



The Corporation of the City of Courtenay

# Staff Report

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**To:** Council

**File No.:** 6200-05

**From:** Director of Recreation, Culture and Community Services

**Date:** July 31, 2024

**Subject:** Memorial Bench Program Options

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**PURPOSE:** To present information to Council in regards to options for a memorial bench program, or alternative memorial process, and bring forward recommendations for a Memorial Bench Program Decommissioning Policy.

**EXECUTIVE SUMMARY:**

The City suspended its Memorial Bench Program in 2008 due to demand far exceeding the availability of memorial bench locations. In May 2019, Council formally approved discontinuation of the program after it was determined it was not a financially sustainable service. As such, the Memorial Bench Program has not been active for 16 years.

The report provides an overview of four memorial program options for Council's consideration:

- Option 1: Develop a Memorial Bench Donation Program and Policy with fees set at 100% cost recovery.
- Option 2: Develop a Memorial Bench Donation Program and Policy with fees set at 75% cost recovery.
- Option 3: Create a Donation Policy to fund parks and recreation operations or maintenance, programs, and or capital projects.
- Option 4: Do not develop any further memorial programs and promote existing memorial options in the Courtenay Civic Cemetery and other community memorial programs.

All options require considerable time and administrative resources to plan and implement a new program and associated policy.

Staff are recommending Option 1: Develop a Memorial Bench Donation Program and Policy with fees set at 100% cost recovery to ensure the program is financial sustainable and to ensure that the memorial program and policy are developed in such a way as to address the key reasons that the original program was put on hold and subsequently discontinued.

**BACKGROUND:**

The Memorial Bench Program ran from 1997-2008 and was then suspended when the demand for benches far exceeded the availability of memorial bench locations, especially in preferred areas. Memorial Bench program waiting lists were established as a placeholder to address those interested in participating in the program. Staff records indicated the department received 120 waitlist requests between (2008 and 2019). In May 2019, Council formally discontinued the program after it was determined the program was not a sustainable service as the level of taxpayer subsidization for each memorial bench was much higher than originally expected.

Staff also reported that memorial bench programs have an unintended and inevitably higher service level than other similar services due to the personal expectations of donors for maintenance and upkeep of the specific memorial asset. There was a general expectation by participants that memorials would be maintained in perpetuity despite that the program had clearly stipulated 10-year terms. However, as the contract was only witnessed by the signatory, other family members often misunderstand the contract term and have trouble accepting that the term does expire. Even when the contract is clearly stated and understood, the emotion associated with the benches often leads to public complaints or outcry to help overturn the contractual clauses.

According to staff records, there are approximately 207 memorial benches that were installed through the original memorial bench program and all have expired contract terms. Staff would need to survey the locations on record to determine the condition of the benches and whether the plaques are still in place to determine what is the current number of memorial benches still in service.

A staff report was presented to Council on April 1, 2019 (see Attachment 1) that recommended the formal discontinuation of the memorial bench program. Council resolved to postpone consideration of the staff report until the May 21<sup>st</sup>, 2019 meeting in order to provide the public an opportunity to forward thoughts related to the memorial program to staff and Council for consideration.

At the May 21, 2019 Council meeting, after further discussion on the options identified in the April 1, 2019 staff report and reviewing the public feedback on the issue, Council resolved the following:

*“THAT based on ... 2019 staff report “Memorial Program”, Council adopt OPTION 1 and direct staff to discontinue the existing memorial program”*

As a follow-up to the direction above, staff identified to Council that the final steps to the cancellation of the memorial program included returning to Council with options for an alternative memorial process supported by a decommissioning policy for the existing memorial benches. The next steps included the following considerations:

1. Communication plan to notify persons on the waitlist that the program has officially been cancelled and provide other options available through the cemetery memorial program or community programs.
2. Policy options for the decommissioning of existing memorial benches and notifying the existing participants of the programs cancellation.

Communications to notify persons did not occur after the program was cancelled in 2019. Furthermore, direction from the former Director of Recreation and Culture was to hold off contacting waitlisted persons until memorial alternatives were available. As a result of the COVID-19 Pandemic in 2020, staff resources to address this additional work were redirected to other priorities.

The following resolution was passed at the March 14, 2022 Council meeting whereby Council directed staff to prepare a report with options for a memorial bench program or options for an alternative memorial process:

*“THAT Council direct staff to bring back a staff report with options for a Memorial Bench Program or options for an alternative memorial process.”*

#### **DISCUSSION:**

Staff have carried out a scan of memorial programs available in other local government communities and have considered them in identifying the options for Council’s consideration. Many communities approach memorial bench programs with the lens of accessing additional funding to support the installation of desirable amenities throughout the local area. Memorial programs however add a layer of complexity that requires well thought out policy and increased administrative oversight and response.

With the program last active in 2008, the reinstatement of the Memorial Bench Program will be equivalent to the City establishing a new service given that the program has not been place in 16 years. Reinstating a memorial bench program would require substantial administrative effort to develop a well-designed memorial program that proactively addresses the key reasons that led to the original program being discontinued. This would include ensuring the program is financially sustainable and supported by a Council approved memorial bench donation policy.

A successful memorial bench program would need to consider the following implications:

- Clear and well-defined program policy, procedures and public notification.
- Fees and charges with Council approved cost recovery targets outlined in a bylaw.
- Review and implementation of effective contracts to manage expectations and ensure confirmation of the donor’s acceptance of the contract terms.
- Mapping of available (existing and new) memorial bench locations that predetermine approved locations based on the Parks and Recreation Master Plan and park planning best practices, and limits the number of locations available in popular locations appropriately.
- An online application form to reduce staff administrative time required to process applications.
- Coordinated installation of assets and plaques.
- Systems for tracking and maintaining contact with donors over the course of the contract.
- Reviewing available bench locations annually, including consideration for expiring bench contracts and renewal options.
- Guidance on implications from maintenance, as well as decommissioning and replacing benches when they are at the end of their service life.
- Limitations on installation quantities based on operational capacity (estimated at 20 benches per year).

#### **Memorial Program Options**

##### *Option 1: Reinstatement of the Memorial Bench Program at Full Cost Recovery (recommended option)*

Reinstatement of the memorial bench program would need to address all of the aforementioned considerations and would require approximately one year to develop the necessary policies, procedures, and bylaws in order to effectively launch the program.

Following the development of the program, a program could be launched whereby fees are set at full cost recovery whereby no tax funded subsidization is applied towards the administration, installation, maintenance or repair of a memorial bench over a proposed 10-year term. The fees would be brought into a fees and charge bylaw and reviewed and updated every few years to ensure 100% of the costs are recovered.

At the end of the 10-year term, the memorial bench donor would be provided an opportunity to renew the contract at the relevant cost recovery rate established by the fees and charges bylaw at the time, with consideration in the fees for the renewal of the plaque as compared to the requirement of installing a new bench if it has reached end of life. Alternatively, the program may consider lengthening the contract term to coincide with the expected memorial bench useful life term. Although a 10-year term is the standard contract term for a memorial bench in other local government organizations, other jurisdictions have a contract term on the low end of eight years and as high as 15 years or have separate contract terms based on the type of bench installed and the life expectancy based on the materials of the bench.

