

Town of The Blue Mountains

Thornbury Clarksburg Union Cemetery Master Plan



LEES
+
ASSOCIATES

Draft Report
November 2023

Acknowledgments

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Executive Summary

This report will enable the Town of The Blue Mountains to better understand its community members, market, and land needs at Thornbury Clarksburg Union Cemetery to ensure the sustainability of cemetery services over the next 25 years.

This report includes an in-depth market analysis of the demographic, disposition, and interment trends in the Town's regional cemetery market to determine future service demand. This is compared to the land available to estimate the cemetery's current site capacity and future land need.

A physical site analysis identifies the opportunities and constraints related to future growth at the cemetery. Consultation and engagement with cemetery staff, stakeholders, and community members were then undertaken to further inform the concept design and development strategy for Thornbury Clarksburg Union Cemetery outlined in this master plan.

The report summarizes the findings of the analyses, consultations, and engagement process, and provides informed recommendations for a phased plan of cemetery expansion, and the development of new amenities. The plan will ensure an appropriate product mix to efficiently meet community member preferences.



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Chapter 1: Introduction

Project Review

The Town of The Blue Mountains (the Town) commissioned LEES+Associates to develop a Cemetery Master Plan to guide the future operations, care, and development of its Thornbury Clarksburg Union Cemetery site.

This report will enable the Town to better understand its community members and spatial land needs to ensure the long-term sustainability of cemetery services over the next 25 years.

This plan begins with a service demands and land use needs analysis. This includes:

- An in-depth market analysis of the demographic, disposition, and interment trends in the Town's regional cemetery market to determine future service demand. This is compared to the land available to estimate the cemetery's current site capacity and future land needs.
- A products and services review of Thornbury Clarksburg Union Cemetery's current offerings, and
- A physical site analysis to identify the opportunities and constraints related to optimization of inventory at the cemetery.

Consultation and engagement with cemetery staff and stakeholders, was undertaken to further inform the future design and development strategy for Thornbury Clarksburg Union Cemetery outlined in this master plan.

This plan summarizes the findings of the analyses, consultations, and engagement process, and provides informed recommendations for a phased plan for the development of new cemetery amenities and expansion. The plan will ensure an appropriate product mix to meet community member preferences and optimize the Town's limited capital funding for future cemetery development.

Cemetery Site Overview

Nestled among agricultural and residential properties between Clarksburg and Thornbury, the Thornbury Clarksburg Union Cemetery spans 17.5 acres. 84% of this site (14.7 acres) is developed into inventory available for sale and interment use. The remaining 2.8 acres of land is undeveloped and unplanned.

This site currently provides in-ground casket, in-ground cremation, and columbarium niche interment options to the growing community of the Town of The Blue Mountains.

This cemetery master plan examines the historic cemetery activity, future service demand, and the projected, long term land needs for Thornbury Clarksburg Union Cemetery.

The following map shows the position of the Thornbury Clarksburg Union Cemetery in the Town of The Blue Mountains.



Figure 1: Town of The Blue Mountains' Active Cemetery Site and Primary Market Area Boundary. Town of The Blue Mountains, Google Earth 2023.





Chapter 2: Cemetery Market Analysis

Introduction

This chapter identifies the market area served by Thornbury Clarksburg Union Cemetery. It includes an overview of its demographic characteristics - including the population growth and death rates, its religious and ethnic profiles, as well as the dispositions and interment trends in the market area. These are the key drivers of community demand and future needs for additional burial inventory and cemetery land in the Town.

The chapter concludes by identifying: the difference between the projected demand and the current supply of inventory available, opportunities for additional infill, the remaining capacity, and the estimated “full date” at Thornbury Clarksburg Union Cemetery.

The outcome of this analysis is to determine the additional inventory needed to continue providing services to the community over the next 25 years, as well as review the options available to the Town after it runs out of cemetery land to support its ongoing services to the community.

Key Findings

The following section is a summary of the key findings from the Town’s cemetery market analysis.

Current Market Area - Profile + Historic Demand

- Thornbury Clarksburg Union Cemetery primarily serves the residents of the Town of The Blue Mountains. This is the Market Area assessed in this analysis;
- The Market Area currently has 9,390 residents. From 2018 to 2022, it had approximately:
 - Increased its population by 33.7%;
 - Averaged 7.9 deaths per 1,000 residents per year;
 - 342 deaths, averaging 68 deaths per year, including: 112 casket burials, averaging 22 casket burials per year, and 230 cremations, averaging 46 cremations per year.

Future Market Area - Profile + Projected Demand

- The Blue Mountains Official Plan project indicates the Town’s population will grow 73% over the next 25 years, reaching 16,497 residents by 2047;
- Due to the passing of the Baby Boomer generation, it is anticipated that the Market Area’s death rate will increase to 8.8 deaths per 1,000 residents by 2047;
- Over the next twenty-five years, from 2023 to 2047, the Market Area will have approximately:
 - 2,700 resident deaths, averaging 108 resident deaths per year, including:
 - 350 resident casket burials, averaging 14 resident casket burials per year, and
 - 2,350 resident cremations, averaging 94 resident cremations per year.

Municipal Cemetery Activity – Interment Services + Inventory Sales

Interment Services

- From 2018 to 2022, on average, the Town interred 52% of residents choosing casket burial and 64% of residents choosing cremation in the Market Area, at Thornbury Clarksburg Union Cemetery;
- From 2018 to 2022, at Thornbury Clarksburg Union Cemetery the Town provided:
 - 58 casket lot burial services, averaging 12 casket lot burials per year;
 - 111 cremation burial services in casket lots, averaging 22 cremation burials in casket lots per year;
 - 10 cremation burial services in cremation lots, averaging 2 cremation lot burials per year, and
 - 24 Niche inurnment services, averaging 5 inurnments per year.

Over the next 25 years, from 2023 to 2047, the Town is projected to provide:

- 180 casket plot and lot burial services, averaging 7 casket lot burials per year;
- 1,160 cremation burial services in casket plots and lots, averaging 46 cremation burials in casket lots per year;
- 105 cremation burial services in cremation lots, averaging 5 cremation burials in cremation lot burials per year, and
- 250 niche inurnment services, averaging 10 inurnments per year.

Inventory Sales

- From 2018 to 2022, the Thornbury Clarksburg Union Cemetery sold the right-of-interment for:
 - 29 upright marker, double casket plots, averaging 6 casket plot sales per year;
 - 10 flat marker, single casket lots, averaging 2 casket lot sales per year;
 - 3 cremation lots, averaging <1 cremation lot sales per year, and
 - 25 niches, averaging 5 niche sales per year.

Over the next 25 years, from 2023 to 2047, the Town is projected to sell the right-of-interment for:

- 90 upright marker, double casket plots, averaging 4 casket plot sales per year;
- 30 flat marker, single casket lots, averaging 1-2 casket lot sales per year;
- 30 cremation lots, averaging 1-2 cremation lot sales per year, and
- 250 niches, averaging 10 niche sales per year.

Estimated Supply - Inventory + Capacity

If past sales and service trends continue, then Thornbury Clarksburg Union Cemetery’s:

- Upright marker, double casket plots are expected to be sold out in 100+ years;
 - 70% of cremated remains at the cemetery are interred in upright marker, casket plots.
- Flat marker, single casket lots are expected to be sold out in 15- 20 years;
 - 7% of cremated remains at the cemetery are interred in flat marker, single casket plots.

- Cremation lots are expected to be sold out in 70- 75 years, and
 - 7% of cremated remains at the cemetery are interred in cremation lots. This inventory option is underutilized.
- Columbaria niches are expected to be sold out in 1 year.
 - 16% of cremated remains at the cemetery are interred in columbaria niches.
 - Supply chain issues are significantly impacting the availability of new columbaria. To add new niches for sale at the cemetery, the Town will need to plan ahead and order new columbaria well in advance of the projected community need.

Market Area Profile

This section of the cemetery master plan describes the Market Area primarily served by Thornbury Clarksburg Union Cemetery. It identifies the ethnic and religious profile of the residents that the cemetery primarily serves. These variables will affect the future demand and need for the Town’s cemetery land and interment services.

LEES+Associates obtained detailed demographic and vital statistic data from the Federal and Provincial government records. This data includes the population and death statistics for residents within the geographic region that is identified in this plan as Thornbury Clarksburg Union Cemetery’s market area.

Town staff reports that Thornbury Clarksburg Union Cemetery primarily serves the members of communities from within the Town of The Blue Mountains. Therefore, this analysis assumes the geographic boundaries of the Town are the boundaries of Thornbury Clarksburg Union Cemetery’s primary Market Area.

The Town has records that identify the residency of those who purchased inventory from the cemetery. It is estimated that 1 in 4 cemetery clients do not reside in the Town. The Town does not track the residence status of those it inters at its cemetery.

Religious and Ethnic Profile

Individual preferences determine a person’s disposition and interment choices. These preferences are shaped by personal values, family traditions and socio-economic considerations. Religious affiliations and ethnic groups also have cultural practices, which can be a significant influence on an individual’s end-of-life choices.

Religious Profile

The following figure illustrates the current religious distribution of residents in the Market Area.

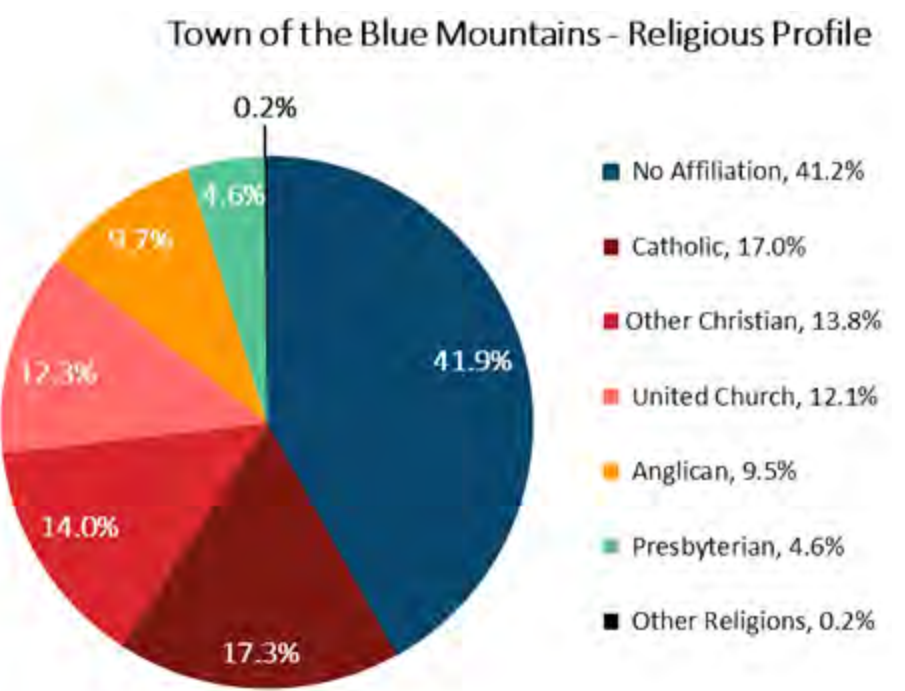


Figure 2: Town of The Blue Mountains Resident Religious Distribution, Source: Statistics Canada, Census 2021.

Understanding the religious profile of the Market Area residents is important in helping the Town meet local demand for different types of interment and memorialization options.

Some religions require specific forms of disposition and interment For example, some groups require in-ground casket burial, while others require cremation.

There are several groups that discourage or even forbid cremation, and because of this, it is expected there will always be a portion of the population that will choose in-ground casket burial.

Analysis of the Market Area’s religious profile finds that:

- 57% of residents identify as Christian, and the largest Christian group that residents identify with is the Catholic church (17% of the population);
- Non-Christian religious groups make up less than 2% of the Market Area, and
- 41% of residents do not have any religious affiliation.

This means that the Town can expect its Market Area residents’ cemetery and funeral needs to be strongly influenced by the tenets and practices Christianity, particularly that of the Catholic Church. The Town can expect a lesser influence from the other Christian cemetery and funeral practices on community members preferences.

Since Vatican II in 1962,¹ cremation has been allowed by the Catholic Church, provided the cremated remains are kept together. Catholics are more likely to choose interment in a cemetery due to its church-mandated funeral and burial customs.²

Other branches of Christianity oppose cremation, including minority Protestant and Orthodox groups, such as Greek and Serbian Christians. Most notably, the Eastern and Asian Orthodox Churches still forbid cremation.

Ethnic Profile

Analysis of the Market Area’s current ethnic profile finds that:

- A significant majority (~90%) of Market Area’s residents report having a European origin, with a notable representation from Italy, Germany, Ireland, Scotland, and the British Isles.
- ~ 2% Market Area residents are of an Asian origin.
- ~ 1% Market Area residents are of an Indigenous origin.

Families with an Italian heritage (7% of residents) tend to have a strong preference for columbaria niches and mausolea crypt interment options. In-ground casket burial is the culturally preferred interment option for many Indigenous families. Asian cultures have a strong preference for cremation interment options.³

Sources

1. Changing Catholic Attitudes about Cremation, <http://www.catholicworldreport.com/2012/11/03/changing-catholic-attitudes-about-cremation>

2. Vatican issues new rules on Catholic cremation- Remains cannot be scattered, divided, or kept at home <http://www.cbc.ca/news/world/vatican-catholic-cremation-1.3820336>

3. Culture and Death: Asian Americans and Pacific Islanders <https://www.alivehospice.org/news-events/culture-and-death-asian-americans-and-pacific-islanders/>

Historic Cemetery Market Summary

Figure 3 summarizes the findings of the historic cemetery market analysis and shows the variables that defined the Town’s Market Area, from 2018 to 2022. Population growth data aligns with the left vertical axis. Death, cremation, and casket burial data aligns with the right vertical axis.

The following section outlines the analysis and findings for each of the demographic and disposition variables, which is included in this summary of the Town’s historic cemetery market area profile.

