considered to be in the service of the employer.

The **association** is the Hornby Island Resident's & Ratepayer's Association. The **executive** is the HIRRA executive committee. A **management committee** is the HIRRA committee responsible for the management of a particular service. The **president** means the president of HIRRA, or designate. The **administrator** is the HIRRA administrator reporting to the executive committee.

HIRRA's relationship with the Comox Valley Regional District

In recognition of HIRRA's contractual relationship with the Comox Valley Regional District (CVRD), both employee and contractor agreements will contain clauses established by the Executive which permit HIRRA to terminate the agreements with two month's written notice and without penalty in the event that the CVRD reduces the scope of HIRRA's assignments or reduces the funding.

Employee Agreement

1. The relationship and obligations of HIRRA and its employees are defined in individual letters of employment.
2. HIRRA and the employee shall enter into a written employment agreement based on the HIRRA model established by the Executive in consultation with committees. The agreement shall be negotiated, in the first instance, by the relevant management committee. The finalized draft agreement shall be submitted to the executive for final approval. It shall then be signed by both the manager/management committee and the employee, and a copy sent to the administrator.
3. Annually in October, the executive will review the HIRRA master pay schedule, taking into account the cost of living impacts. In keeping with HIRRA's pay system values, this will normally result in a "cost -of-living" increase for staff for the coming year (based on the Consumer Price Index) so that wages keep pace with inflation. However, if Committees or Managers wish to implement wage rate raises for their staff that exceed this increase, those plans shall be brought to the Assembly for approval at least one month before the November budget presentations. Also, any form of financial award to HIRRA staff beyond regular wages (e.g. bonuses) will require Assembly approval.
4. Every year in December, a written performance evaluation shall be prepared for the employee by the management committee, or the manager. The form used for the evaluation shall be the HIRRA model approved by the executive committee. The

completed evaluation shall then be viewed by the employee and discussed in a meeting, held during the same month and attended by the employee, the person to whom the employee reports and one member of the management committee or the executive committee. The job description shall be reviewed with the employee and updated as required. If necessary, a new course of action for the coming year will be negotiated and documented on the evaluation form. The employee may write his/her own comments onto the evaluation form. The completed form, once signed by the employee and his/her manager/management committee, shall be filed in the employee's confidential record held by the HIRRA Administrator.

5. Every year, in September, the management committee shall meet to assess the remuneration under the employee agreement and shall take into account the master pay schedule criteria, the most recent performance evaluation report and subsequent performance. Any recommendations for upward adjustment of wages (in excess of the usual, annual cost-of-living increase) shall be taken to the Assembly for approval at least one month prior to November budget presentations. Any recommendations for downward adjustment of wages shall be submitted to the Executive for approval. Any resulting changes to wage rates shall be communicated to the employee in writing.
6. HIRRA will advertise employment opportunities in at least two editions of free print media distributed on Hornby Island and on the HIRRA notice board at the Hornby Co-op. The advertising shall be over a period of at least two weeks. The HIRRA management committee or manager shall evaluate the candidates, interview a short list or all of the candidates, make a selection and negotiate the employment agreement, in consultation with the executive except where this requirement has been specifically waived by the executive.

Contract Agreements

1. Contracts shall be negotiated using the HIRRA model contract form as the starting point. Currently, the following are ongoing labor contract positions within HIRRA: Recording Secretary, Recycling Cleaner, Beach Clean-up Patrol, Fire Hall Cleaner, Summer Fire Patrol and Regional Parks Maintenance Contractor.
2. Contracts shall be between HIRRA and the contractor with the president, administrator or designate signing on behalf of HIRRA, and shall name the management committee as the agent for HIRRA.
3. The term of contracts shall be one - three years unless there are grounds for a longer term (e.g. significant capital commitments required of the contractor).
4. At the end of the term of the contract, the management committee may renegotiate the contract with the incumbent contractor. The renegotiated contract shall then be submitted to the Executive for approval and signature by a signing officer of the association.
5. Three years after the commencement of the initial contract, with the contract or an amended contract still in effect and the work package still to be carried out, the work package may be put to public offering.
6. Short-term work contracts shall specify, in writing, the details of the work to be done the remuneration to be paid and the planned completion date.