**Memorial Bench Estimated Cost:**

The fee to install a memorial bench with a customized plaque in 2008 was \$1,100.

A high-level review of the current direct costs that would be required to administer and install a memorial bench is approximately \$4,300. Should the fee remain the same as in 2008 (\$1,100) it would represent a taxpayer subsidization of approximately 74% of the actual costs. A breakdown of the memorial bench cost estimate to reactive the program today is included in Attachment 2.

As identified in the April 1, 2019 Council staff report, the 2008 fee represents a high level of subsidy to individual memorial bench program donors. According to the Recreation Fees and Charges Framework (2022), where an individual receives direct benefit from a service, there should be a reduced level of subsidization as the user of the service receives increasing levels of direct interest. Should the re-start of the memorial bench program be considered, the setting of the fee can be established based on the Recreation Fees and Charges Framework benefits-based continuum as illustrated in Table 1 below.

*Table 1: Recreation Fees and Charges Framework, 2022 – Benefits Continuum*

<b>Benefits Continuum</b>					
<b>Who Benefits</b>	Community only	Mostly the community and partially the user	Community and user equally	Mostly the user and partially the community	User only
<b>Who Pays</b>	0% User Fee 100% Tax Support	25% User Fee 75% Tax Support	50% User Fee 50% Tax Support	75% User Fee 25% Tax Support	100% User Fee 0% Tax Support

Given the high individual benefit a participant receives from a memorial bench program, the fee could be established at 100% cost recovery with 0% tax support. Additionally, memorial program participants typically have service expectations due to the personal connection with the bench which can result in higher levels of service than publicly funded amenities, further supporting the full cost recovery recommendation. Under Option 1, the proposed fee for a memorial bench will increase to approximately \$4,300 for a full cost recovery model.

**Municipal Comparison:**

A scan of memorial bench fees charged by other local governments that have active memorial bench programs in place shows the City’s 2008 established fee of \$1,100 is well under the current industry fee. It is important to note that staff cannot directly compare the proposed memorial bench program fee with others from a cost recovery perspective, as very few organizations establish fees based on full cost recovery. The one exception is the Regional District of Nanaimo which does establish its fee at full cost recovery through its Amenity Donation Program Policy.

*Table 2: Memorial Bench Fee Comparison*

City of Vancouver	\$8,500
Regional District of Nanaimo	\$4,000
District of Saanich	\$3,300
City of Powell River	\$3,000
City of Parksville	\$3,000
City of Penticton	\$2,700
City of Campbell River	\$2,800
Town of Qualicum	\$2,500
<b>Average Memorial Bench Fee:</b>	<b>\$3,725</b>

Advantages: By reinstating the Memorial Bench Program at 100% cost recovery, the City will develop a sustainable self-funded program that is based on full cost recovery while also securing important community amenities. Additionally, memorial program options do not need to be limited to memorial benches and could expand to include picnic tables, bike racks and trees which can also be considered as part of the program and follow the same 100% cost recovery model.

Disadvantages: A memorial furnishings program requires significant administrative time to establish. Based on the current workplan priorities it will take a year to re-establish a memorial program. Developing a new program includes activities that include but are not limited to: development of a memorial amenity policy, mapping of all current and potential future locations, creation of forms and contracts, and development of a communications strategy to help manage past donors, waitlisted donors, and future donors. Although there is potential to add more benches to existing parks, there is a risk that all the established locations, once filled, will result in a similar situation that the City faced in 2008 when the program needed to be put on hold and interested participants waitlisted. This was a similar scenario faced by the Comox Valley Regional District and the City of Port Alberni in their respective memorial bench programs.

*Option 2: Reinstate the Memorial Bench Program at 75% Cost Recovery*

Under option 2, the bench program would require the same program development considerations as identified in option 1, however considering the memorial bench is available to the public to utilize in a park or on a trail, it could be placed further along the benefits-based continuum where mostly the user benefits (through the dedicated plaque for 10 years) and partially the community benefits. This would place the memorial bench program at 75% cost recovery.

Based on this scenario, the fee would be set at approximately \$3,225 and would be closer to the average memorial bench fee other jurisdictions are charging. Similarly, to Option 1, costs would be reviewed on a regular basis to ensure the service is being recovered at 75% of cost and the fee will be brought into the fees and charges bylaw.

Advantages: By reinstating the Memorial Bench Program at 75% cost recovery, the City will develop a program that is based on a portion of the costs being recovered directly by the individual participating in the

program and the remaining portion being funded by the taxpayer - recognizing the park amenity is available to the public to utilize. As with option 1, the memorial program option does not need to be limited to memorial benches. Memorial picnic tables, bike racks and trees can also be considered as part of the program and follow the same 75% cost recovery model for determining the fee.

Disadvantages: Option 2 would share the same disadvantages as identified in Option 1.

*Option 3: Create a Parks and Recreation Donation Policy*

Option 3 would direct staff to develop a donation or gift policy. Based on a review of other local governments that have a donation or gift policy or program in place, there are the following common features:

- a. A variety of donation options are provided:
  - Donations toward different funds: neighborhoods, amenities, parks. No minimum or maximum amount.
  - Endowments: donations that generate interest that is equal or above a certain value can be directed towards identified areas such as park conservation, recreation, community centres, playgrounds, or project endowments; trail rebuilding, protecting an environmentally sensitive area, invasive species removal, replanting native trees.
  - Gifts to City Parks or Recreation facilities: Estate gifts to the City, through a will sum or percent of estate or beneficiary to lift insurance policy.
- b. Established recognition levels associated with the amount or nature of the donation. Donations in excess of a benchmark amount may receive a plaque or sign, donations of less than that benchmark could receive a certificate of acknowledgement. Other considerations include: public announcements, participation in official opening or public unveiling ceremonies, webpage or other acknowledgement as approved by a designated staff member.
- c. City website landing page detailing each donation option with an online donation forms to reduce the in person administrative time required to process donations. This also allows for anonymous donations.

Advantages: This option helps provide an alternative funding sources for park spaces, park amenities or improvements that are funded outside of property taxation. Provides a sliding scale of amount of donation which lowers the barrier to participation.

Disadvantages: Does not provide a memorial option that matches the impact of a bench or other park asset with a plaque affixed on it at a fixed location where the donor will be able to physically visit. Administration of donation programs and funds requires extensive administration support which is often tax subsidized so as to avoid using donated funds towards administrative resources. The development of a donation policy would require significant time and administrative resources and would require a further report back to Council on implications, resources required, and timelines.