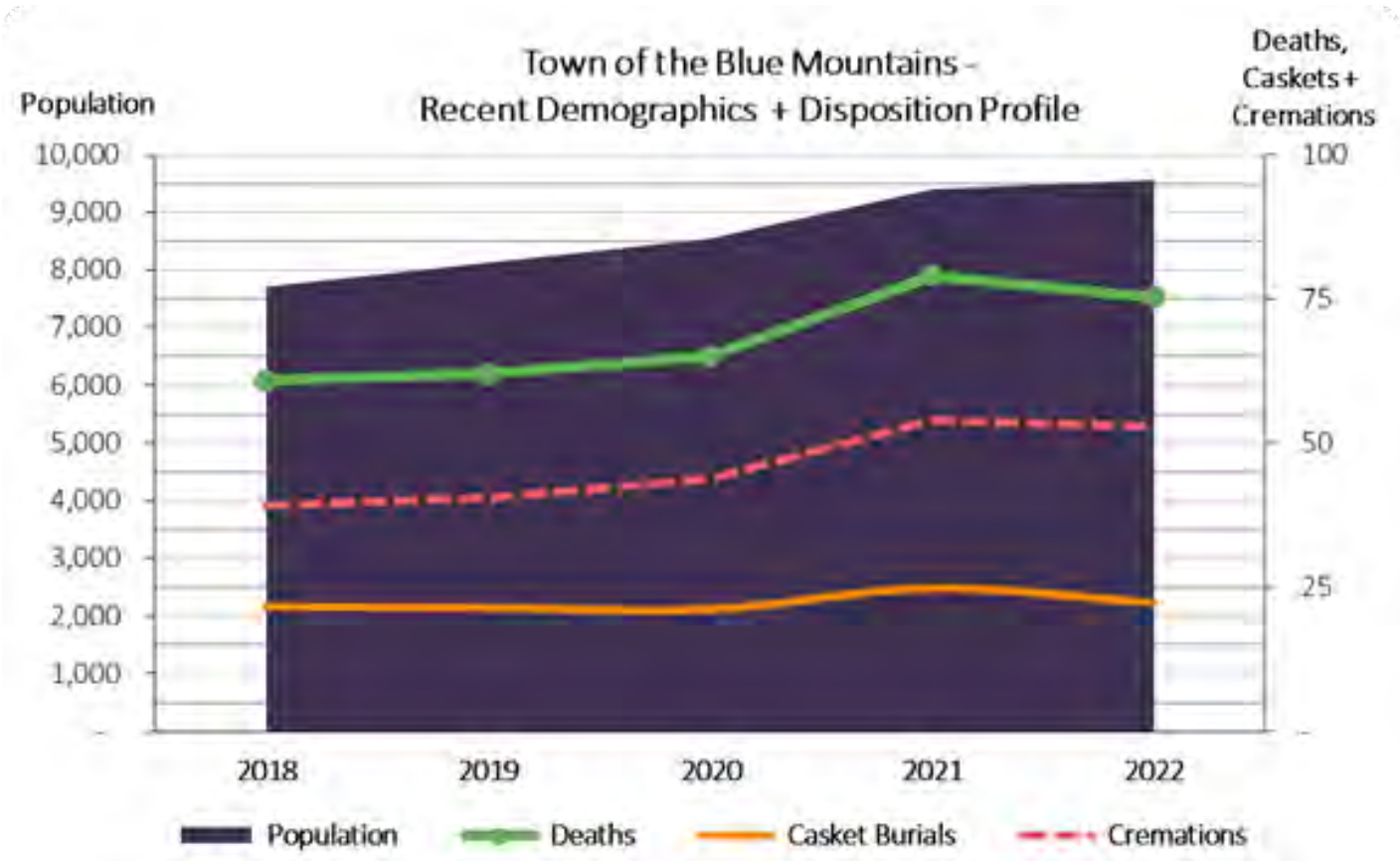


Figure 3: The Town of The Blue Mountain’s Historic Cemetery Market Profile, Source: Statistics Canada, Ontario Open Data, and the Town of The Blue Mountains’ Community Profile 2021-22.

Cemetery Demand – Demographic Trends

The following table summarizes the Market Area’s historic and projected population numbers and its rate of annual average growth.

| Market Area Served | Population 2018 | Population 2022 | Average Growth 2018- 2022 | Population 2047 | Average Growth 2023-2047 |
|----------------------------|-----------------|-----------------|---------------------------|-----------------|--------------------------|
| Town of the Blue Mountains | 7,714 | 9,390 | 6.4% | 16,497 | 3.5% |

Figure 4: Market Area Historic and Projected Resident Population and Growth Rates, Source: Statistics Canada, the Town of The Blue Mountains’ Community Profile 2021-22, and the Town of The Blue Mountains’ Official Plan

From 2016 to 2021, Statistics Canada records show that the Town of The Blue Mountains grew by 33% in five years. This is the second greatest growth of any municipality in Canada, except for East Gwillimbury, which saw a 44% increase. The Town of The Blue Mountains Official Plan⁴ predicts the Town’s population will grow a further 73% to 16,500 over the next 25 years.

The following table summarizes the Market Area’s historic and projected number of deaths, and the death rate relative to the area’s population numbers.

| Market Area Served | Average Annual Deaths, 2018 - 2022 | Average Deaths per 1,000, 2018 - 2022 | Average Annual Deaths, 2023 – 2047 | Average Deaths per 1,000, 2023 - 2047 |
|----------------------------|------------------------------------|---------------------------------------|------------------------------------|---------------------------------------|
| Town of the Blue Mountains | 68 | 7.9 | 108 | 8.4 |

Figure 5: Market Area Historic and Projected Resident Deaths and Death Rates, Source: Province of Ontario, Open Data⁵

Influence of Aging Population

The Town residents are getting older, and in correlation with this, the Town’s death rate is increasing. During the 2016 Census, Statistics Canada reported the median age of Town residents as being 57.6 years. In 2022, the Town’s Community Profile reports its median age to be 64 years.

The “Baby Boom” generation includes those born between 1946 and 1964. As this large cohort reaches its life expectancy, the death rate will increase and the need for cemetery services will also grow. The life expectancy of this cohort is about 80 years. Statistics Canada predicts the increasing aging population in the Market Area will increase the need for cemetery and funeral goods and services. This is projected to accelerate in 2026 when the oldest of the Baby Boomers reach the age of 80. The number of deaths is expected to increase until 2045 when the youngest members of the Baby Boomer cohort turn 80.

The anticipated passing of the Baby Boomers will increase the local death rate, which is expected to increase from the 2022 rate of 7.9 deaths per 1000 residents, to 8.8 deaths per 1000 residents by 2047.

Due to the expected population growth and increased death rate, the Town can expect to:

- Increase its annual number of deaths, from 75 deaths in 2022 to 145 deaths in 2047, and
- Have 2,700 resident deaths, averaging 108 resident deaths per year over the next 25 years.

Sources

- 4. <https://www.thebluemountains.ca/planning-building-construction/land-use-planning/official-plan>
- 5. <https://data.ontario.ca/dataset/death-registrations-in-ontario-by-residence>

Cemetery Demand - Disposition Trends

National Cremation Rate

The following map illustrates the preference for cremation in the Canadian Provinces and Territories, as of 2020.

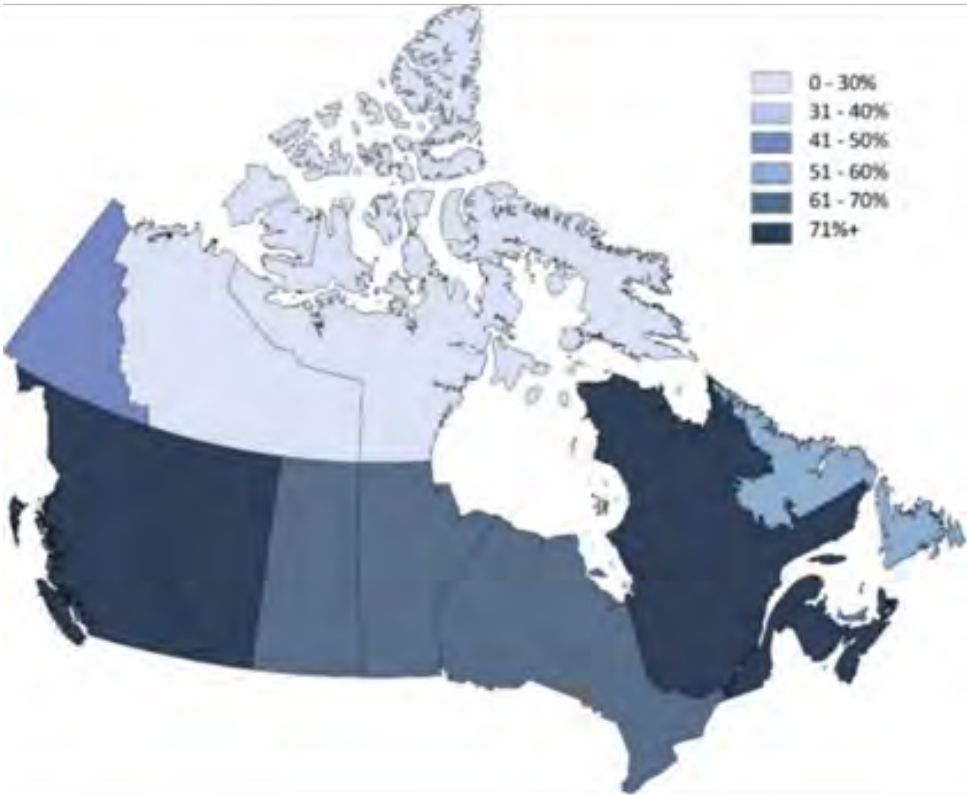


Figure 6: : Map of 2020 Canadian Cremation Rates as a Proportion of Total Deaths, Source: Cremation Association of North America (CANA).

Disposition describes how human remains are handled after death. The most common forms of disposition in North America are in-ground casket burial and cremation.

Cremation is increasingly becoming the preferred form of disposition for most Canadians. What individuals and families then choose to do with cremated remains varies greatly.

Cremated remains are usually contained in an urn, for future interment in an in-ground lot, placement within an above ground columbaria niche or, scattered.

The National average cremation rate increased from 63.1% in 2011 to 74.8% in 2021 and is expected to continue to rise across the country.

Provincial Cremation Rate

The cremation rate in Ontario increased from 58.7% in 2011 to 70.2% in 2022. The Cremation Association of North America (CANA) predicts Ontario’s cremation rate will rise to 77.8% by 2026.

Local Cremation Rate

Government data regarding the local cremation rate and the total number of annual cremations, specifically in the Town of The Blue Mountains, was not available for use in in this analysis.

Assuming the Town’s Market Area experienced the same cremation rate as the average rate in the Province, it can be estimated that from 2018 to 2022, the Town had:

- 32.7% of residents who died, chose casket burials, and
- 67.3% of residents who died, chose cremation.

Projected Cremations and Casket Burials in the Market Area

Assuming that the Town’s Market Area cremation rate will continue to grow at approximately the same rate predicted for the Province by the Cremation Association of North America (CANA), 2.6% per year, the Town’s Market Area cremation rate will increase to 90% in approximately 10 years (2032), and then level off.

Analysis of the projected disposition trends in the Market Area finds that over the next 25 years, from 2023 to 2047, there will be:

- 350 deaths where residents choose casket burials (13%), averaging 14 per year, and
- 2,350 deaths where residents choose cremation (87%), averaging 94 per year.

Projected Cemetery Market Summary

The following graph summarizes the findings of the projected cemetery market analysis and shows the trends that will define the Town’s Market Area over the next 25 years from 2023 to 2047. Population growth data aligns with the left vertical axis. Death, cremation, and casket burial data aligns with the right vertical axis.

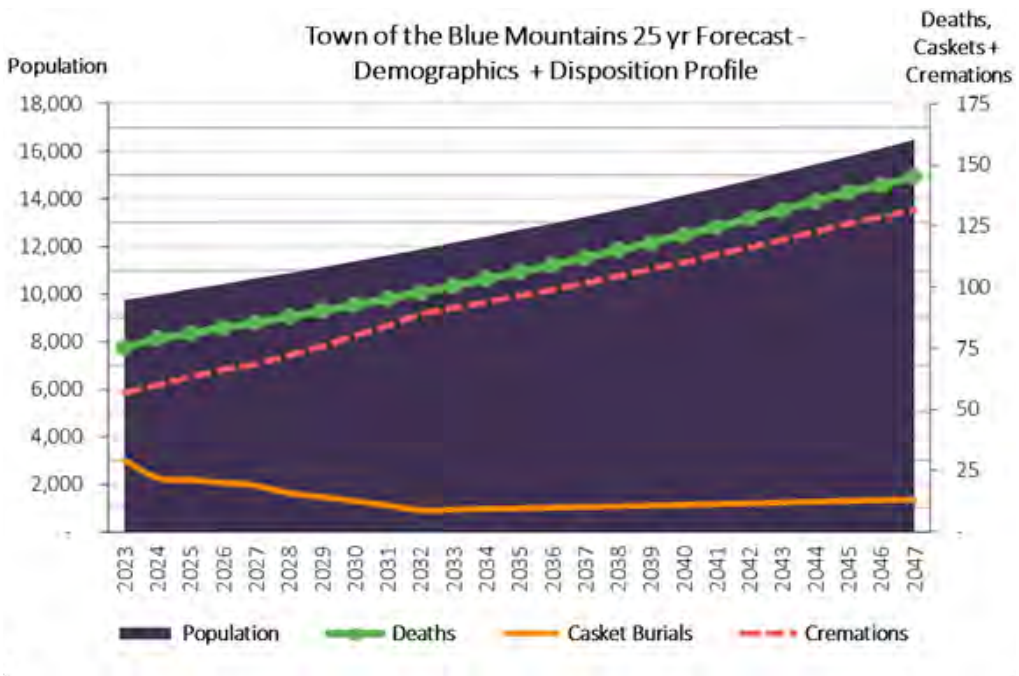


Figure 7: The Town’s Projected Cemetery Market Profile Summary, Source: LEES+Associates, Cremation Association of North American and the Town of Blue Mountain’s Official Plan.

This graph provides an overview of the projected demand in the Town’s Market Area. Due to the projected population increase and the increasing death rate, this town-wide demand for cemetery services and cemetery land is expected to steadily increase.

The following section examines the share of the projected market demand that will likely be met by Thornbury Clarksburg Union (TCU) Cemetery, and identifies how many requests for cemetery services and inventory sales the Town can expect over the next 25 years.

Historic Interments + Sales

This section reviews the historic demand for the Town’s cemetery interment services and inventory sales.

The following graph summarizes the Town’s historic cemetery interments and sales from 2018 to 2022.

This graph provides an overview of the historic interment and sales activity at Thornbury Clarksburg Union Cemetery.