Adopted: 2000, Revised: 2007, Revised: 2019

HIRRA Conflict Resolution Procedure

HIRRA's by-laws call for the establishment of "grievance procedures for HIRRA employees and contractors and volunteers; procedures for the resolution of conflicts with and within HIRRA, and shall encourage general peace and good relations within the community." (Approved April 2018)

This conflict resolution process has been established as a foundation for ensuring that the work environment remains positive and to fulfill the mandate given the executive by the membership. The term "employee" herein will include contractors and committee volunteers.

The conflict resolution procedure is intended to:

1. Provide the opportunity to resolve a conflict or complaint quickly, fairly and without reprisal;
2. Improve communication and understanding between employees; and between employees and their supervisor;
3. Ensure confidence in management decisions by providing a mechanism whereby management decisions can be objectively reviewed;
4. Support a positive work environment by allocating supervisors the primary responsibility for preventing and resolving conflicts and complaints; and
5. Identify organization policies and procedures which need to be clarified or modified.
6. Foster a positive and productive environment within all HIRRA committees tasked with volunteer community work.

Employees who experience a work-related conflict or have a complaint are encouraged to resolve it through discussions with their immediate supervisor whenever possible. A more formal approach can be initiated if the informal discussions fail to achieve resolution or the employee(s) have reason to believe that an informal venue would be difficult or inappropriate.

Conflicts involving a supervisor and his/her management committee shall be referred to the HIRRA executive for resolution following the procedures below as appropriate.

All requests for conflict resolution, complaints and appeals shall be fully investigated and responded to as quickly as possible. Strict confidentiality of all employee records and dispute resolution documents will be respected and maintained. In particular, individual written accounts of a conflict situation or complaint will not be shared without that person's express permission.

Penalty or retaliation against an employee who initiates conflict resolution, makes a complaint, or participates in a problem resolution investigation will not be tolerated and will be subject to disciplinary action as determined by the policies and procedures of the committee and/or HIRRA.

Procedures

Informal Conflict Resolution and Complaint Process

1. Employees who experience a work-related conflict with another staff person or volunteer, or have a complaint about another staff person or volunteer, should first attempt to discuss the matter with their supervisor or Committee Chair.
2. In a situation where it may be difficult or inappropriate to discuss this only with the supervisor or Committee Chair, then the employee may request that the Chair or a delegate of the appropriate HIRRA committee participate in a meeting with the supervisor or a HIRRA Executive member so that the employee can freely express him/herself. Such a meeting regarding a staff member's complaint will always include at least two people other than the person with the concern. Accurate minutes of that meeting will be taken and kept at least until the issue is resolved. These minutes will be available to the members of the relevant HIRRA Committee, to the HIRRA executive, and to the person towards whom the complaint was directed.
3. Following this meeting, the Committee Chair or delegate will analyze the merits of the conflict resolution request or complaint, and within a set period agreeable to the participants will meet with the employee to discuss a proposed plan of action. This proposal may include asking the HIRRA executive to assume responsibility for the resolution of the conflict.
4. If the employee is not satisfied with the informal resolution of the problem, he or she may proceed with the formal problem resolution process.

Formal Conflict Resolution/Complaint Process Regarding Staff Other Than the Supervisor

1. Employees who have a complaint or require management intervention in relation to a work-related conflict and wish to initiate the formal problem resolution process must prepare written documentation, with supporting details, of the conflict situation or complaint and submit it to their supervisor and to the committee chair or delegate. (Any complaint regarding a Supervisor will follow this formal conflict resolution process.)
2. If the complaint is about a fellow staff person, the committee chair or delegate and the supervisor will investigate the merits of the conflict resolution request or complaint. The supervisor will consult with other relevant individuals, if necessary.
3. Within a set period agreeable to the participants after receiving the conflict resolution request or complaint, the committee chair or delegate and the supervisor will complete the investigation and prepare a written response. The committee chair or delegate and the supervisor will forward a copy of the response along with a request that the employee sign and date the copy to confirm he or she has received the reply and agrees or disagrees with the Committee Chair's and the supervisor's plan of action.
4. If the employee agrees with the recommended plan of action, the supervisor will place a copy of the signed reply in the employee's personnel file.
5. If the complaint is still not resolved, the Committee Chair or delegate and the

supervisor will forward the complete file, including the conflict resolution request or complaint, documentation of relevant factual information, analysis of the information, the conclusion, and the recommended resolution, to the HIRRA Executive. The HIRRA Executive will delegate responsibility for the next steps to the executive member who has responsibility for the oversight of the conflict resolution procedure.