*Option 4: Promote existing memorial programs in the Courtenay Civic Cemetery and Community*

Other existing memorial alternatives within the community could be promoted or included as part of the decommissioning strategy to satisfy the outstanding community requests. As discussed in the 2019 staff report, these alternatives may include:

- a. Existing City of Courtenay Civic Cemetery Memorial Programs (see Attachment 3):

- a. Two options are available to the public through a memorial program in place in the Scattering Garden in the Courtenay Civic Cemetery. This includes memorial boulders with plaques or bronze plaque placed on a granite memorial book.
- b. Referrals to community memorial programs:
  - a. The City could compile a list of community partners that offer memorial options which may include cultural partners, adjacent local government organizations, private gardens, businesses, institutions, etc. For example:
    - i. The Sid Williams Theatre (City cultural partner) offers commemorative seat plaques.
    - ii. At Christmas anyone who would like to honour the memory of a loved one can include their name(s) on decorative tags, which will be added to the Memory Tree at the Comox Valley Hospice.
    - iii. Donating to the Comox Valley Healthcare foundation can result in recognition in the donor wall at the hospital along with ensuring the mission of ensuring the pursuit of the best healthcare available.

Advantages: Directing memorial request to existing programs in place does not require any additional costs associated with a new memorial bench program. Courtenay Civic Cemetery memorial items are located in an area that is appropriately funded and, in a location, set aside by the City for memorials to be in place in perpetuity, matching the participants expectations.

Disadvantages: By restricting the memorial options to the Cemetery, the City may be missing an opportunity to provide additional park amenities to the public through a financially sustainable model proposed in Options 1 and 2.

## **OTHER CONSIDERATIONS:**

### **Memorial Bench Programs Within Local Government in the Comox Valley**

The Comox Valley Regional District (CVRD), Town of Comox and Village of Cumberland, all currently do not have active memorial bench programs. The Village of Cumberland is not planning to provide any sort of memorial option for parks infrastructure due to the significant administrative and logistical requirements to manage such a program. The Town of Comox is in the process of considering options for a memorial bench and tree program which will be considered by the Town's Council at a future date.

In May 2023, the Comox Valley Regional District (CVRD), removed its standard gift options (50 native plants, benches, tables, kiosks, park entrance signs) from its Leave a Legacy program for the following reasons:<sup>1</sup>

- Demand far exceeded the available locations for new benches. A majority of the demand is for benches in existing popular parks and trails that already have a sufficient number of benches that have dedication plaques in place.
- Concerns surrounding fiscal responsibility whereas the current memorial fee only covered a fraction of the actual cost to purchase, install and maintain a memorial bench;
- The cost to participate could be a barrier for all to participate. This can be perceived as a social inequity. The program unintendedly creates the ownership of a public asset.
- Concerns that this program reflects a colonial mindset which may not be consistent with CVRD's commitment to reconciliation.

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<sup>1</sup> May 30, 2023 Comox Valley Regional District [Staff Report – Leave a Legacy Program Review](#)

- Concerns whether private memorials are appropriate in public parks.
- There is no consideration for the merit or contributions of the subject being memorialized to the community as applications are processed on a first-come, first serve basis and no vetting process is in place.

### **Outstanding Demand and Waitlists**

Should Council reinstate the Memorial Program, the outstanding demand for memorial benches from the CVRD may shift to the City and result in additional waitlists. There are currently over 100 people on the City's waitlist as a result of interested donors requesting the same popular location such as the Airpark. Due to the length of time that has passed since the waitlist was established, the interested parties may have found other alternatives. However, if there is still interest, we anticipate there still being a demand for the same popular locations as experienced with the CVRD and the City of Port Alberni.

### **Decommissioning Policy**

As outlined to Council at the May 21, 2019 meeting, staff identified the need to develop a communication plan for notifying waitlisted individuals and existing memorial bench program participants that the memorial program has been cancelled and to formulate a memorial program decommissioning policy. All memorial benches and other memorial items from the original program would have been in service for 10 plus years and would need to be replaced at a future date.

Regardless of Council's direction regarding options for a future memorial program, staff are recommending that all current memorial benches and other memorial items (put in place under the previous, now terminated program) be decommissioned as follows:

- If Council chooses not to start a new memorial bench program, all past participants will be notified of Council's decision to discontinue the program in 2019, and with the contract term of the donated item fulfilled, all plaques will be removed and returned to the original donor on file or stored for a period of up to one year if staff cannot contact the original donor.
  - Persons on the waitlist will also be notified of Council's decision to discontinue the program and their contact information will be removed from City records.
- If a memorial bench program is reinstated by Council, staff would connect with all past participants to offer them the first right of refusal to purchase a memorial bench under the new program and the new fee as established by the fees and charges bylaw. If the donor cannot be reached, the plaque will be removed and stored for a period of up to one year and the location will be made available to individuals on the waitlist.

This final step would establish the conditions of the memorial benches currently in inventory and communicate that the City has fulfilled its contractual obligation.

A Council endorsed decommissioning policy supports staff with the potentially challenging conversations that are expected once people are contacted and notified that the existing memorial benches are being decommissioned as they have far exceeded the contractual terms. Staff anticipate these challenging conversations based on the experience of other communities who have cancelled their memorial bench programs.



**NEXT STEPS:**

Should Council proceed with Option 1 or Option 2, staff will return with a staff report detailing the new Memorial Bench Program that includes a memorial amenity donation policy as well as recommended fees and charges. The policy will outline the process, terms and conditions for a donor to participate in the memorial program. Due to existing workplan priorities, the timeline for this staff report will be in 2025.

Staff would start contacting donors to inform them that the memorial bench program will be restarted and they have first right of refusal to donate a new bench at the existing location. Once all donors have been contacted and have confirmed they are not interested in participating, or alternatively donors cannot be reached or have not responded after three months of notice, waitlisted persons will be notified that the program will restart at a later date and asked if they are still interested in participating.

**POLICY ANALYSIS:**

**Official Community Plan, 2022**

*Parks and Recreation Objective 2:* Recreation amenities, services, and programming are expanded and enhanced to support increased health, wellness, and social connections for all residents.

**FINANCIAL IMPLICATIONS:**

**Option 1**

The anticipated impacts to the 2025 operational budget would be net zero as the required operational expense to start and implement a new memorial program will be offset by the fees collected for the memorial program which will be set at 100% cost recovery. The full financial implications will be reported back to Council alongside the memorial bench program donation policy.

**Option 2**

The anticipated impact to the 2025 operating budget would be approximately \$21,500 based on a 25% tax subsidization / 75% tax recovery of the memorial program and an estimated 20 new memorial benches being installed each year.

**Option 3**

The anticipated cost to develop a donation policy is unknown at this time. Should Council choose Option 3, staff would report back with the cost, timelines, and proposed process for approval.

**ADMINISTRATIVE IMPLICATIONS:**

The administration and operational implementation of a new memorial program will be determined and established based on an internal review of how best the program would be delivered organizationally.