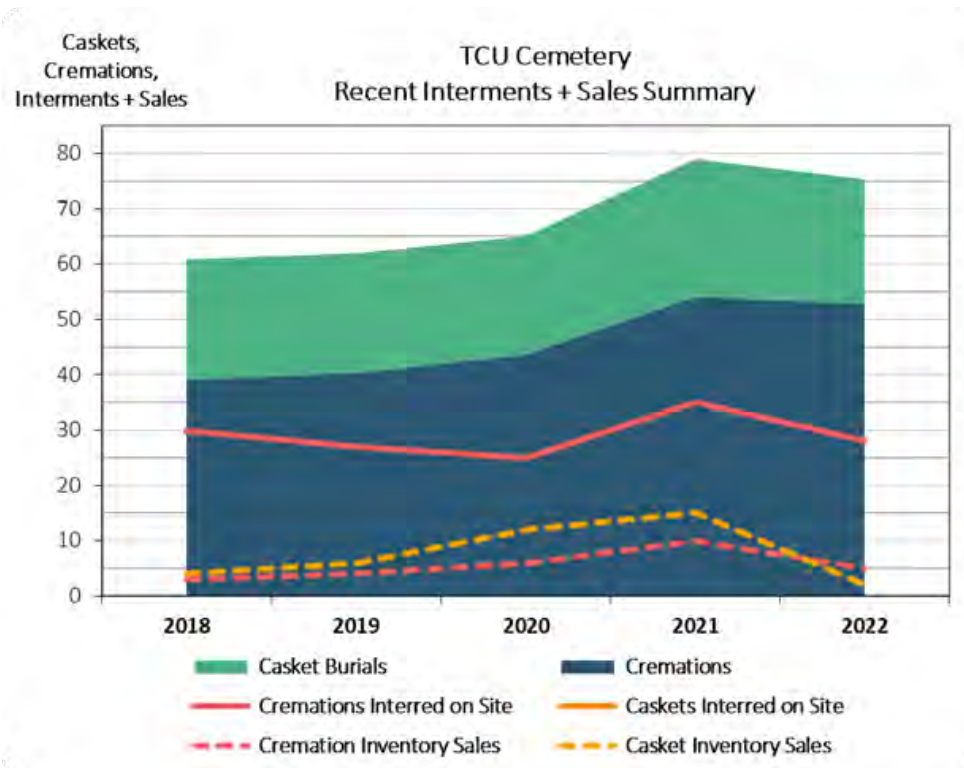


Figure 8: Town of The Blue Mountains Historic Cemetery Sales and Interments Profile, Source: Town of The Blue Mountains Cemetery Records.

The following section outlines the analysis and findings for each of the demographic and disposition variables, which is included in this summary of the Town’s historic cemetery market area profile.

Community Preference Measures

Market Capture

The percentage of a Market Area’s total cemetery service demand met by a particular cemetery is commonly referred to as its “market capture rate.” It reflects the portion of residents that choose to be served by a cemetery each year.

This is measured in terms of the number of annual interments at a cemetery as a proportion of the total number of deaths within the same year. This is usually subdivided into the market capture of cremations and casket burials in the Market Area.

The following table shows the number of Market Area casket burials and cremations, the number of Thornbury Clarksburg Union (TCU) Cemetery interments, and its market capture rates from 2018 to 2022.

| Interments + Dispositions | Total from 2018-2022 | Average per Year |
|--|--|---|
| TCU Cemetery Casket Lot Interments (A) | 58 casket interments | 12 casket interments |
| Total Market Area Casket Dispositions (B) | 112 casket lot burials | 22 casket lot burials |
| Casket Burial Market Capture (A/B) | 52% | 52% |
| Cremation Lot Interments (placed in Cremation Lot) | 10 cremation lot burials in cremation lots | 2 cremation lot burials in cremation lots |
| Cremation Interment (placed in Casket Lots/Plots) | 111 cremation burials in casket lots | 22 cremation burials in casket lots |
| Cremation Niche Interments | 24 niche inurnments | 5 niche inurnments |
| TCU Cemetery Cremation Interments (C) | 145 cremation interments | 29 cremation interments |
| Total Market Area Cremation Dispositions (D) | 230 cremations | 46 cremations |
| Cremation Market Capture (C/D) | 63% | 63% |

Figure 9: Town of The Blue Mountains Cemetery Interments and Market Capture from 2018 to 2022, Source: LEES+Associates and the Town of The Blue Mountains’ Cemetery Records.

This table shows how the TCU Cemetery’s market capture rate was calculated. The interment projections in this plan assume that these market capture rates for the TCU Cemetery will continue into the future.

The proportion of residents that choose to be buried in a cemetery varies significantly and is influenced by several factors. These include the:

- Attractiveness of the cemetery site;
- Diversity of the product and service options;
- The cemetery’s level of universal accessibility;⁶
- Level of cemetery operator community engagement;
- The cemetery’s proximity to residential areas and residents;
- The cemetery’s ability to meet religious/ethnic traditions, and
- Pricing.

Market research by LEES+Associates over the past two decades finds that most Canadian municipal cemeteries will serve a market area that consists of one community and its surrounding rural area.

These cemeteries typically provide service for 80%-90% of those choosing casket burial, and 10%-20% of those who choose cremation in their community.

The Town’s casket burials capture rate is 52%. This is below average compared to the other Canadian cemeteries.

The Town’s cremation capture rate is a strong 63%. This is significantly above average compared to most other Canadian municipal cemeteries.

This is exceptional, as a growing cremation rate often diminishes the number of residents that choose interment at a cemetery. Most cremated remains in North America are not interred in cemeteries.

Instead, many families choose to scatter a family member’s cremated remains in unregulated areas such as public parks, private property, lakes, rivers, and other outdoor places of personal meaning. In contrast, most families choosing casket burial will inter in their local cemetery.

Notes

6. In this section, “universal accessibility” refers to the overall visibility of the cemetery’s profile to the Market Area’s residents, how easy it is for them to locate the site, as well as navigate within it.

Interment To Sales Ratio

The number of annual sales is also an important measure of demand, as it can be used to estimate a cemetery’s capacity, and the number of years remaining before further land development is needed.

The following table compares the number of casket and cremation inventory sold, to the number of casket and cremated remain interments, and the relative relationship from 2018 to 2022.

| Sales | Total from 2018-2022 | Average per Year |
|---|--------------------------|-------------------------|
| Casket In-ground Burials | 58 casket interments | 12 casket interments |
| Casket Lot/Plot Sales | 39 casket lots sold | 8 casket lots sold |
| Casket Lot/Plot Burials to Sales Ratio | 1.5 | 1.5 |
| Cremation Burials in Casket Lots | 111 cremation burials | 22 cremation burials |
| Cremation Burials in Cremation Lots | 10 cremation lot burials | 2 cremation lot burials |
| Cremation In-ground Burials | 121 cremation burials | 24 cremation burials |
| Cremation Lot/Plots Sales | 3 lots sold | <1 lots sold |
| Cremation Burials to Lots Sales Ratio | 40.3 | 40.3 |
| Columbaria Niches Sold | 28 niche sales | 6 niche sales |
| Cremation Niches Interments | 24 niche inurnments | 5 niche inurnments |
| Cremation Niche Sales to Interments Ratio | 1.1 | 1.1 |

Figure 10: Town of The Blue Mountains Cemetery Sales to Interments Relationship Ratio from 2018 to 2022, Source: LEES+Associates and the Town of The Blue Mountains Cemetery Records.

Analysis of Thornbury Clarksburg Union Cemetery’s interment and sales data, finds that from 2018 to 2022 the Town:

- Interred 3 caskets for every 2 casket lots that it sells.
 - 59% of casket lot sales are pre-purchased by community members, prior to their need for a burial to take place.
- Interred 40 cremated remains for every 1 cremation lot sale it made:
 - 92% of cremation interments were in casket lots and 8% were in cremation lots, and
 - 0% of cremation lot sales are pre-purchased by community members, prior to their need for a burial to take place.
- Sold 1 niche for every 1 niche inurnment that it made.
 - 44% of columbaria niches sales are pre-purchased by community members, prior to their need for a burial to take place.

When a cemetery’s annual interments significantly exceed its annual inventory sales (as is the case with the Town’s in-ground casket and cremation burials), it is an indicator that:

- Community members have historically pre-purchased graves at the cemetery, which are now being used, and
- The cemetery’s burial lots are frequently accommodating multiple interments.

Currently the Town’s families may inter up to:

- One casket in a single casket burial lot, two caskets in a double casket burial plot;
- Two caskets in a single double depth burial lot; four caskets in a double casket burial plot;
- Four cremated remains urns, in a single casket burial lot (after casket burial);
- Eight cremated remains urns, in a double-casket burial lot (after casket burials);
- Two cremated remains urn in a small cremation lot, and
- Two cremated remains in a columbaria niche.

The Town currently has a very high proportion of its cremated remains being interred in casket lots. This is an inefficient use of cemetery land and is leading to the underutilization of the Town’s cremation lot inventory.

Cremated remains can be currently accommodated by casket lots, cremation lots, or columbaria niches. Permitting the multiple interment of cremated remains in casket lots, often leads to the diminished sale and use of the smaller cremation lots inventory.

Community members choosing casket burial due to religious and ethnic burial traditions, or personal preference, do not have an alternate inventory option to casket lots available to them at Thornbury Clarksburg Union Cemetery.

Projected Interments + Sales

This section estimates the projected demand for the Town’s interment services and inventory sales. These projections assume that the Town’s historic service trends, market capture rates and interment to sales relationship (identified in the previous sections), will continue over the next 25 years.

The following graph summarizes the Town’s projected cemetery interments and sales over the next 25 years, from 2023 to 2047.

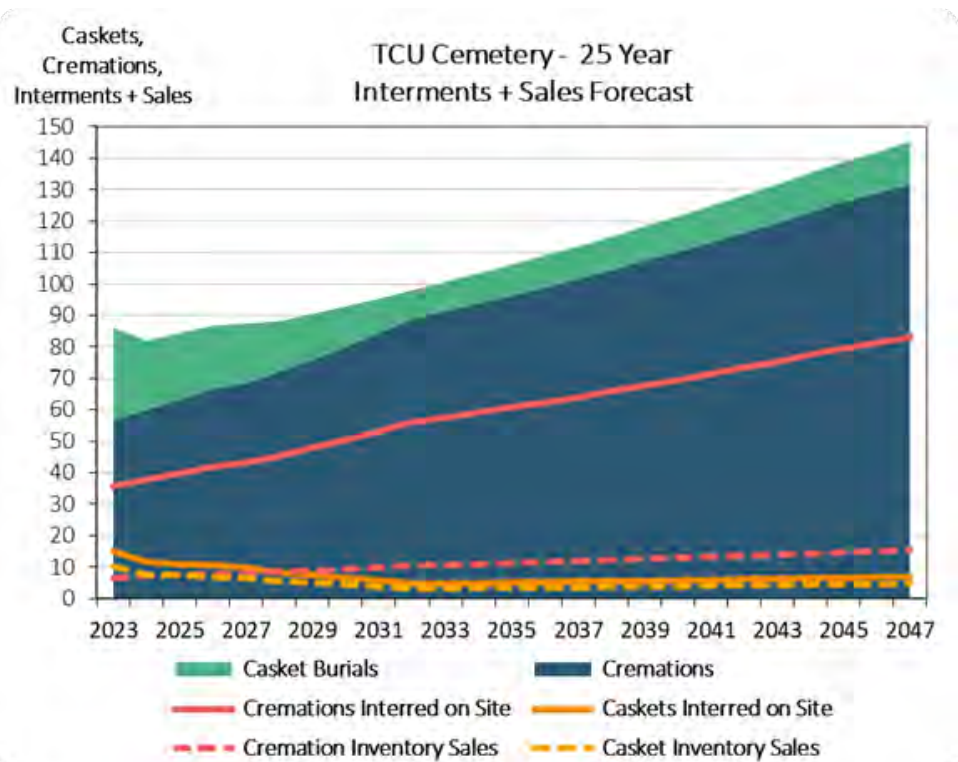


Figure 11: The Town’s 25 Year Projection of TCU Cemetery Interments and Sales, Source: LEES+Associates.

Projections of interment numbers over the next 25 years finds that the Town can expect:

- 180 casket plot and lot burial services, averaging 7 casket lot burials per year;
- 1,160 cremation burial services in casket plots and lots, averaging 46 cremation burials in casket lots per year;
- 105 cremation burial services in cremation lots, averaging 5 cremation burials in cremation lots per year, and
- 250 niche inurnment services, averaging 10 inurnments per year.

Projections of sales numbers over the next 25 years finds that the Town can expect:

- 90 upright marker, double casket plots, averaging 4 casket plot sales per year;
- 30 flat marker, single casket lots, averaging 1-2 casket lot sales per year;
- 30 cremation lots, averaging 1-2 cremation lot sales per year, and
- 250 niches, averaging 10 niche sales per year.

Inventory + Capacity (Supply)

This section of the report analyzes the current developed inventory of lots and niches, and the capacity of any undeveloped land and potential infill areas at Thornbury Clarksburg Union Cemetery. The results of the analysis are compared to the land needed to meet the expected demand over the next 25 years.

Interment Capacity

Interment capacity is important in the long-term outlook of a cemetery’s operations. This is the total space available for interments in a cemetery’s inventory.

“Interments” include the opening and closing service provided to the purchaser of a right-of-interment. At Thornbury Clarksburg Union Cemetery, interments entail the burial of the deceased’s casket or urn in a grave or placement of an urn within a columbarium niche.

Interments must take place in a lot or niche that is purchased at-need or pre-need. A cemetery’s interment capacity includes its inventory, which is currently available for sale, as well as that inventory, which has been sold prior to an individual’s death and interment, but is not yet occupied.

Interment capacity refers to the number of times these opening and closing services can be done in a lot or niche after it has been sold, and the number of caskets and/or urns that can be placed within it. This is formally defined by a cemetery’s bylaw rules and regulations, as well as physical constraints of dimensions and sizes of the interment space.

If the annual interment volume is higher than the annual number of sales, the excess number of interments are accommodated by a cemetery permitting multiple interments in a single lot or niche.

Alternately, caskets and urns can be interred within a lot or niche that was purchased pre-need.

If multiple interments are limited and there is minimal pre-purchased inventory, then at-need sales per year can increase in the future to accommodate higher interment demands.

Sales Capacity

In this cemetery market analysis, we compare the anticipated sales demand to the number of casket lots, cremation lots and niches available for sale, and then estimate the number of years of sales remaining.

“Sales” refers to all purchases of a right-of-interment for an in-ground casket lot, cremation burial lot, and columbaria niche at Thornbury Clarksburg Union Cemetery. A sale may take place significantly in advance of the need for interment services at municipal cemeteries.

“Casket lot and plot” inventory refers to all in-ground burial sites at Thornbury Clarksburg Union Cemetery that can accommodate the in-ground burial of a casket and up to four urns, whether a burial has taken place or not. The Town also permits a double-depth burial of two caskets in some of its casket lots. The size of a single casket lot is 10’ x 42”.

“Cremation lot” inventory refers to all in-ground burial sites at Thornbury Clarksburg Union Cemetery that accommodate only urns. The size of a single cremation lot is 2’ x 2’ and currently permits the interment of two urns.