The HIRRA executive member, together with a committee of people familiar with conflict resolution procedures, will investigate any relevant issues in the file and any newly discovered evidence or information that may arise during the problem resolution process. They will forward a written response to the employee, either concurring with the previous resolution or proposing an alternative resolution.

6. The decision and recommendations made by this committee will be final.

Formal Conflict Resolution and Complaint Process Involving the Supervisor

Any complaint regarding a supervisor (herein including Committee Chair) will follow a formal conflict resolution process.

1. Employees who have a complaint or require the intervention of the relevant HIRRA committee in relation to a work-related conflict with their supervisor must prepare written documentation, with supporting details, of the conflict situation or complaint and give it to the chair or delegate of the relevant HIRRA committee with a copy going to the HIRRA Executive as well.

2. The committee chair or delegate and a member of the HIRRA Executive (if desired) will analyze the merits of the conflict resolution request or complaint, and within a set period agreeable to the participants will meet with the employee to discuss a proposed plan of action, which may include asking a trained mediator to facilitate a conflict resolution process.

3. Within a set period agreeable to the participants after receiving the conflict resolution request or complaint, the committee will investigate any relevant issues in the file and any newly discovered evidence or information that may arise during the problem resolution process. They will forward a written response to the employee, either concurring with the previous plan or proposing an alternative resolution plan.

The relevant HIRRA committee will forward a copy of the response along with a request that the employee sign and date the copy to confirm he or she has received the reply and agrees or disagrees with the committee's plan of action. A copy of this document will be given to the committee chair at the same time.

4. If the employee agrees with the recommended plan of action, the committee will place a copy of the signed reply in the employee's personnel file and monitor any plan that has been created to address the concern.

5. If the conflict or complaint has still not been resolved to the employee's satisfaction, the complete file, including the conflict resolution request or complaint, documentation of relevant factual information, analysis of the information, the conclusion, and the recommended resolution, will be forwarded to the HIRRA Executive for resolution. The executive, in turn, may delegate responsibility for this step to the member with oversight

of the conflict resolution procedure and the committee mentioned above. The decision and recommendations made by the executive will be final.

6. The committee chair will put a copy of the signed reply in the employee's personnel file.

Conflict Resolution and Complaint Process Involving Members of the Community and HIRRA Committees or Executive

Persons who experience conflict between themselves and a HIRRA committee or its executive are encouraged to resolve it through direct discussions with the committee or the executive. A more formal approach can be initiated if the informal discussions fail to achieve resolution and will follow the general outline of the procedures detailed above such as providing written documentation.

Some conflicts may be resolved by placing them on the agenda of a regularly scheduled public HIRRA meeting, putting a motion forward, and having it discussed and voted. Others may be resolved by standing for election at the Annual General Meeting.

Where the appointment of a mediator is in order, both parties can agree on an individual or each can select a mediator and the two mediators can select a third.

HIRRA has purposely included all those who work for the community in both paid and volunteer positions that advance community projects and objectives, in order to voluntarily comply with the Psychologically Safe Workplace recommendations (a voluntary protocol meeting CSA approval under the Mental Health Commission of Canada).

Adopted: 2015, Revised: 2019

Budgets 101: Overview of HIRRA Budget Process for Committees

A **budget** is a financial plan that takes income and expenses into account and provides information for how much you make and spend over a given period of time.

The **purpose** of budgeting includes forecasting income and expenses, and functioning as a tool for decision making. It lays out how much money you have to work with and the known expenses that you must cover.

All HIRRA tax-funded Committees prepare 5 Year Budgets for approval by the General Membership each November. All approved budgets for tax-funded Committees are then sent to the CVRD for their approval. Budgets must show projected operating revenue and expenses but may also show budgets for Capital / Special Projects.

Monthly Budget Reports are prepared and distributed to Committees by the 10th of every month showing their current actual expenses alongside budgeted amounts.

Committees, in conjunction with Managers and with the support of the HIRRA Administrator and Bookkeeper are required to manage their budgets and ensure financial oversight for their area.