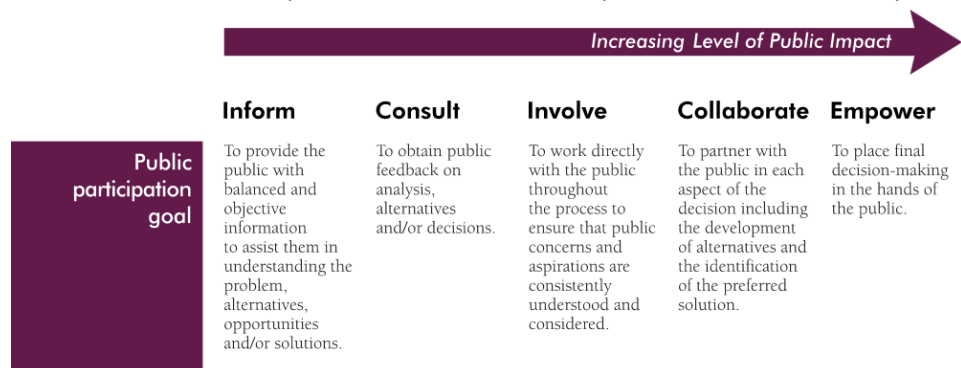
**STRATEGIC PRIORITIES REFERENCE:**

This initiative addresses the following strategic priorities:

- Financial Sustainability - Review City Financial processes: Review fees, charges, and fines

**PUBLIC ENGAGEMENT:**

Staff would inform the public based on the IAP2 Spectrum of Public Participation:



© International Association for Public Participation [www.iap2.org](http://www.iap2.org)

**OPTIONS:**

1. THAT Council direct staff to develop a new memorial bench donation program and return to Council with a staff report on the memorial program that includes a Memorial Bench Donation Policy; and  
THAT the memorial bench donation program establish its fees at 100% cost recovery. **(Recommended)**
2. THAT Council direct staff to proceed with the decommissioning of existing memorial benches as outlined in the "Memorial Bench Program Options" report. **(Recommended)**
3. THAT Council direct staff to develop a new memorial bench donation program and return to Council with a staff report on the memorial program that includes a Memorial Bench Donation Policy; and  
THAT the Memorial bench program establish its fees at 75% cost recovery.
4. THAT Council direct staff to report back on timing, resources, and implications of developing a Parks and Recreation Donation Policy that would accept financial donations to fund park or recreation programs, operations and maintenance, amenities, and or capital projects.
5. THAT Council provide alternative direction to staff.

**ATTACHMENTS:**

1. Staff Report DRCS 2019-04-01 Memorial Program and Public Feedback on the April 1, 2019 Staff Report
2. Memorial Bench Estimated Cost
3. Courtenay Civic Cemetery Brochure

Prepared by: Joy Chan, Manager of Business Administration, Recreation, Culture and Community Services

Reviewed by: Susie Saunders, Director of Recreation, Culture, and Community Services

Concurrence: Geoff Garbutt, M.Pl., MCIP, RPP, City Manager (CAO)



THE CORPORATION OF THE CITY OF COURTENAY  
**STAFF REPORT**

**To:** Council  
**From:** Chief Administrative Officer  
**Subject:** Memorial Program

**File No.:** 6200-05  
**Date:** April 1, 2019

**PURPOSE:**

The purpose of this report is to provide Council options on the future of the dormant memorial bench program.

**EXECUTIVE SUMMARY:**

The administrative impacts of memorial programs are often underestimated. The lifecycle cost of a regular park bench is approximately half of that of a memorial bench, and the associated subsidy benefits a select group of donors. Staff and the Parks and Recreation Advisory Commission ask Council to consider not reinstating the dormant memorial program.

**CAO RECOMMENDATIONS:**

That based on the March 25, 2019 staff report "Memorial Program", Council adopt OPTION 1 and direct staff to discontinue the existing memorial program.

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM  
Chief Administrative Officer


**BACKGROUND:**

Across North America municipalities have had donor/memorial bench programs for the last 20 to 30 years. The Courtenay's formal memorial bench program was initiated in 1997 with the first bench donated by Stan and Judy Hagen. At that time it was anticipated that the City would be contributing 40% of the cost. The pricing was as follows:

- |                    |                             |
|--------------------|-----------------------------|
| Park bench - \$480 | Park/boulevard tree - \$180 |
| Street bench \$780 | Tree in a sidewalk - \$420  |

These fees were anticipated to be 60% of the total cost of the bench, pad and plaque including purchase, installation, and 10 years of maintenance. From this we can deduce that the total

THE CORPORATION OF THE CITY OF COURTENAY



**The City of Courtenay Tree Donation Program and Bench Donation Program**

<b>Participant Information</b>	<b>Horticultural Information</b>
Name: _____	Tree Species: _____
Address: _____	Size: _____
Postal Code: _____	Office: _____
Telephone: _____	<b>For Office Use Only</b>
Donation Amount: \$1,000.00 + GST	Date of Application: _____
Income tax receipt will be mailed to the above address.	Approval of Inscription: _____
Location of Tree or Bench: _____	Job Order No.: _____
_____	Work Order No.: _____
_____	Source of Tree or Bench: _____
_____	Tree or Bench Number: _____
_____	Supervisor: _____
_____	Other: _____
_____	Date of Completion: _____

Plaque Inscription for Bench: \_\_\_\_\_

*called in 2027 for inscription*

Please limit wording to three lines. Wording must be approved by the City of Courtenay prior to ordering plaque. Brass plaque measures approximately 210" high by 12" long.

**Commitment to Maintenance by City**  
All gifts to the City of Courtenay through the Tree Donation Program and Bench Donation Program are accepted on the basis that they will be maintained for 10 years in their original location or in an area near their original location, after which the disposition of the gift is at the sole discretion of the City of Courtenay.

**Limits of Participation**  
Participation in the Tree Donation Program and Bench Donation Program in no way constitutes ownership of the item, the land upon which it is situated or the surrounding lands. The City of Courtenay retains the right to use lands adjacent to these donated items as it deems appropriate. In addition, the City of Courtenay may choose to not accept a gift through the Tree Donation Program and Bench Donation Program at its discretion.

I have read and agree to the above conditions:

Signature: \_\_\_\_\_ Date: *Oct 3/01*

anticipated cost of a park bench was \$800 over 10 years. This pricing was low but not unlike programs in other jurisdictions.

Each donor received a tax receipt for their participation in the program and was to sign an agreement identifying that the donation was for a 10 year term. The wording on the agreement is as follows:

“All gifts to the City of Courtenay through the Tree Donation Program and Bench Donation Program are accepted on the basis that they will be maintained for 10 years in their original location or in an area near their original location, after which the disposition of the gift is at the sole discretion of the City of Courtenay.”

The Courtenay memorial program was put on hold in 2008. Many other municipalities took similar action based on the expiration of the first benches, increased demand, and identification that the program was subsidized at a much higher rate than originally anticipated. Since then over 100 people have asked to be put on a waiting list in case the Courtenay memorial program is reinstated.

**DISCUSSION:**

Memorial programs were initiated with the optimistic but unrealistic view that the community was getting a free bench in exchange for a public memorial. Over the last 30 years it has become clear that the expectations attached to a memorial bench have caused the soft costs to rise far beyond the quoted ‘purchase price’ due to program administration and increasing requests for service. A memorial bench program has an unintended and inevitable higher service level than other similar services due to the personal expectations of donors for maintenance and upkeep of their specific asset. To some, these assets are used in place of a tomb stone and therefore seen as sacred. In contrast, some park users comment that the presence of public memorials add morbidity to public space and don’t add value to the experience for the common users.