The amount of inventory available for sale is usually a cemetery’s most limited resource and is the primary constraint for cemetery operations. A cemetery usually only sells a grave or niche once, whereas it is possible for these single lots or niches to accommodate multiple interments. The following graph summarizes the Town’s inventory that is available for sale by the type of interment:

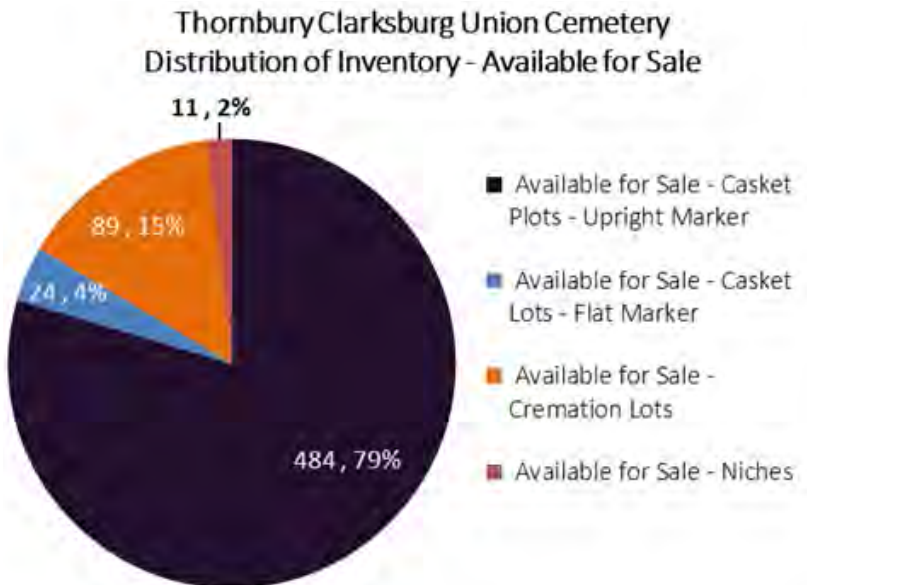


Figure 12: Thornbury Clarksburg Union Cemetery - Distribution of Inventory Available for Sale. Source: Town of The Blue Mountains Cemetery Records.

Cemetery Inventory - Available For Sale

The following table summarizes Thornbury Clarksburg Union Cemetery’s lots, plots, and niches available for sale, their average number of sales per year (over the next 25 years), and the estimated number of years of sales remaining for each offering.

| Current Inventory Category | Available for Sale | Average Sales per Year (2023-2047) | Years of Sales Remaining | Sold Date |
|-------------------------------|----------------------------|------------------------------------|--------------------------|-------------|
| Casket Plots – Upright Makers | 484 lots | 3-4 lot sales per year | 130 - 140 years | 2153 - 2163 |
| Casket Lots – Flat Markers | 24 lots | 1-2 lot sales per year | 15 - 20 years | 2038 - 2043 |
| Cremation Lots Available | 89 lots | 1-2 lot sales per year | 70 - 75 years | 2023 - 2024 |
| Niches Available | 11 niches | 16 niche sales per year | <1 years | 2023 |
| Total | 121 lots + niches for sale | | | |

Figure 13: Cemetery Casket Lot Sales Capacity, Source: Municipal Cemetery Records.

This projection assumes that the Town’s rules regarding the number interments permitted in each lot remains the same, and that past sales and service patterns continue over the next 25 years.

Currently the Town has more casket plot inventory than it can expect to be purchased over the next century.

The Town’s cremation lot inventory is significantly underutilized and needs measures to be made to be more attractive and frequently used by community members.

The Town needs to prioritize the development of columbaria niches in the short term, as it will be out of inventory before the end of 2023.

Site Analysis – Inventory Expansion Opportunities

Besides the inventory currently available, the Town has undeveloped land at its cemetery site that can develop into additional inventory.

The following table summarizes the size of the land available to be developed and the amount of additional new inventory this space could provide.

| Area to be Developed | Casket Lot Potential Capacity | Cremation Lot Potential Capacity |
|----------------------|-------------------------------|----------------------------------|
| 2.8 acres | 1,400 casket lots | 5,600 cremation lots |

Figure 14: Summary of the Town’s Potential Infill and Total Cemetery Capacity, Source: Town Cemetery Maps and Records + LEES Site Observations

Infill Strategy – Development and Densification

There are often opportunities at cemetery sites to develop space not historically allocated for interments and densify site capacity through a range of strategies. This may include:

- Closing low-traffic paths, roads, and other amenities, for use as added interment space;
- Strategically placing new in-ground lots with a smaller, more flexible land footprint (e.g. small cremation lots), and
- Adding above-ground interment options such as family vessels or columbaria and memorial wall niches.

In addition to its undeveloped land, the Town has some potential infill opportunities at its cemetery that it can use to add additional inventory.

An in-depth infill strategy is not necessary at this time – but it is recommended that be revisited in the future.

Reclamation Strategy - Unclaimed Lots

Another long-term option available to increase cemetery land capacity is to reclaim abandoned, pre-purchased lots. The first step in a reclamation strategy would be for the Town to identify and confirm the location of all existing sold, used, and unclaimed lots.

Some cemeteries seek to increase their capacity and conserve land through the reuse and resale of unclaimed lots. These are usually lots that have been purchased from the Town several decades ago, but whose owners have not had any contact with the Town since the time of purchase.

The best practices surrounding this strategy include:

- Identifying individuals and families who have purchased burial plots more than 50 years ago;
- Attempting to find the last known lease/lot owner;
- Advertising in the local media (e.g., newspapers) to find them, and
- Determining when it is not possible to contact the buyer or their family members, to consult with them regarding the potential lots being considered for reclamation and resale.

Precise terms surrounding the circumstances and expiration of the right-of-interment in an unclaimed lot should be fully delineated in the Town’s Cemetery Bylaw. However, a review of the bylaw finds that this is not addressed in the current local regulations.

Unclaimed lots that are determined to be available can then be resold, typically at the current fair market value.

It is important to consider that just because a lot was sold 50 or more years ago, it does not necessarily indicate a lack of family interest. Thorough investigation and significant staff time may be required to determine if unclaimed lots are available.

The Town currently has more than enough land capacity for the next 100+ years and does not need to pursue a reclamation strategy at this time.

Undeveloped Area Map



Figure 15: Undeveloped Area Map.

Recommendations – Cemetery Market Analysis

Cemeteries are unique in that their land use designation is legislated to remain unchanged in perpetuity. For this reason, it is prudent for communities to plan to have enough cemetery land capacity to meet community needs for at least 100 years. A cemetery system’s inventory and land capacity (measured in “Years of Sales Remaining”) is an important indicator for measuring its long-term sustainability.

Thornbury Clarksburg Union Cemetery has sufficient land capacity to meet the long-term need of its community members over the next century. However, to ensure that Thornbury Clarksburg Union Cemetery will be able to continue to provide its full range of offerings over the next 25 years, the Town will need to optimize the use of its existing cemetery land, as well as develop its undeveloped areas into new inventory that is ready for use and available for sale.

For example, to increase land use efficiency and increase its number of lot sales, the Town could reduce the number of cremated remains it permits in a casket lot and replace this option with new cremated remains-only family estate lots, dedicated to interring a large number of cremated remains interments.

This strategy would redirect the demand for casket lots to those who need casket burial and encourage the purchase of more of the cemetery’s inventory specifically planned for cremated remains.

The following strategies seek to optimize cemetery land use and provide diverse offerings to meet community needs.

Short Term Strategy (1-2 Years)

- Prioritize the addition of new columbaria to the cemetery before the end of 2023.
- Consider converting some upright marker casket lots from the cemetery’s existing inventory into cremation family estate lots.
- Promote the use and purchase of the cemetery’s cremation lots.

Medium Term Strategy (3-5 Years)

- Allow four to six urns to be interred within a new cremated remains family estate lot offering.
- Decrease the number of cremated remains permitted to be interred in the cemetery’s casket lots from four urns to two urns.
- Prioritize the development of more cremation interment options in the cemetery’s undeveloped area (e.g., family estates, family columbaria, etc.).

Long Term Strategy (5-10 Years)

- Develop more single, flat marker casket lots, which are projected to run out in 15 to 20 years.

These recommendations will provide the additional supply required by the Town to fully meet the community member demand expected over the next 25 years.





Chapter 3: Cemetery Product + Services Review

This chapter provides a review of the current availability and diversity of Thornbury Clarksburg Union Cemetery’s offerings. This review provides an overview of new interment and memorialization options offered by other Canadian cemeteries that the Town could add to further enhance its offerings and revenue streams.

Key Findings

The following section summarizes the key findings from the cemetery offerings review.

PRODUCTS + SERVICES

- Thornbury Clarksburg Union Cemetery is on par with the diversity and range of fees, services, inventory, memorialization options offered in the region, but less than at comparable cemeteries across Ontario. Municipal cemeteries on average offer a minimum of two in-ground and two above-ground interment options;
- There is an opportunity for the Town to provide new interment options to community members, including, but not limited to: green burial, family columbaria, family estates, family vessels, and ossuary interments;
- There is an opportunity for the Town to offer new memorialization options such as: engraving & inscriptions on a range of monuments, bronze plaques on walls, stone pillars, sculptures, and memorial wreaths, and
- There is an opportunity for the Town to add new support services options such as: after hours weekday, weekend, and holiday services; tent, chair, and lowering device rental for graveside services; custom landscaping services for lots; and maintenance service for monuments and foundations.

Product + Services Review

This product and services review compares the Town’s offerings to those at municipal cemeteries across Canada and at similar cemeteries in communities near the Town of The Blue Mountains.

These communities included the City of Owen Sound, as well as the municipalities of Meaford, the South Bruce Peninsula, Grey Highlands, and the Georgian Bluffs.

These communities have been selected for comparative benchmarking because they serve community members with a similar demographic and disposition profile as those in the Town’s Market Area.

They also operate in similar climate and weather conditions as Thornbury Clarksburg Union Cemetery and this likely carries to a similar cost for their service delivery.

Municipal cemeteries typically strive to price their offerings to exceed their cost of service and remain competitive with the alternative cemetery service providers that are likely to serve their Market Area’s residents.



Figure 16: Map of Benchmark Cemeteries + Communities, Product + Services Review.
Source: LEES+Associates, 2022.

Current Cemetery Product + Services Options

This section reviews the nature of the products and services that are currently offered at Thornbury Clarksburg Union Cemetery.

In-ground Interment Options

Thornbury Clarksburg Union Cemetery currently offers:

- **Standard Casket Burial Lots and Plots** – Also known as “casket lots.” These vary in size across the cemetery. For example, a standard plot is 42" x 10' in the cemetery’s New Survey section which has 36" x 10' in the West and Old East sections, and 38" to 40" by 10’ in the New East and New East North section.
 - The Town offers **Single Lots** that have one flat marker per plot;
 - The Town also offers **Plots** that may have one upright monument and two flat markers.
- **Cremation Lots** – These graves can accommodate up to two cremated remains. These small lots are 2’ x 2’ in size. These may have one flat marker per plot.



Figure 17: Thornbury Clarksburg Union Cemetery, Old East section.
Source: The Town of The Blue Mountains.

Casket and Cremation lots are common offerings at Canadian cemeteries. At Thornbury Clarksburg Union Cemetery, from 2017 to 2022:

- 29% of all services were casket interments, and 58% of sales were for casket lots:
 - Of all casket lots sales- 74% were for double plots and 26% were for single lots.
- 71% of all services were cremation interments, and 5% of sales were for cremation lots:
 - 70% of cremated remains at the cemetery are interred in upright marker, casket plots;
 - 7% of cremated remains at the cemetery are interred in flat marker, casket lots, and;
 - 7% of cremated remains at the cemetery are interred in cremation lots.
 - Niche columbaria interments comprise the remaining 16% of cremation interments.

Among the benchmark communities reviewed, all communities currently offer in-ground casket and cremation lots. The City of Owen Sound, and the municipalities of Georgian Bluffs and Meaford also offer infant and/or

child lots. In addition to casket and cremation lots, Canadian municipalities often offer dedicated in-ground burial sections in their cemeteries for:

- Children and infants;
- Prominent religious and ethnic groups (e.g., a Catholic Section, an Indigenous section), and
- Veterans, interred within a “Field of Honour.”

Thornbury Clarksburg Union Cemetery does not presently have any dedicated lots or sections for children, infants, veterans, religious or ethnic groups. However, the Town does offer a discounted interment service fee for children and infants.

Given that Thornbury Clarksburg Union Cemetery is inclusive and available to everyone, and the Market Area served is becoming increasingly secular and inclusive- it is not necessary that the Town begin to develop separate sections on an ethnic or religious basis, unless there is a clear and strong request for this from its residents.

Communities that add a Veteran’s “Field of Honour” do so because there is a strong presence of military, former military personnel, and Legion members among their residents. The Town is advised to identify and assess the presence of these individuals in their community and engage its members to determine if there would be an interest in a dedicated veteran’s section at Thornbury Clarksburg Union Cemetery.



Figure 18: Thornbury Clarksburg Union Cemetery, Cremation Lots.
Source: The Town of The Blue Mountains.

Double Depth Burial

The Town does offer double depth burial in all its casket lots and plots at a premium.

Among the benchmark communities reviewed, the City of Owen Sound is the only one that currently offers double depth burial to their residents. The Municipality of Meaford did offer double depth burial, but recently stopped offering this service due to safety concerns.

Double depth burial services are a common offering at Canadian municipal cemeteries.

Ideally a cemetery would allow double depth casket burial for the owner/operator to maximize their interment capacity and potential service revenue. However, double depth burials can pose operational challenges.

A high groundwater level and rocky soils makes digging to an extra depth difficult and can result in flooded graves. Cemeteries offering double depth burial also usually mandate the use of a vault in all double-depth lots as a grave-side safety measure and use specialized equipment necessary to lower a casket to sufficient depth to accommodate two casket burials.

Community Columbaria

Thornbury Clarksburg Union Cemetery offers the above-ground interment of cremated remains (also known inurnment) in columbaria niches. From 2017 to 2022:

- 12% of all services were niche inurnments and 37% of sales have been columbaria niches, and
- 16% of cremated remains at the cemetery are interred in columbaria niches.

Among the benchmark communities reviewed, the City of Owen Sound, and the municipalities of Grey Highlands, Georgian Bluffs, and Meaford all currently offer columbaria niches to their residents.

Community columbaria are above-ground structures or walls with many recessed niches, which accommodate cremation urns. A standard columbarium unit will house the cremated remains from multiple families in separate niches. Up to two inurnments are typically allowed in one standard columbaria niche.

Columbaria construction costs (and their relative niche price to the customer) vary widely, depending on size, design details, and associated amenities placed in the adjacent landscape.