Annual / 5 Year Budget

Timelines:

- September HIRRA Meeting: Core Services budget presented / approved by membership
- End of September/Beginning of October: Draft 5 Year Budgets distributed to Committees
- 3rd week of October: Committees fine tune these draft budgets and submit their final draft to the Executive
- Late October: Committee draft budgets reviewed by the Executive
- One week prior to the November HIRRA membership budget approval meeting: Draft Committee budgets posted on the HIRRA web-site for public review
- November HIRRA Meeting: Committee Budgets presented to the HIRRA Membership for approval. May be asked questions to explain expenses.
- November 15th: Approved budgets submitted to CVRD
- January: Approximately 50% of draft operating budget advanced to HIRRA
- April: CVRD Board conducts their own budget approval review of Committee budgets, followed by confirmation of funding
- August: The remaining 50% of annual funding, based on the CVRD approved budgets, is transferred to HIRRA.

What a 5 Year Budget shows:

- Previous year budget vs. actual: This is to help you determine where you might need to increase or decrease a budget line for next budgeted year.
- Current year budget / actual to date / projected: As draft budgets need to be completed before year-end (for the November approval process) you will need to estimate (project) your expenses / revenues for October to December. Some expenses can be projected using simple formulas (e.g. telecommunications, as they remain consistent throughout the year). However, many expenses are impacted by seasonal activity and will need to be projected accordingly (i.e. staffing at the Depot).
- Next 4 Years of Budget: The primary focus is on the next year (i.e. if budget is being completed for 2018 November meeting, the 2019 budget is the focus) as this is the amount being requested from CVRD. The following 3 years are generally shown as increasing annually by 2% and can be automatically updated by Excel. These are “all-things-being-equal” projections and may well have to be revised when they eventually become the draft budget for the upcoming year.

- Budgets for Capital / Special Projects: These are shown outside of the main operating budget and can have revenue from CVRD and other sources. Capital / Special Projects are generally Capital upgrades (e.g. Community Hall roof) or one-off projects (e.g. Depot 40th Anniversary Event).
- Fund Balances: Every Committee has a fund balance. They are on-going, accumulated balances/reserves resulting from all past surpluses and deficits, and they fluctuate every year depending on whether the Committee realizes a surplus or deficit. Fund Balances from the past 5 years are shown for historical context and to help with budgeting projections.

General Info:

- The surplus / deficit from the most recent completed Financial Year (e.g. 2019 budget would use amounts from 2017) are applied as part of the budgeting process. If your Committee had a surplus in most recent completed year, that amount will be applied and subtracted from the total requested for operations from the CVRD for the upcoming year. If your Committee had a deficit the amount will be **added** to the total requested for operations.
- Committees should familiarize themselves with all the relevant budget lines and carefully review historical info to assist in budgeting process.
- The Administrator and Bookkeeper are available to answer questions or if more data is required.

Monthly Budget Report

Timelines:

- 10th of every month: After completing bank reconciliation for the previous month, Bookkeeper submits year-to-date, monthly budget reports to Administrator for review before distribution to Committees and Executive.
- Invoices and deposits must be submitted to Bookkeeper by last Tuesday of the previous month to be included in report. This is important so that Committees will have an accurate read on where they stand financially.
- Year-end invoices and deposits must be submitted to the Bookkeeper prior to January 15 to be included in year-end financial reports.

What a Monthly Budget Report shows:

- Budget for current year
- Actual revenue and expenditures to date (up until the last Tuesday of previous month)
- % of budgeted amounts left for the year

General Info:

- Monthly budget reports are an important tool for Committees to track if they are in line with projected revenue and expenses.
- By utilizing the info in monthly budget reports Committees may find they have to curtail certain activities so as not to go into deficit (or are able to increase spending for needed purposes if expenses are below projections).

HIRRA Fund balances:

- HIRRA Fund balances are ongoing balances for each Committee which rise and fall with each year's actual, annual operating surplus or deficit. They can provide a financial cushion against unexpected or insufficiently budgeted expenses in the year ahead.
- Fund Balances are only updated once a year (dated Jan 1 – but not confirmed or entered into SAGE accounting system until year-end financials are accepted at HIRRA's April AGM) based on year-end actuals