Since the program’s inception, more residents are being cremated, thereby placing additional strain on memorial programs. Family members look for a public place to remember loved ones and commonly prefer settings outside of a cemetery with the vast majority of local inquiries requesting the Courtenay Airpark. 30 years ago only 62.3% of deaths in BC resulted in cremation. The BC cremation rate rose to 82% in 2011. However the statistic for Courtenay is 94.6% preferring cremation. (see appendix 1)

If the program were active and advertised, the demand would be expected to far exceed the available spaces. Many municipalities have parks with an excessive number of memorial benches in part to satisfy demand for memorials rather than the need for park benches. In Courtenay, limits were placed on memorial benches at the Air Park recognizing that if demand determined the location, the Air Park would have benches far exceeding actual need.

There is a general expectation by participants that memorials are maintained in perpetuity. The existing benches in Courtenay were installed under 10 year terms with the majority now expired. Since contracts



**Daughter condemns \$2,000 extra for mom's memorial park bench in Sooke**

KEVIN GRIFFIN Updated: December 10, 2017



may only have been witnessed by the signatory, other family members may not be fully informed of this contract term. In Courtenay there are 325 memorial items, most of which have expired contracts. Other municipalities have tried to resolve these completed contracts by removing the plaque and making the space available to other participants. There has been substantial backlash in other jurisdictions where poorly executed. Staff recommend that separate consideration is given to the existing memorials and addressed through future policy.

Although memorial programs are very common, Council is asked to consider if a public memorial outside of a cemetery is actually a core service to the citizenship of Courtenay. Effective City services benefit a large number of citizens or serve marginalized populations. If a service does not meet this threshold, it should be a full cost recovery service. In this model, the value of the service is calculated and pricing is established to fully recover the cost of participation. In most municipalities the value of participation is calculated considering the following factors:

**Memorial Bench Valuation:**

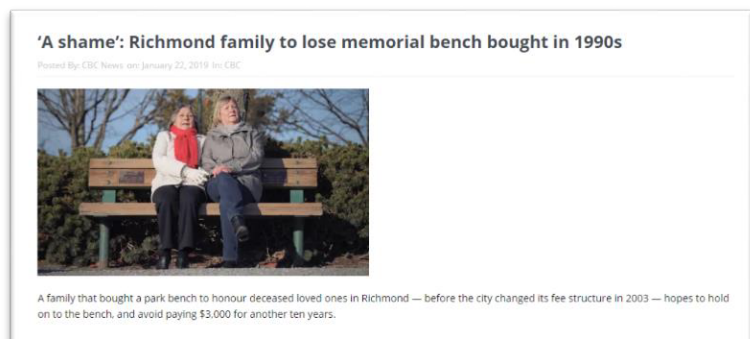
<i>Build/Install Concrete Pad</i>	
Labour	240
Materials	300
Installation of bench	80
Purchase of bench	1250
Plaque engraving	300
<i>Maintenance (10 yrs)</i>	
Pressure washing	400
Graffiti Removal	400
Administration fee	30
<b>Total Value</b>	<b>\$3,000</b>



Although this methodology is common, it fails to acknowledge the cost of the administration of the program itself. This includes bench/plaque replacements, removal of flowers/plantings, advertising, brochures, front desk meetings with the clients, point of sale, financial administration including receipting, record keeping and the ongoing service requests from the client. These costs are estimated at an additional \$500 per bench over a 10 year term.

Bench installation and lifecycle costs:  
 Memorial program = \$3,500  
 Regular bench = \$1,870  
*Note: A key consideration in the calculation of these costs is the expected service levels associated with these 2 scenarios.*

If the service was priced at \$3,500 to be full cost recovery, there is \$1,870 in value to the community at large while \$1,630 in additional value to the donor family. Memorial bench programs seldom have staff dedicated to the service. The demands of the program bring office staff from their core responsibilities and field staff from regular maintenance resulting in lowered levels of service for core operations. For example, park and street benches are usually installed in a timing that fits the work plan of a crew. Normally with a memorial program the timing of bench installations is on the basis of customer orders and associated service level expectations. The demand-based nature of this work tends to be less efficient and therefore more costly.



Typically the true costs are not reflected in the program fees. If the full value of the program were included in the cost of participation in the program, the pricing would appear to be an unfair burden on mourners. Many municipalities are increasing the cost of a memorial programs to reduce the burden on taxpayers that would be unwilling to bear this subsidy.

The price of participation in a memorial bench program varies substantially between municipalities. The Courtenay program was \$1,100 in 2008. If this price doubled to \$2,200 it would be close to the median of other municipal programs, but only 63% of the true costs. (see appendix 2)

Staff estimate that during the first year of reinstatement there could be a demand of over 100 benches and the years there after to level out closer to 30 benches annually. Provision would need to be made to satisfy this demand on staff capacity.

Council is regularly faced with the public desire to memorialize prominent citizens or the victims of tragic circumstances. If this is a priority for Council, a well-resourced program will be needed to provide clarity on memorial options.

A well designed memorial program can address efficiencies, limit available space to reasonable annual quantities and ensure that the memorial placement serves the community needs. However, dedicated staff resources, and clear program parameters are needed.

If reinitiated, a new program would involve the following elements:

**Program Component**

**Departments Involved\***

- |  |                         |
|--|-------------------------|
| - A program policy with pricing and appropriate promotion        | RCS, LS, Communications |
| - Clarity on the contractual term of participation               | RCS, LS                 |
| - Contact with those on waitlist                                 | RCS                     |
| - A mapped listing of available memorial locations               | RCS, GIS, PWS           |
| - Coordinated installation of assets and plaques                 | RCS, PWS                |
| - Systems for tracking and maintaining contact with participants | RCS                     |
| - Renew available bench locations annually                       | RCS, PWS                |

\*RCS = Recreation and Cultural Service, LS= Legislative Services, PWS= Public Works Services, GIS=Geographic Information Systems



Key to a sustainable program is to establish the program service level through policy. One effective way to accomplish this is to clearly outline the number of memorial locations that will be available annually and when installations will occur.

Alternatives should be developed to satisfy community memorial requests. These alternatives may include:

**Gifts program:**

Through this program service clubs and individuals may gift cash or products to the City. The donor would be receipted for their donation. Common examples of gifts are, playgrounds, in-kind labour, signage, public art, lighting, trail improvements, facility equipment, room upgrades, etc. A gifts program should always be accompanied with a recognition policy that stipulates that the scale of

recognition is proportional to the size of the gift. All recognition should also have an expiry date specified.

A memorial wall, garden or other centralized opportunities for memorial. It is ideal if these are in a pleasant location and yet not on a main thoroughfare.

**Cemetery recognition:**

The Courtenay and District Cemetery currently offers various memorial options to clientele. This includes memorial walls, plaques, headstones, etc. The list of product options could be expanded at the cemetery.