All columbaria installations typically have a high return on investment (approximately 200% or more) and provide a growing source of revenue, due to the rising demand for cremation.

Columbaria also have a lower cost to deliver an interment service than in-ground burial. It takes significantly less time and cost to place an urn within a niche than to inter an urn within a burial lot.

Columbaria also preserve interment land capacity, take little space, and can be placed in areas unusable for other types of interment. In addition, the opening and closing of columbaria niches are not constrained by seasonal ground conditions.



Figure 19: Thornbury Clarksburg Union Cemetery, West Section.
Source: The Town of The Blue Mountains.



Figure 20: : Community Columbarium, Thornbury Clarksburg Union Cemetery.
Source: LEES+Associates.

Additional Services

In addition to the interment services provided, the Thornbury Clarksburg Union Cemetery also offers the following additional support services:

- Exhumation/Disinterment Service;
- Deed⁷ Transfer Service;
- Deed Replacement Service, and
- Genealogical search services.

All of these additional services (and their associated fees) are common at cemeteries across Canada and should be continued.

Memorialization Options

Thornbury Clarksburg Union Cemetery has historically offered a few memorialization options including:

- Niche shutters;
- Memorial benches, and
- Memorial trees.

While a niche shutter is included in the purchase of each niche in the columbarium. The shutter’s engraving is not and must be performed by a monument provider.

Memorial benches and trees have also historically been available for purchase from the Town’s Community Services Department, and placement in community parks. They are being accomodated but are not actively promoted to prospective families.

In addition to directly providing these memorial opportunities, community members are permitted to place corner markers, flat monuments, pillow monuments and upright monuments.

They are also permitted to make floral tributes, including saddle floral tributes, potted plants in concrete urns, and place a small flower bed around the gravesite.



*Figure 21: Memorial Benches, Town of The Blue Mountains.
Source: LEES+Associates.*

Notes

7. Also known as a license or a certificate of interment rights.

New Cemetery Product + Services Options

This section identifies new service and offering options that are common at other Canadian cemeteries and that could be introduced to Thornbury Clarksburg Union Cemetery.

Family Estate Plots

A family estate plot is a small area of cemetery land that is exclusively dedicated to one family. It is expected to accommodate the interment of multiple family members.

They often consist of one large headstone or memorial dedicated to the family and smaller individual headstones for each family member interred in the plot. The dimensions, number of interments, and types of interments allowed vary among cemeteries. They are typically established by the operator of the cemetery and enforced by the Cemetery Bylaw. The price of a family estate should reflect the associated development cost and ongoing maintenance of the landscape features included.

For example, Kelowna Memorial Park Family Estates are 4-metre by 4.5-metre plots that have interment spaces for 20 family members and landscape features. They include:

- Two double-depth lawn crypts, (that can accommodate four traditional in-ground burials);
- Cremation lots (that can accommodate up to 16 cremation interments);
- A granite memorial bench;
- An upright marker foundation;
- Planting beds; and
- Custom fencing or hedging that differentiates the family plots from the rest of the cemetery.

Cemeteries can offer large family estates that can accommodate both casket burials and cremated remains, as well as smaller, less expensive “cremation-only” family estates.

Thornbury Clarksburg Union Cemetery does not formally offer family estates on its price list; however, community members are effectively using its single casket lots and double casket plots as a simple, family estate without the added landscape features, that they would usually included.

Family Columbaria

Family columbaria are essentially the same as community columbaria, except they are scaled for a single-family, which holds the exclusive right-of-interment to all the niches or other features.

Family columbaria vary in size, price, and design. All memorialization is dedicated to members of that family. Features can be added to meet personal family tastes, customs, and religious practices as well as accommodate cemetery standards. Personal engravings can also be added to the roofline, sidewalls, and doors.

The cemetery operator owns the family columbarium, and the family purchases the right of interment for its exclusive use.

Some cemeteries work with the families in choosing an appropriate location for their family columbaria.

Other cemeteries prepurchase its family columbaria inventory, and develop a dedicated family columbaria area, with a range of installed units for community members to choose from.

Woodlawn Cemetery, in Guelph, is an example of a site where family columbaria are regular part of the range of offerings.

Among the benchmark communities reviewed, none of them currently offers family columbaria.



Figure 22: Family Estate Plot, Kelowna Memorial Park Cemetery.
Source: LEES + Associates.



Figure 23: Family Columbarium, Woodlawn Cemetery, Guelph, ON.
Source: Woodlawn Cemetery.

Family Vessels

Family vessels are large urns about 30” tall, designed for placement at key locations, along pathways, and in cremation gardens. Each vessel accommodates up to 4 hard urns, 10 soft urns, or 15 co-mingled remains.

Each vessel is owned by the cemetery, which sells families a right-of-interment for its exclusive use. Since these vessels are a new offering in North America, their introduction would require marketing to increase awareness of this option. As such, family vessels should be installed in phases, beginning with one or two units placed in the cemetery.

Family vessels are offered at several Canadian and American cemeteries. Rates range from \$6,000 to \$13,000 each, depending on their size and location in the cemetery. Services for placing a nested urn or comingling remains within the vessel are typically \$200 for each interment.

Like columbaria, family vessels preserve interment land capacity because they take little space and can often be placed in areas unusable for other types of interment.

Among the benchmark communities reviewed, none of them currently offers family vessels.



Figure 24: Family Vessel at Shuswap Cemetery, City of Salmon Arm, BC.
Source: LEES+Associates.

Green Burial

Green Burial is also known as “natural burial,” “country burial,” or “woodland burial,” and is defined as an earth burial with:

- No embalming;
- A fully biodegradable casket or shroud;
- No use of grave liners or concrete vaults;
- A form of habitat restoration of the gravesite such as planting with native species, and
- A communal marker, no marker, or a simple marker made of local and natural materials.

Jewish, Muslim, and Bahá’í communities have traditionally interred their deceased according to green burial principles. Most recently, the Catholic Church has begun to actively embrace green burial, based on the tenets of green burial aligning well with its core beliefs and practices.

Many cemeteries across Canada plan to add green burial to serve their communities. Green burial is an emerging trend as the philosophy of having a lighter touch on the environment resonates with many peoples’ personal philosophy of trying to live in a way that has less impact on the planet.

The Canadian-based Green Burial Society of Canada (GBSC) (<http://www.greenburialcanada.ca/>) is a non-profit organization that offers a certification program to qualifying service providers and lists the Canadian cemeteries currently offering green burial.

The process to become certified by the Green Burial Society of Canada, and the related documentation required to apply for certification can be found at the GBSC website. This process includes three steps.

1. **REVIEW** the GBSC Approved Provider Criteria to determine the appropriate category for your cemetery. It includes a Glossary of Terms to assist the Town in choosing the appropriate category;
2. **COMPLETE** the Approved Provider Application. Submit it to the GBSC via: gbscapplications@gmail.com.
3. **REVIEW** the GBSC Statement of Ethical Practices. Every Approved Provider is required to sign this document and post it at their cemetery office.

There are currently, two certified providers in Ontario. Fairview Cemetery in Niagara Falls, and Glenwood Cemetery in Picton have been certified by the GBSC.

Although not certified, Greenwood Cemetery in Owen Sound currently offers a green burial option as part of its services.



Figure 25: Green Burial with burial shroud, Royal Oak Burial Park in Victoria BC.
Source: Catriona Hearn

The greatest challenge to green burial is **public awareness** and **industry education**. Green burial is not yet a wide-spread option in Canadian cemeteries, and community members may not be aware that green burial is available to them and what it entails.

This is in part because it is an option about which few funeral homes educate families. Without an understanding of green burial principles and practices, many families, funeral, and cemetery service providers think that health and safety standards, environmental protection, and reasonable cost cannot be achieved.

Green burial should be just as valued – and valuable – as traditional burials and for that reason should be priced commensurate with other full depth burial options. When the Town adds green burial to its cemetery fees list, green burial lot inventory should be offered at the same rate as those lots in its traditional casket burial grounds.

Over the long term, cemetery operators typically expect that maintenance costs will be less as a green burial area is expected to return to nature, if not take on a naturalistic, less manicured appearance.

Committing to providing green burial also would provide a marketing opportunity for the Town and would increase resident engagement with its cemetery as media and online social networks are especially attuned to stories about green burial.



Figure 26: Cobourg Union Cemetery Natural Burial Area, Cobourg, Ontario (top) Green Burial Section Marker at Royal Oak Burial Park, Victoria, BC (bottom). Source: LEES+Associates.

Mausolea

Mausolea are external free-standing buildings constructed as a monument enclosing the interment space or burial chamber of a deceased person or people. Religious cemeteries commonly construct substantial mausoleums throughout Canada, which often include crypts, niches, and a chapel.

A mausoleum is a premium interment option that is best targeted to large, specific ethnic and religious markets (such as the Italian and Catholic communities) that would support its design and construction.

Among the benchmark communities reviewed, the City of Owen Sound is the only one that currently offers entombment in a mausoleum crypt to their residents.



Figure 27: Prince George Memorial Park Mausoleum. Source: Town of Prince George Website



Figure 28: Owen Sounds Mausoleum. Source: Greenwood Cemetery Master Plan Review and Update, 2020-2024.

Memorialization Options

Thornbury Clarksburg Union Cemetery current offers no memorialization options. The Town could diversify its offerings by directly providing to community members a broader range of memorialization options such as:

- Statuaries;
- Memorial wreathes;
- Photoceramic memorials;
- Living memorial areas with plantings, shrubs, and flower beds, and
- Plaques, engravings and inscriptions on stone pillars and memorial walls.

Memorialization can occur with or without interment at a cemetery.

With increasingly mobile families, many people are choosing not to inter the cremated remains of their loved ones in a cemetery – however they are still interested in memorializing them in some way.

There is a potential market for the Town to sell a range of options for



Figure 29: Memorial Leaf & Vine Sculpture with Inscriptions.
Source: City of Kitchener Cemeteries

commemoration without interment, particularly for people who may have lived their lives in the Blue Mountains area and have family members there, but who are interred elsewhere, due to later moves in life for a range of reasons.

Among the benchmark communities reviewed:

- Owen Sound offers engraving memorialization on a central stone memorial within in its cemetery, and
- Georgian Bluffs has plaques for the Big Bay Memorial wall. This was erected as an opportunity to memorialize people who have passed and offer a quiet place of reflection and remembrance for family and friends. The wall is located on a Township-owned property immediately to the east of the cemetery and does not form part of the actual cemetery. The property is used for memorialization only; no interments take place at the site.

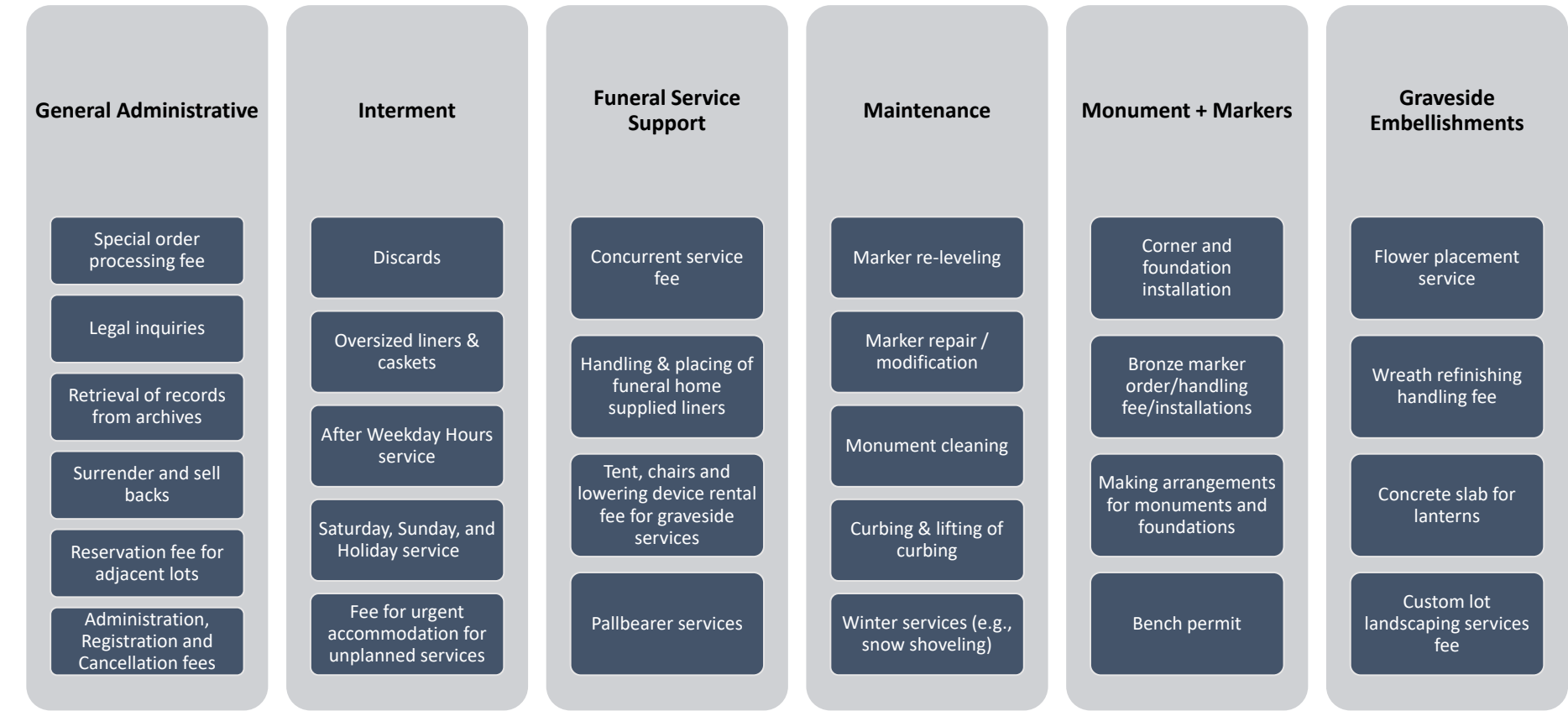


Figure 30: Additional Services offered by Canadian Cemeteries

Additional Services

Canadian cemeteries often offer a wide range of additional fees-based services. These services vary widely across different municipal cemeteries.

Additional services offered and charged for by other cemeteries in Ontario include the following outlined in the figure below.

Among the benchmark communities reviewed:

- Owen Sound has fees for: overtime, services requests for maintenance, administration, title searches, transfer of deed, storage, Saturday, Sunday, and Holiday services.
- Grey Highlands has fees for: corners and foundation installations, special permission, staking/location, transfer of deed, winter keeping, chapel, Saturday, Sunday, and Holiday services.
- Georgian Bluffs has fees for late charges, marker location, foundations, and administration.