**Referrals to partners:**

The City keeps a list of community partners that offer memorial options. These include cultural partners, adjacent municipalities, private gardens, businesses, institutions, etc.

Since the current memorial program is dormant and outdated, Council is at a crossroads. Staff and the Parks and Recreation Advisory Commission recommend discontinuing the service.

**FINANCIAL IMPLICATIONS:**

Discontinuing the service will not require an additional budget allocation.

Reinstituting the program will require just over \$100,000 additional budget in various departments. The first 2 years will require more funds than the subsequent years. Year 1 will include program development, communication with participants and waitlist, and mapping of available donations. Year 2 would be the first year of implementation (relieving the pent-up demand). Departmental increases are as follows:

Department	Year 1		Year 2		Ongoing	
	Hours	Budget	Hours	Budget	Hours	Budget
Recreation & Cultural Services (Administration)	1,000	0	500	0	500	0
Public Works Services (Installation & Maintenance)	200	100,000	200	100,000	200	100,000
Legislative Services (Policy, GIS & Communications)	35	2,000	21	1,000	14	0
<b>Total</b>	<b>1,235</b>	<b>102,000</b>	<b>721</b>	<b>101,000</b>	<b>714</b>	<b>100,000</b>

**ADMINISTRATIVE IMPLICATIONS:**

The administration of the memorial program is coordinated through the Recreation and Cultural Services Department. This includes, point of contact and point of sale with participants, program and policy development. The purchase, installation and maintenance of assets resides with the Public Works Department. The Legislative Services Department oversees policy, GIS and corporate public communication. The implications to staff capacity are noted above.

**ASSET MANAGEMENT IMPLICATIONS:**

The lifecycle costs of memorial assets are substantially increased based on customer driven service level expectations as noted above. The discontinuation of this program will not negatively impact the available seating or tree planting services offered to the community.

**STRATEGIC PRIORITIES REFERENCE:**

**We focus on organizational and governance excellence**

- Support and encourage initiatives to improve efficiencies
- Recognize staff capacity is a finite resource and support staff training and development
- Communicate appropriately with our community in all decisions we make
- Responsibly provide services at levels which the people we serve are willing to pay
- Focus on asset management for sustainable service delivery

- **AREA OF CONTROL:** The policy, works and programming matters that fall within Council's jurisdictional authority to act
- ▲ **AREA OF INFLUENCE:** Matters that fall within shared or agreed jurisdiction between Council and another government or party
- **AREA OF CONCERN:** Matters of interest that are outside Council's jurisdictional authority to act

**OFFICIAL COMMUNITY PLAN REFERENCE:**

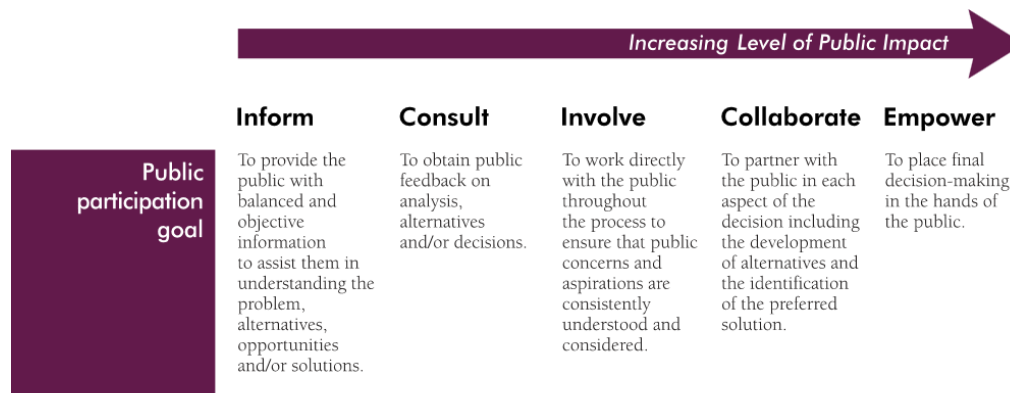
No specific reference

**REGIONAL GROWTH STRATEGY REFERENCE:**

No specific reference

**CITIZEN/PUBLIC ENGAGEMENT:**

Staff have **consulted** with the Parks and Recreation Advisory Commission in the development of this report as identified in the *IAP2 Spectrum of Public Participation*.





**OPTIONS:**

1. Council direct staff to formally discontinue the existing memorial program
2. Council direct staff to formally discontinue the existing memorial program; and  
Direct staff to create centralized locations for public memorials
3. Council direct staff to create a new memorial program based on sustainable service levels
4. Council refer this item back to staff for further consideration
5. Council takes no action on this matter at this time.

Prepared by:



Dave Snider *BCSLA*

Director of Recreation and Cultural Services

Attachments:

1. Method of Disposition by Decedent's Local Health Area of Residence
2. Memorial Bench Pricing Comparison

Appendix 1

Vital Statistics Information Box						
METHOD OF DISPOSITION BY DECEDENT'S LOCAL HEALTH AREA OF RESIDENCE						
BRITISH COLUMBIA, 2011						
Local Health Area	Burial		Cremation		Other	Total
	Number	Percent	Number	Percent		
001 Fernie	18	18.9	77	81.1	-	95
002 Cranbrook	23	11.5	175	87.5	2	200
003 Kimberley	5	6.1	77	93.9	-	82
004 Windermere	6	8.1	68	91.9	-	74
005 Creston	40	25.2	119	74.8	-	159
006 Kootenay Lake	1	2.7	36	97.3	-	37
007 Nelson	38	20.7	143	77.7	3	184
009 Castlegar	40	31.0	88	68.2	1	129
010 Arrow Lakes	9	13.8	56	86.2	-	65
011 Trail	23	12.4	160	86.5	2	185
012 Grand Forks	28	25.7	81	74.3	-	109
013 Kettle Valley	1	3.1	31	96.9	-	32
014 Southern Okanagan	40	15.2	224	84.8	-	264
015 Penticton	61	11.8	456	88.2	-	517
016 Keremeos	9	15.3	50	84.7	-	59
017 Princeton	-	0.0	64	100.0	-	64
018 Golden	6	15.0	34	85.0	-	40
019 Revelstoke	10	15.4	55	84.6	-	65
020 Salmon Arm	55	18.0	251	82.0	-	306
021 Armstrong-Spallumcheen	10	13.9	62	86.1	-	72
022 Vernon	93	14.4	550	85.3	2	645
023 Central Okanagan	201	13.1	1,323	86.5	6	1,530
024 Kamloops	95	10.3	811	88.0	16	922
025 100 Mile House	15	11.6	114	88.4	-	129
026 North Thompson	3	10.7	25	89.3	-	28
027 Cariboo-Chilcotin	38	22.5	131	77.5	-	169
028 Quesnel	29	14.1	174	84.9	2	205
029 Lillooet	9	22.5	30	75.0	1	40
030 South Cariboo	11	15.9	58	84.1	-	69
031 Merritt	22	21.2	81	77.9	1	104
032 Hope	15	16.0	79	84.0	-	94
033 Chilliwack	126	18.3	560	81.2	4	690
034 Abbotsford	239	25.2	702	74.1	6	947
035 Langley	127	12.8	856	86.6	6	989
037 Delta	84	11.9	614	87.2	6	704
038 Richmond	216	23.4	692	75.1	14	922
040 New Westminster	72	15.6	387	83.6	4	463
041 Burnaby	325	24.7	958	72.9	31	1,314
042 Maple Ridge	60	9.9	542	89.7	2	604
043 Coquitlam	175	17.4	817	81.1	15	1,007
044 North Vancouver	115	14.4	676	84.4	10	801
045 West Vancouver-Bowen Is.	56	12.7	383	86.7	3	442
046 Sunshine Coast	23	8.2	258	91.8	-	281
047 Powell River	23	11.8	170	87.2	2	195
048 Howe Sound	18	14.4	107	85.6	-	125
049 Bella Coola Valley	9	60.0	6	40.0	-	15
050 Queen Charlotte	17	42.5	23	57.5	-	40
051 Snow Country	1	-	5	83.3	-	6
052 Prince Rupert	32	36.0	56	62.9	1	89
053 Upper Skeena	12	38.7	19	61.3	-	31
054 Smithers	33	26.6	91	73.4	-	124
055 Burns Lake/Eutsuk	20	39.2	30	58.8	1	51
056 Nechako	40	36.7	69	63.3	-	109
057 Prince George	101	17.6	473	82.3	1	575
059 Peace River South	42	19.7	171	80.3	-	213
060 Peace River North	38	25.9	109	74.1	-	147
061 Greater Victoria	251	11.8	1,852	87.4	17	2,120
062 Sooke	34	8.8	350	90.7	2	386
063 Saanich	65	9.4	618	89.6	7	690
064 Gulf Islands	8	5.8	130	94.2	-	138
065 Cowichan	66	13.9	409	85.9	1	476
066 Lake Cowichan	4	8.9	41	91.1	-	45
067 Ladysmith	23	10.5	197	89.5	-	220
068 Nanaimo	91	9.4	869	90.2	3	963
069 Qualicum	25	4.6	515	95.0	2	542
070 Alberni	48	14.0	294	86.0	-	342
071 Courtenay	30	5.2	546	94.6	1	577
072 Campbell River	16	4.8	319	94.9	1	336
075 Mission	41	13.9	253	86.1	-	294
076 Agassiz-Harrison	16	19.5	66	80.5	-	82
077 Summerland	17	11.0	137	89.0	-	154
078 Enderby	14	17.9	64	82.1	-	78
080 Kitimat	27	32.5	56	67.5	-	83
081 Fort Nelson	7	30.4	16	69.6	-	23
083 Central Coast	7	77.8	2	22.2	-	9
084 Vancouver Island West	1	16.7	5	83.3	-	6
085 Vancouver Island North	22	25.9	62	72.9	1	85
087 Stikine	2	50.0	2	50.0	-	4
088 Terrace	38	26.4	106	73.6	-	144
092 Nisga'a	6	60.0	4	40.0	-	10
094 Telegraph Creek	4	100.0	-	0.0	-	4
161 Vancouver - City Centre	126	19.4	519	79.7	6	651
162 Vancouver - Dwntrwn E.Side	140	28.0	357	71.4	3	500
163 Vancouver - North East	243	43.8	295	53.2	17	555
164 Vancouver - Westside	172	24.5	522	74.5	7	701
165 Vancouver - Midtown	135	34.7	240	61.7	14	389
166 Vancouver - South	261	31.8	546	66.4	15	822
201 Surrey	328	17.7	1,513	81.5	16	1,857
202 South Surrey/White Rock	133	14.4	789	85.2	4	926
<b>PROVINCIAL TOTAL</b>	<b>5,362</b>	<b>16.9</b>	<b>26,155</b>	<b>82.3</b>	<b>259</b>	<b>31,776</b>

Note: Total includes residents with unknown LHA.

## Appendix 2

**Memorial bench pricing comparison:**

<b>City</b>	<b>Price</b>	<b>Term</b>	<b>Notes</b>
1. Colwood	1,000	5 years	
2. Metckosin	1,986	10 years	
3. Port Coquitlam	1,500 – 2,500	10 years	
4. Richmond	3,000	10 years	
5. Surrey	2,500 – 3,500	20 years	
6. Vancouver	4,000	10 years	
7. Esquimalt	3,000	20 years	
8. New York City	10,000	30 years	
9. BC Parks	3,000	10 years	
10. Oak Bay	3,000	15 years	may not be active
11. District of Sooke	2,000	10 years	
12. Whistler	3,000	15 years	Tribute program
13. Sidney	3,000	10 years	
14. Saanich	2,920	10 years	



## Public Feedback Summary on the April 2019, Staff Report “Memorial Program”

At the April 1, 2019 Council meeting, Council resolved the following:

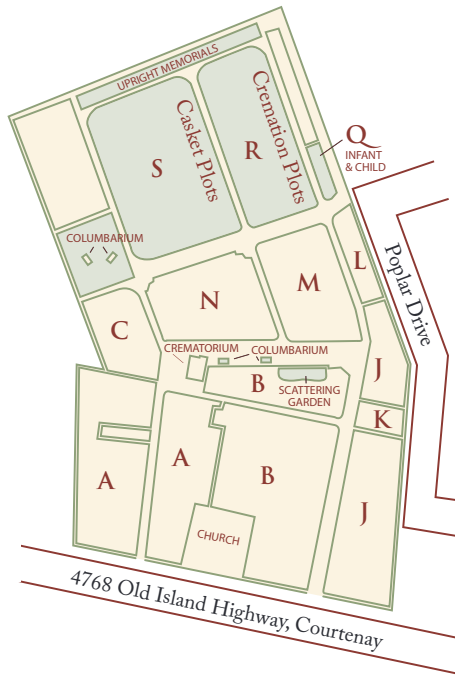
*“That Council postpone consideration of the March 25th, 2019 staff report “Memorial Program”, until the May 6th or 21st, 2019 regular Council meeting in order to provide the public an opportunity to forward thoughts related to the memorial program to staff and Council for consideration.”*

Staff received feedback by email. Based on a review of the Council meeting video, a summary of public responses to the April 1, 2019 staff report - memorial bench options is provided below:

- Two e-mail respondents misunderstood that the cancellation of the memorial program meant there would be no benches in parks. Staff cleared up this misunderstanding. Benches would still be available in parks.
- One e-mail respondent asked that staff consider a neighbourhood park walk of achievement whereas local area residents could be memorialized in the park.
- One suggestion volunteers look after the memorial benches.
- Parks and Recreation Advisory Committee responded with a question if there would be considerations to expand the existing cemetery memorial options currently available.