- South Bruce Peninsula has fees for winter mortuary storage, transfer of ownership, marker and monument maintenance, administration, Saturday, and Holiday services.
- Meaford has fees for deed replacement and transfer, administration, registration, cancellations, and genealogical search.

In deciding which new service fees to add, it is important to consider that too many additional charges can make people feel that they are being overcharged for small tasks or standard items. This can lead to community member resentment and disengagement.

In addition to considering the impact to residents, new service fees should be balanced with the anticipated resourcing and administrative cost to implement and maintain those services. Several of these services could be implemented easily and with little to no cost to the Town.

Supporting Expansion with Staff Resources

The staffing level increases necessary to introduce new offerings at the cemetery will depend on which additional services the Town chooses to add on, the degree to which the Town promotes them, the resulting demand from residents, and the current capacity of existing staff to take on additional tasks.

Some offerings such as flower or wreath placement, marker location, accommodating oversized caskets and many administrative services. (e.g. reservations for adjacent lots, deed transfers, duplicate certificates, legal inquiries, record retrievals) could be added to a cemetery at little time or material cost to its operations.

Many municipalities assign these tasks to existing parks and operations staff, that have the equipment and experience to perform landscaping, repair, service delivery, and care services.

For example, employees who are already on sight to provide excavation and fill services for an interment, are sometimes recruited by municipalities to support as pallbearers. Others opt to outsource some or all of their site care and service delivery tasks to a third party.

LEES study of cemeteries in the Greater Toronto and Hamilton Area (GTHA) in 2021 found that communities in the study, typically had 1 Full-Time Equivalent employee per acre of cemetery land.

75% of cemetery staff were dedicated to site care and service delivery, and 25% of staff were dedicated to administration and customer service. Blue Mountains should evaluate the staff dedicated to cemetery services utilizing this guidance as a baseline while assessing the impacts of additional services and the land expansion.

Recommendations - Product + Services Review

The following recommendations will ensure the Town will continue to have enough inventory to meet the needs of the community, optimize its land capacity, attract more residents to the Thornbury Clarksburg Union Cemetery, diversify its services, and improve its financial sustainability.

- Identify the start-up and ongoing operating cost for the cemetery’s operations to provide the new products and services it plans to offer because of this plan;
- Prioritize the addition of more columbaria niches to ensure Thornbury Clarksburg Union Cemetery does not run out of this very high demand offering by the end of the year;
- In the short and long term, expand the Town’s range of cremation interment options, such as family columbaria niches, cremation family estates, family vessels, etc., and develop green burial options;
- Introduce new memorialization options, such as plaques on a memorial wall, photo ceramics, wreathes, statuary, engravings, and inscriptions on stone monuments, living memorials – shrubs, flower beds, etc.;
- Evaluation staffing levels in coordination with expansion and increases to services, ensuring adequate provision of customer service and maintenance, and
- Introduce new fees for additional services that are low cost to provide and easy to implement such as:
 - Saturday, Sunday, and Holiday services;
 - pall bearer services;
 - wreath and flower placement;
 - tent, chairs and lowering device rental;
 - custom landscaping;
 - repair of memorials and headstones;
 - reserving adjacent lots, and
 - monument/graveside cleaning.



Figure 31: View from Expansion Area Toward Existing Cemetery Grounds



Chapter 4: Site Analysis

This chapter reviews the existing conditions at Thornbury Clarksburg Union Cemetery as determined through site visit, engagement workshops, and desktop studies.

The cemetery has been developed along a strong axial layout, organized around a central allee. This provides a clear organization to the site. However, there is an opportunity to introduce more intentional signage and wayfinding, and to provide a stronger sense of entry to the site.

Large trees contribute to the cemetery's historic character, and serve as wayfinding features along allees. The introduction of a planting strategy will be important to the maintenance of these trees. Meanwhile, shrubs and small trees introduced in between graves suggest an interest in the introduction of additional vegetation to memorials. In addition to its trees, the cemetery benefits from its proximity to a creek that further enhances its natural and ecological qualities.

Bordered by residential properties, Thornbury Clarksburg Union Cemetery is a much-loved openspace within the neighbourhood. The orderly and well-maintained cemetery is appreciated by the community, and care is required when adjusting the site's visual character. Conifers along the site perimeter provide a vegetative buffer from adjacent residences.

Historic markers demonstrate the quality of local stonework which is distinctive of the community. These elements imply an opportunity for the design of additional stone features in alignment with the site's historic character.

Snow is a concern for the cemetery, as heavy snowfall can cover markers or columbarium niches which are not adequately elevated. Consequently, snowfall must be accounted for in the future design and maintenance of the cemetery.



Figure 34: Proposed green burial expansion area.

Figure 35: Existing signage.



Site Analysis - Existing Conditions

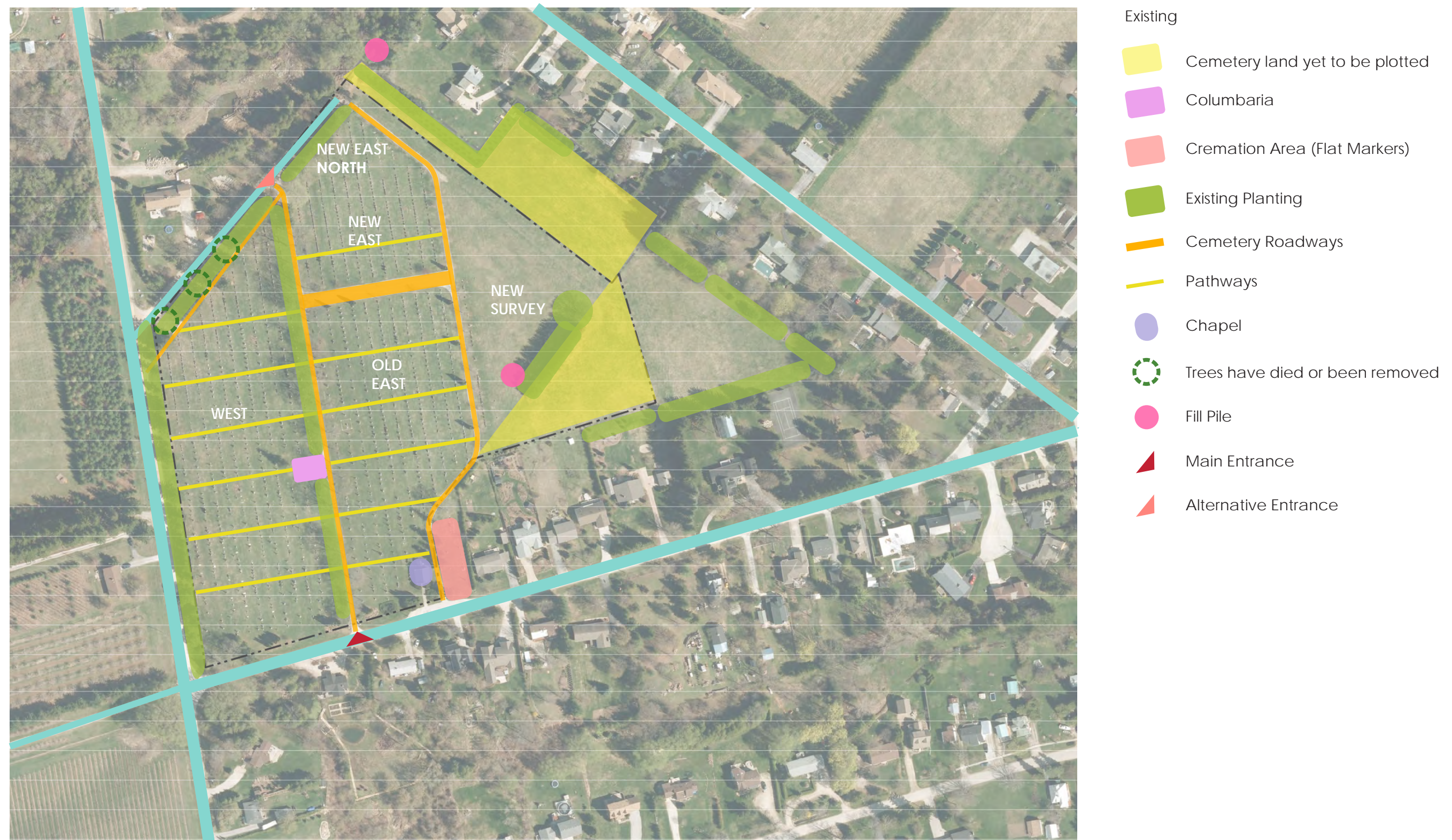
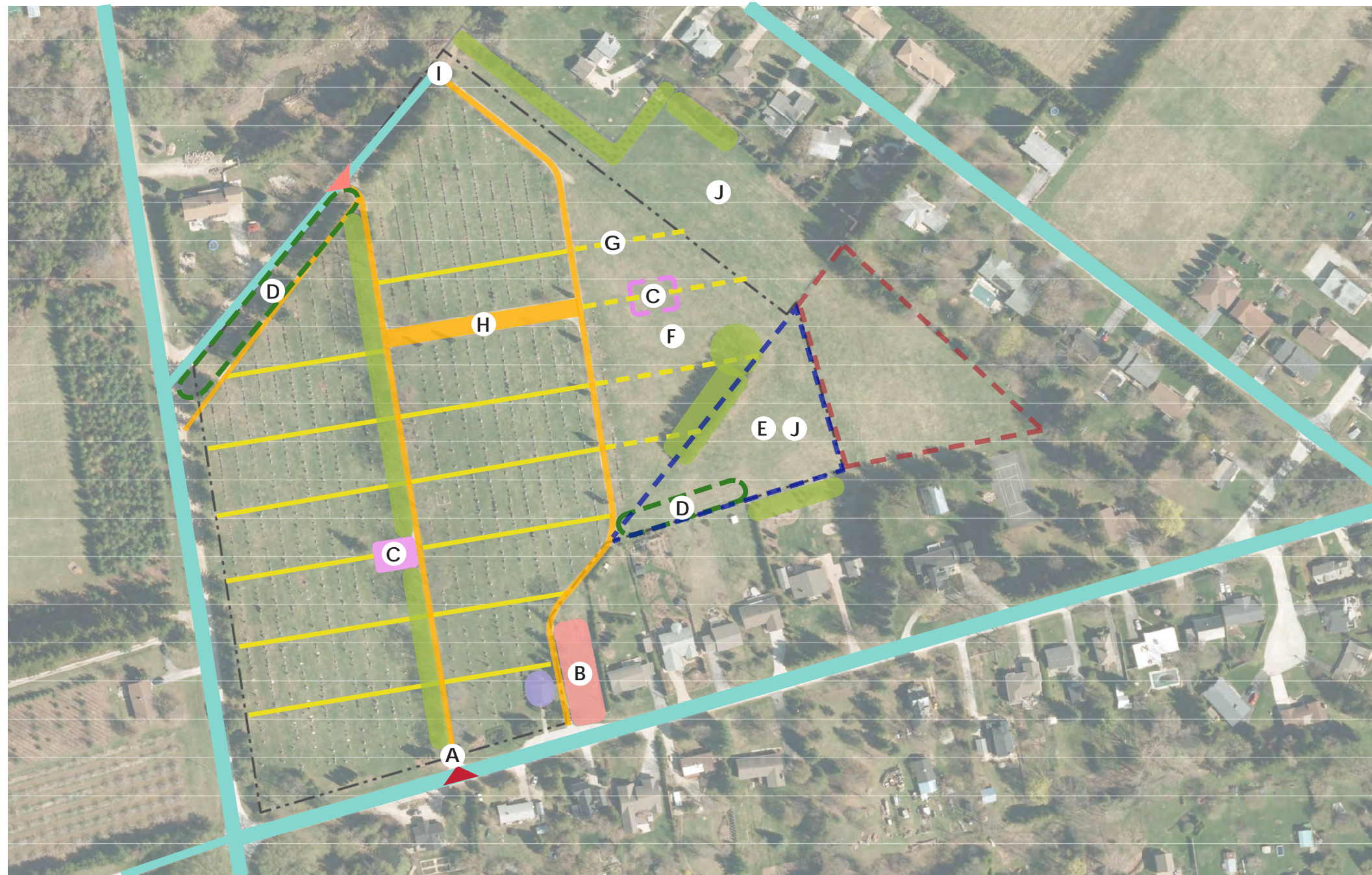


Figure 40: Site Analysis - Existing Conditions.

Site Analysis - Opportunities



Opportunities

- A Enhance the entrance with an entry sign, historic information and gate
- B Cremation section needs to be addressed
- C Opportunity for expanded columbaria area
- D Opportunity for commemoration
- E Opportunity for a green burial area beside the existing stand of conifers and protected maple tree
- F Opportunity to expand burial areas on this undeveloped part of the cemetery providing a range of interment options
- G Opportunity to continue the existing pathways into the cemetery expansion areas
- H Wide road used for overflow parking during funerals
- I Amenity node with an opportunity for a memorial wall or interpretive information with seating
- J Area of cemetery land not yet plotted

Opportunities

-  Columbaria  Planting Areas  Green Burial Area  Potential Future Land Acquisition

Figure 41: Site Analysis - Opportunities

Chapter 5: Consultation

To identify key issues, opportunities, and constraints related to the Thornbury Clarksburg Union Cemetery, Town staff, and external stakeholders. Neighbours were also consulted, and the staff and stakeholder engagement took place during the information gathering stages of the Master Plan.

- **Stakeholder Meetings**
Meetings were held with stakeholders from CANN’s Natural Burial Committee and Ferguson Funeral Homes online via video conference on March 8th, 2023. The meetings allowed participants to share their thoughts and observations about Thornbury Clarksburg Union Cemetery, the services offered by the Cemetery, and any improvements that they felt should be considered as part of the Master Plan.

Additionally, consultation with residents of neighbouring properties was held via video-conference on March 13th, 2023. This provided an opportunity for neighbours to share any concerns about current or future uses of the Cemetery, future interment trends, such as columbaria and green burials, and improvements to be considered as part of the Thornbury Clarksburg Union Cemetery Master Plan.

Key Findings

- **Beloved Community Cemetery**
The Thornbury Clarksburg Union Cemetery is loved by the community as an important public space with strong historical and familial connections.
- **Appreciation of the Natural Environment**
The mature trees, proximity to the creek, and the tidy, well maintained quality of the cemetery contribute to the character of the cemetery as a peaceful and serene place.
- **On-going Maintenance and Upkeep**
Through the engagement process, there was desire to keep the cemetery beautiful and well-kept through on-going and regular maintenance.
- **Growing Demand for Cremation**
There is demand for more cremation interment options as more families are choosing cremation over casket burials.
- **Interest in Green Burial Options**
There is interest for the Thornbury Clarksburg Union Cemetery to provide green burial options.
- **Additional Interment and Memorialization Options**
Staff and stakeholder engagement indicated interest in the addition of interment options dedicated to families, as well as more spatially compact memorialization options for upright markers.