## Attachment 2: Memorial Bench Estimated Cost

Memorial Bench Cost Estimation (Direct cost):	Staff Time (hrs)	Occurrences (or once per year)	2024 (rounded)
<b><i>Build/Install Concrete Pad</i></b>			
Labour	4	1	\$200
Materials			\$200
Installation of bench	2	1	\$100
Purchase of bench			\$1,600
Plaque and engraving			\$300
<b><i>Maintenance</i></b>			
Pressure washing	1	10	\$500
Graffiti Removal (Urban Issues cleanup)	1	10	\$500
Program administrative costs: establish program, GIS mapping inventory, communications plan, process request, take payment, review plaque wording, place order, update online inventory, follow up on vandalism , maintenance, etc. decommission at the end of term, notify and arrange pick up of plaque.	20	over the life of the bench	\$900
*Based on 2024 labour rates including benefits		<b>Total</b>	<b>\$4,300</b>



## WE'RE HERE TO HELP

Whether you are planning ahead or have recently experienced the loss of a loved one, The City's cemetery staff can assist you in making choices that will meet your needs as you prepare for a meaningful memorial service and burial.

The City offers other products and services in addition to those described in this brochure. Please contact us for details. Additional cemetery information is also available on the City's website at [www.courtenay.ca/cemetery](http://www.courtenay.ca/cemetery).

## VISITING HOURS

The cemetery is open to the public seven days a week from 8:00 am to 8:00 pm, except during winter months.

Dogs are prohibited.

To locate a grave site, please contact the Legislative Services Department at Courtenay City Hall between the hours of 8:30 am and 4:30 pm, Monday through Friday.



For further information,  
please contact:

City of Courtenay  
830 Cliffe Avenue  
Courtenay, BC V9N 2J7

tel: 250-334-4441

fax: 250-334-4241

[cemeteryadmin@courtenay.ca](mailto:cemeteryadmin@courtenay.ca)

[www.courtenay.ca/cemetery](http://www.courtenay.ca/cemetery)

# COURTENAY CIVIC CEMETERY

4768 Island Highway, Courtenay



## FLORAL OFFERINGS

Cut flowers, wreaths, and floral offerings may be placed on graves. The City will remove them once their condition has deteriorated. Please place flowers in the containers supplied by the City.

Fresh flowers are allowed year-round. Artificial flowers are only permitted between November 1 and March 31.

Please do not plant your own trees, shrubs, plants, flowers, or bulbs in the cemetery. For the safety of visitors and staff, placing items such as personal mementos, photos, vases, candles, or landscape rock is not permitted.

## SIZE OF PLOTS

Casket Plot 4' x 9' *Holds one casket plus four sets of cremated remains. A \$75 fee applies to each set of cremated remains placed*

Cremation Plot 5' x 2' *Two sets of cremated remains*

## RATES *All rates are subject to GST*

PLOT SALES	Resident	Non-Resident
Casket Plot	\$ 632	\$ 1,040
Casket Plot - Upright Marker	\$ 732	\$ 1,140
Cremation Plot	\$ 300	\$ 420

BURIAL FEES	Mon-Fri*	Sat-Sun, holidays
Casket Burial	\$ 1,215	\$ 1,500
Cremation	\$ 285	\$ 427

\*after 3:30 pm Mon-Fri, add \$250

Fees effective March 16, 2009

## MEMORIAL MARKERS

Memorial markers for burial and cremation lots may be ordered through a funeral home or directly with a monument company. Markers must be made of granite or bronze. Handmade markers are not permitted.

Markers are installed flat, at or below ground level. To ensure uniformity within the cemetery, all markers must be installed by city staff. Contact City Hall for marker specifications.

Granite Flat Marker Install Fee \$ 150

*Flat markers maximum dimensions:*

Single Plot: 16" wide by 28" long

Double Plot: 18" wide by 30" long

Cremation Lot: 12" wide by 20" long

*Markers may be smaller than the maximum allowed.*



## UPRIGHT MEMORIALS

Available in designated areas - see map on reverse.

*Upright markers maximum dimensions:*

Single Plot: 30" wide by 24" high by 6" thick

Double Plot: 36" wide by 24" high by 6" thick

*Monument company installs upright memorials.*

## MEMORIAL BOULDERS

Memorial boulders are a natural, environmentally friendly way to memorialize a loved one. Boulders are supplied and placed by the City in designated areas. Scattering of cremated remains around the boulders is permitted. Memorial boulders may have up to two 4" by 6" bronze plaques. Porcelain portraits are also available.

Memorial Boulder \$ 800 (\$ 1,600 non-resident)  
*(includes plaque)*

Second Plaque: \$ 300



## SCATTERING GARDEN

The growing acceptance of cremation has generated a demand for alternative ways to memorialize loved ones. The spreading of cremated remains in the scattering garden will ensure a permanent record is kept with the City. A bronze plaque to honour loved ones may also be purchased for placement in the granite memorial book.

Scattering \$ 120 (\$ 220 non-resident)

Bronze plaque \$ 250 (3" x 4")



## COLUMBARIUM

A columbarium is a freestanding wall with compartments, or niches, to hold cremated remains. Two urns of average size fit in one niche space. *(Please note: embellishments on some wooden urns may make them too large.)* The columbarium is granite faced, and adorned with bronze inscribed plaques and bud vases to memorialize loved ones.

Niche (12"x 12") \$ 1,000 (\$ 1,800 non-resident)

Opening & closing \$ 100 (\$ 150 weekends)

Bronze plaque \$ 475

2nd Name scroll \$ 125

## COLUMBARIUM PORCELAIN MEMORIAL PORTRAIT

In addition to a bronze plaque, a memorial porcelain portrait mounted on the front of a niche space creates an everlasting memory. For more information, sizes, and price ranges, please contact the cemetery department at City Hall.





# CITY OF COURTENAY CEMETERY FEES EXPLANATION OF RESIDENTS & NON-RESIDENT RATES

You will notice within the fee schedule on the following pages, reference to “RESIDENT FEES” and “NON-RESIDENT FEES”.

The City of Courtenay “Cemetery Management Bylaw No. 2569, 2009”, defines “Non-Resident” as follows:

“Non-Resident” means any person who does not live within the municipal limits of the City of Courtenay, Town of Comox or within boundaries of Electoral Area ‘B’, Comox Valley Regional District, except that a person who at the time of death was the owner as defined in the Municipal Act of Real Property within the City of Courtenay, Town of Comox, or the Electoral Area ‘B’ of the Comox Valley Regional District would for the purposes of this bylaw be considered a resident.

The City owns and operates the cemetery however, capital funds are also received from the Town of Comox and Electoral Area ‘B’, Comox Valley Regional District that are put towards the cemetery function which pays for capital items such as irrigation upgrades, new niche walls, fencing, development of new sections, new garbage receptacles, plantings, etc.

Note that not all properties that are addressed as “Courtenay” are located within the City of Courtenay Municipal Area. If unsure admin staff will be happy to confirm for you. You may also visit the CVRD’s Imap to check if your property is located within Electoral Area B, click on the link here:

<https://mapviewer.imaptoo.ca/secure/>. You can search by address and then click on the property when the map zooms into the area. An information pop up window will open as shown in the example below and will display the Electoral Area for you.