Stakeholder Engagement

Meetings were held with stakeholders from CANN’s Natural Burial Committee, Ferguson Funeral Homes, and residents of neighbouring properties online via video conference.

Key Findings

- **Variety of Cremation Interment and Memorialization**

Observed trend of families wanting both cremation and an upright monument, not just a columbaria option. There is an opportunity to introduce family estate lots.

- **Concerns Regarding Snow**

Markers and columbaria niches should be elevated to account for snow.

- **Positive Communication**

Communication and coordination with the cemetery and stakeholders have been positive. The stakeholder groups would like continue to be informed as the project progresses.

- **Addition of Green Burial Option**

Residents are interested in the addition of a green burial option at the Cemetery.

Caskets suitable for green burial are available, and there is an opportunity for the funeral home to increase the range of caskets offered.

Existing maintenance schedules are adequate for the maintenance of collective markers.

Warm weather and lack of access to a refrigeration unit requires that interment is completed promptly for green burials, within a recommended period of 48 hours. There was discussion about updating legislation to accommodate weekend interments for time-sensitive green burial interments in the summer months.

Educational resources should be made available so the community can understand logistics and values associated with green burials.

A planted buffer surrounding the green burial area should be included in the design.

A managed meadow was the preferred landscape treatment for the

future green burial area.

- **Additional Cemetery Amenities/Improvements**

A need for a washroom facility was identified and recommended.

Addition of deciduous trees should be considered for shade, and coniferous plantings may be employed to buffer green burial lots from neighbouring properties.

A shaded gathering space was requested for funeral services or gatherings in the green burial area.

Neighbours like to walk in the cemetery and improvement to road maintenance was identified.

Coniferous boundary plantings should be established to buffer green burial lots from neighbouring properties.

Roads need to be regraded and improved.

Neighbours like to use the cemetery as a neighbourhood walking trail.



Chapter 6: Development Plan

This chapter introduces a concept plan for the expansion of the existing cemetery. Concept A proposes to maintain the linear layout of the cemetery, while Concept B departs from the orientation of the existing cemetery by aligning with the property line. These varied configurations of lot layouts result in differing experiential qualities, as site circulation, nodes, and the distribution of interment options are shifted accordingly.

Additional rows of trees are introduced in both concepts, elaborating upon the existing planting scheme and planning for the future as trees are integral assets. A dense vegetation buffer is introduced to buffer neighbouring residences from the site. In addition, tree planting is proposed in some existing pathways in the old sections.

Columbaria and communal markers are introduced at the terminus of pathways. This leverages the cemetery's geometric arrangement to provide visual features at the end of cemetery paths. Moreover, columbaria are placed to define site entrances and gathering areas.

The plan responds to increasing demand for cremation and green burial options. An abundance of in-ground cremation options are provided in addition to columbaria and a proposed green burial area.

The introduction of estate lots is proposed in response to the demand for families to purchase multiple lots side by side with upright markers. A tree-lined space is allocated to the development of estate lots, with interspersed vegetation between plots. This additional landscape amenity would meet the family demands and could be offered at a higher price-point.

The proposed concept plan has been developed to be implemented through a phased approach. This will allow cemetery managers to assess shifting demands as options are implemented.



Figure 42: Estate lots



Concept Plan A (Linear Concept)

The **Linear Concept** builds upon the existing grave alignment of the site. The wide section of road that provides access to the new section in the east presents a great opportunity for a columbaria garden plaza. As one processes down the central pathway from the plaza, columbaria gardens anchor the intersections. New interment offerings in the form of green burial, dedicated in-ground cremation lots, estate lots and columbaria diversify the cemetery's offering and meet the needs of the community. New columbaria and trees are proposed to anchor the pathways in the old sections.

Proposed Design

** Note: **Bolded** items below are distinct to Concept Plan A (Linear Concept)*

- **Extend the pathway in the new section to become a central linear path that has columbaria garden nodes;**
- **A lineal geometry consistent with the lot alignment of the rest of the cemetery is maintained;**
- A Cremation Garden Plaza
- Strengthen and further define the main entry with entry pillars and a sign that indicates and gives presence to the main entry;
- Expand the existing columbaria area by creating a border of flowering trees, a memorial wall that marks the entry, additional columbaria and benches that create a defined plaza;
- Utilize the corners of roads, pathway intersections and breaks in the perimeter trees for columbaria;
- The Green Burial section has two distinct gathering areas. One forms the gateway and one is a ceremonial gathering space;
- The Green Burial Section is separated from the neighbours by a large planted buffer;
- Boulders in the green burial gathering spaces could be used for communal inscription;
- Ensure trees protected by the tree trust are maintained in perpetuity;
- A walking trail along the perimeter treeline in the new section is a neighbourhood amenity and acts as a buffer to the residential properties;
- Interpretive signage near the chapel indicates the history of the chapel;
- New washrooms (composting toilets adjacent to the chapel)



Figure 43: Concept Plan A (Linear Concept)
See Appendix F for Proposed Green Burial Area Modification.

Concept Plan B (Arc Concept)

The **Arc Concept** extends the existing grave alignment of the site and then changes the alignment to orient with the property line to the northeast. From this pivot point, one can access the green burial or estate lots. This concept offers a distinct quality and character from the rest of the cemetery.

Similar to Concept A, the wide section of road that is currently the access and parking for the new section presents a great opportunity for a columbaria garden plaza. New interment offerings in the form of green burial, dedicated in-ground cremation lots, estate lots and columbaria diversify the cemetery's offering and meet the needs of the community. New columbaria and trees are proposed to anchor the pathways in the old sections.

Proposed Design

** Note: **Bolded** items below are distinct to Concept Plan B (Arc Concept)*

- **A geometry aligned with the property line makes this new section a distinct orientation from the rest of the cemetery;**
- Expand the road towards the new section to become a lineal cremation garden plaza;
- Strengthen and further define the main entry with entry pillars and a sign that indicates and gives presence to the main entry;
- Expand the existing columbaria area by creating a border of flowering trees, a memorial wall that marks the entry, additional columbaria and benches that create a defined plaza;
- Utilize the corners of roads, pathway intersections and breaks in the perimeter trees for columbaria;
- The Green Burial section has two distinct gathering areas. One forms the gateway and one is a ceremonial gathering space;
- The Green Burial Section is separated from the neighbours by a large planted buffer;
- Boulders in the green burial gathering spaces could be used for communal inscription;
- Ensures the trees protected by the tree trust are maintained in perpetuity;
- A walking trail along the perimeter treeline in the new section is a neighbourhood amenity;
- Interpretive signage near the chapel to tell the history of the chapel and cemetery;
- New washrooms (composting toilets adjacent to the chapel)



Figure 44: Concept Plan B (Arc Concept)
See Appendix F for Proposed Green Burial Area Modification.

Concept Plan A - East Expansion Area



Figure 45: Concept Plan A (Linear Concept)
See Appendix F for Proposed Green Burial Area Modification.

Concept Plan B - East Expansion Area

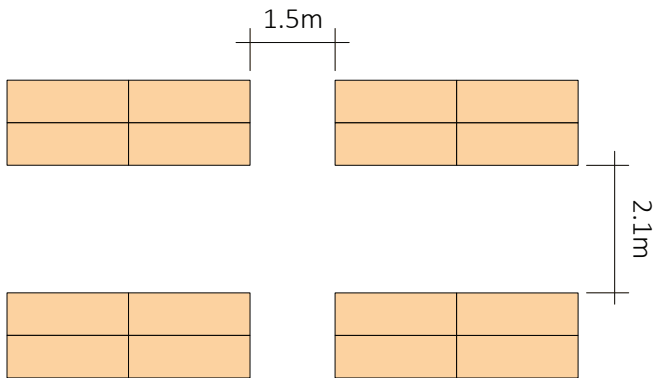


Figure 46: Concept Plan B (Arc Concept)
See Appendix F for Proposed Green Burial Area Modification.

Interment + Memorialization & Circulation Plans

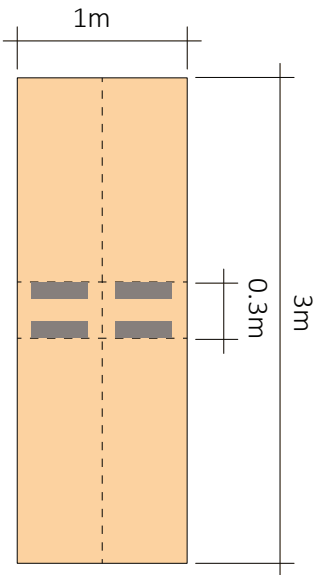
Currently, all in ground cremation is sold through the purchase of a casket lot or a cremation lot (near the chapel), which only allows for a flat marker. A revised approach to cremation interment in both options doubles the capacity of new in-ground cremations by permitting the interment of four urns in a single cremation lot. Instead of allowing four cremated remains in a casket lot, cremation lots will be half the size of a casket lot. Effectively, the proposed cremation lots double the capacity for interment of cremated remains.

Typical Casket Lot Layout

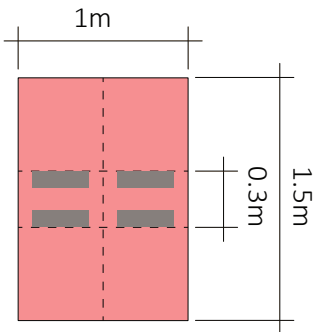


Doubling In-Ground Cremation Capacity

Current Practice
4 Interments
per Casket Lot



Proposed Practice
4 Interments per
Cremation Lot



Interment + Memorialization & Circulation Plan -
Concept A (Linear Concept)

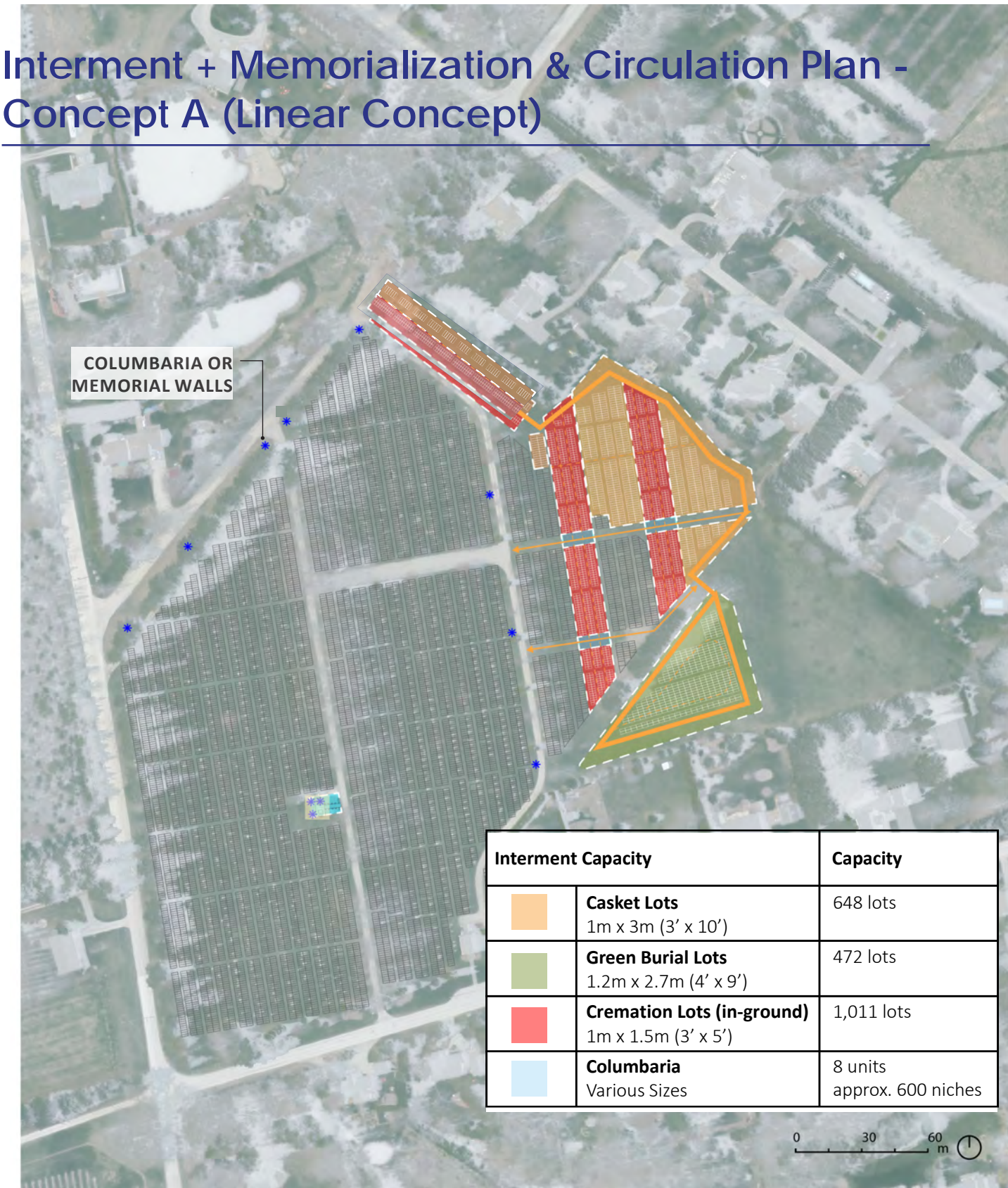


Figure 47: Concept Plan A (Linear Concept)
See Appendix F for Proposed Green Burial Area Modification.

Interment + Memorialization & Circulation Plan -
Concept B (Arc Concept)

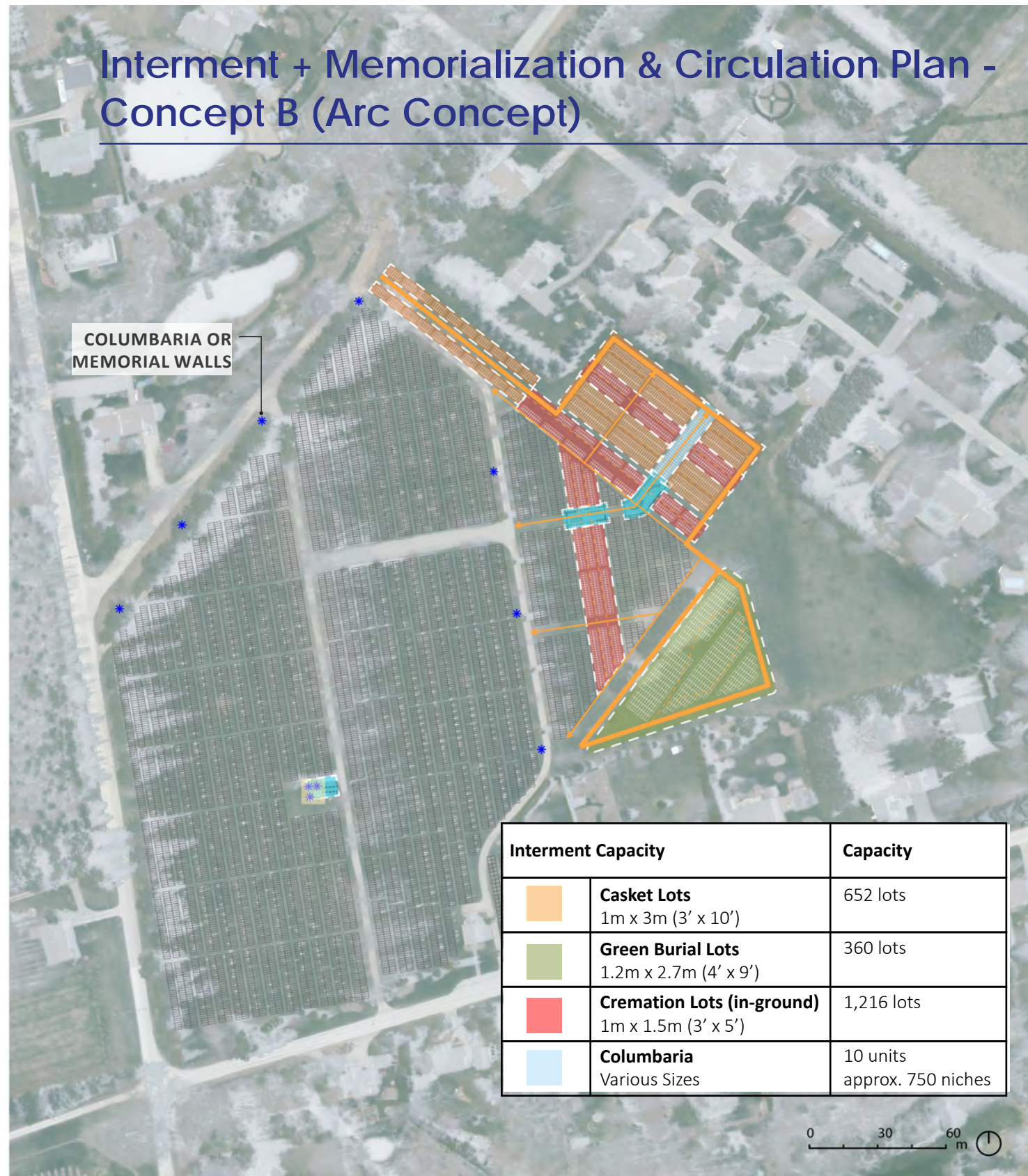


Figure 48: Concept Plan B (Arc Concept)
See Appendix F for Proposed Green Burial Area Modification.

Columbaria Garden Plaza



Figure 49: Columbaria Garden Precedent, Legacy Gardens, Kelowna BC



Figure 50: Columbaria Garden Precedent, Legacy Gardens, Kelowna BC



Figure 51: Proposed Columbaria Garden Plaza - Site Location



Casket Burial Infill

Memorial Feature

Bench / Decorative Component

Columbaria Feature

Landscape Garden

Figure 52: Proposed Columbaria Garden Plaza - Schematic Diagram

Columbaria Plaza Concepts

The columbaria plaza concept illustrated below represents an option for a modest expansion. A larger expansion plan could be achieved by installing two new units behind the existing unit (shown in red). Depending on site access, it may be advantageous to install the rear units prior to installing the new unit shown beside the existing columbarium.



Figure 55: Columbaria Garden Expansion

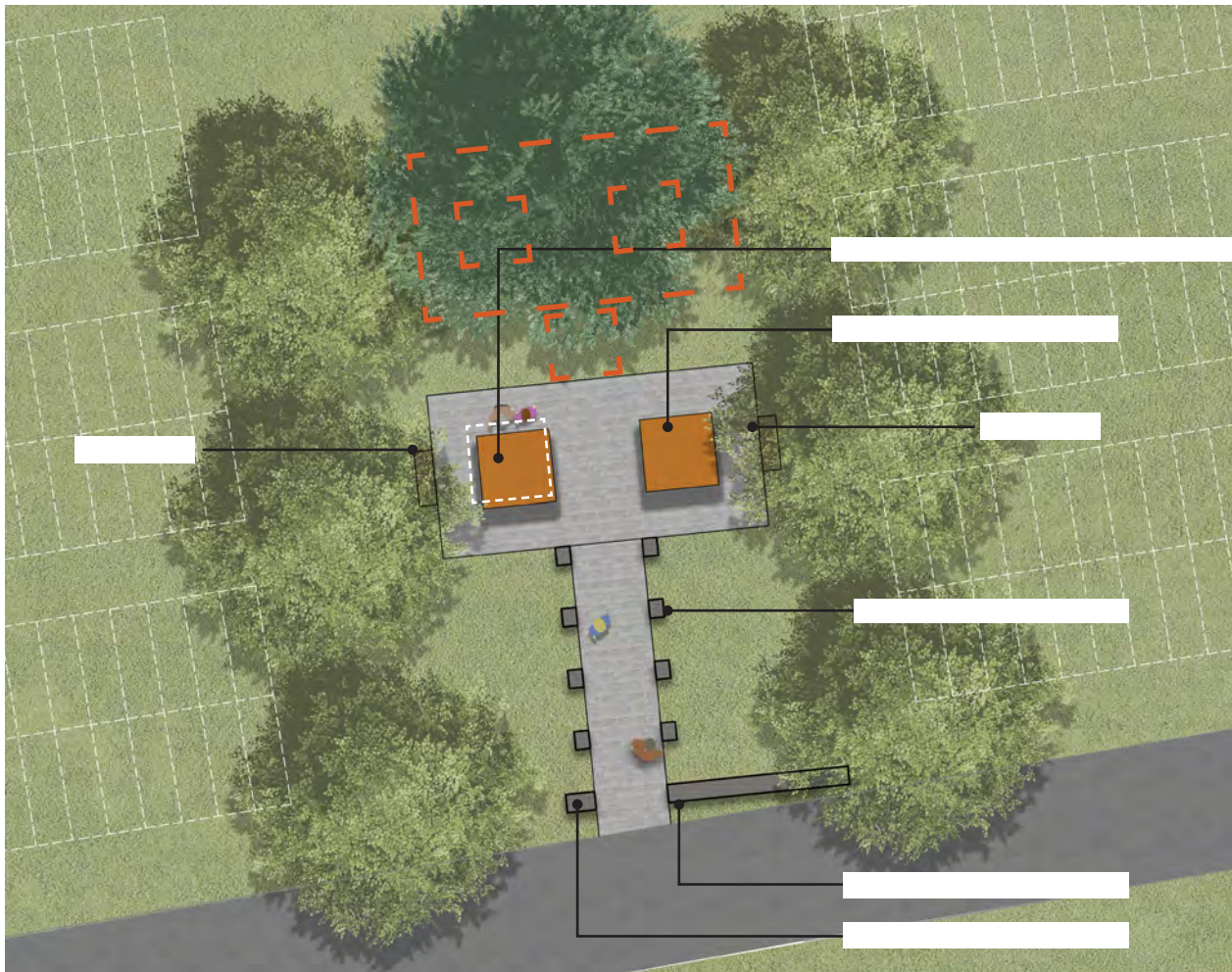


Figure 53: Plan - Existing Columbaria Plan Expansion (Not to Scale)



Figure 54: Elevation - Existing Columbaria Plan Expansion (Not to Scale)

Columbaria Plaza Concepts



Figure 56: Central Pathway - Columbaria Garden I (Not to Scale)



Figure 57: Central Pathway - Columbaria Garden II (Not to Scale)

Precedent Photos



Figure 58: Memorial Wall



Figure 59: Columbaria Garden



Figure 60: Memorial Wall



Figure 61: Green Burial - Managed Meadow



Figure 62: Green Burial - Gathering Space



Figure 63: Green Burial - Mown Pathway



Figure 64: In-Ground Cremation Gardens



Figure 65: Columbaria Garden

Preliminary Costing

| ITEM | UNITS | QUANTITY | UNIT PRICE | QUANTITY COST |
|--|-------|----------|--------------|-----------------|
| TRADITIONAL BURIAL EXPANSION AREA (Approx 15,500 square meters) | | | | |
| Professional Services for detail design and implementation oversight (Landscape Architect, Civil Engineer, geotechnical testing) | Allow | 1 | \$ 80,000.00 | \$ 80,000.00 |
| Lot layout by OLS Surveyor and Registration Submission | Allow | 1 | \$ 15,000.00 | \$ 15,000.00 |
| Mobilization, site preparation, demolition/clearing, material testing, etc. | ls | 1 | \$ 50,000.00 | \$ 50,000.00 |
| Temporary Construction Fencing (Siltation Control, Tree Protection Fencing, Hording) | ls | 1 | \$ 15,000.00 | \$ 15,000.00 |
| Fine Grading (Assuming minor grading to accommodate for hardscape) | m² | 4,450 | \$ 6.00 | \$ 26,700.00 |
| Minor Drainage and Servicing Infrastructure | ls | 1 | \$ 60,000.00 | \$ 60,000.00 |
| Topdressing & Overseed Existing Turff | m² | 11,050 | \$ 16.00 | \$ 176,800.00 |
| Concrete-Unit Paving for Feature Areas | m² | 250 | \$ 225.00 | \$ 56,250.00 |
| Granular Drive | m² | 1,750 | \$ 45.00 | \$ 78,750.00 |
| Crushed Stone Surfacing | m² | 450 | \$ 40.00 | \$ 18,000.00 |
| Furnishings (Seating) | each | 10 | \$ 3,000.00 | \$ 30,000.00 |
| Trees | each | 120 | \$ 650.00 | \$ 78,000.00 |
| Sod (Assuming areas around new road and pathways) | m² | 2,000 | \$ 18.00 | \$ 36,000.00 |
| Decorative Planting | m2 | 350 | \$ 120.00 | \$ 42,000.00 |
| Scattering Gardens (Decorative planting, memorialization programming) | m2 | 200 | \$ 250.00 | \$ 50,000.00 |
| Naturalized/ Buffer Planting | m2 | 600 | \$ 60.00 | \$ 36,000.00 |
| SECTION SUBTOTAL | | | | \$ 848,500.00 |
| 30% CONTINGENCY | | | | \$ 254,550.00 |
| SECTION ESTIMATED BUDGET ALLOWANCE | | | | \$ 1,103,050.00 |
| GREEN BURIAL EXPANSION AREA (Approx 5,000 square meters) | | | | |
| Professional Services for detail design and implementation oversight (Landscape Architect, Civil Engineer, geotechnical testing) | Allow | 1 | \$ 60,000.00 | \$ 60,000.00 |
| Lot layout by OLS Surveyor and Registration Submission | Allow | 1 | \$ 10,000.00 | \$ 10,000.00 |
| Mobilization, site preparation, demolition/clearing, material testing, etc. | ls | 1 | \$ 30,000.00 | \$ 30,000.00 |
| Temporary Construction Fencing (Siltation Control, Tree Protection Fencing, Hording) | ls | 1 | \$ 5,100.00 | \$ 5,100.00 |
| Fine Grading (Assuming minor grading to accommodate for hardscape) | m² | 840 | \$ 4.00 | \$ 3,360.00 |
| Minor Drainage and Servicing Infrastructure | ls | 1 | \$ 20,000.00 | \$ 20,000.00 |
| Topdressing & Overseed Existing Turff | m² | 4,160 | \$ 12.00 | \$ 49,920.00 |
| Concrete-Unit Paving for Feature Areas | m² | 90 | \$ 225.00 | \$ 20,250.00 |
| Crushed Stone Surfacing | m² | 750 | \$ 40.00 | \$ 30,000.00 |
| Furnishings (Seating) | each | 6 | \$ 3,000.00 | \$ 18,000.00 |
| Trees | each | 20 | \$ 650.00 | \$ 13,000.00 |
| Decorative Planting | m2 | 90 | \$ 120.00 | \$ 10,800.00 |
| Naturalized/ Buffer Planting | m2 | 570 | \$ 60.00 | \$ 34,200.00 |
| Furnishings (Green Burial Communal Monument) | ls | 1 | \$ 25,000.00 | \$ 25,000.00 |
| SECTION SUBTOTAL | | | | \$ 329,630.00 |
| 30% CONTINGENCY | | | | \$ 98,889.00 |
| SECTION ESTIMATED BUDGET ALLOWANCE | | | | \$ 428,519.00 |

| | | | | |
|--|-------|-----|---------------|-----------------|
| INFILL EXISTING CASKET AREA | | | | |
| Professional Services for layout design and GPR coordination (Landscape Architect) | Allow | 1 | \$ 10,000.00 | \$ 10,000.00 |
| Lot layout by OLS Surveyor and Registration Submission | Allow | 1 | \$ 5,000.00 | \$ 5,000.00 |
| Ground Penetrating Radar (GPR) execution to check potential areas. | Allow | 1 | \$ 20,000.00 | \$ 20,000.00 |
| SECTION SUBTOTAL | | | | \$ 35,000.00 |
| 30% CONTINGENCY | | | | \$ 10,500.00 |
| SECTION ESTIMATED BUDGET ALLOWANCE | | | | \$ 45,500.00 |
| INFILL CRÉMATION GARDEN PLAZA (PHASE 1) | | | | |
| Professional Services for detail design and implementation oversight (Landscape Architect, Civil Engineer, geotechnical testing) | ls | 1 | \$ 10,000.00 | \$ 10,000.00 |
| Columbaria and footings (central three units) | each | 3 | \$ 15,000.00 | \$ 45,000.00 |
| Columbaria Arch or Other Decorative Threshold and footings | each | 2 | \$ 10,000.00 | \$ 20,000.00 |
| Memorial Seating Feature (two units across from columbaria) | each | 6 | \$ 8,000.00 | \$ 48,000.00 |
| Bench Feature (across from central columbarium) | each | 6 | \$ 3,000.00 | \$ 18,000.00 |
| Concrete-Unit Paving | m² | 200 | \$ 225.00 | \$ 45,000.00 |
| Trees | each | 10 | \$ 650.00 | \$ 6,500.00 |
| Decorative Planting (infill future features with landscaping) | m2 | 250 | \$ 120.00 | \$ 30,000.00 |
| SECTION SUBTOTAL | | | | \$ 222,500.00 |
| 30% CONTINGENCY | | | | \$ 66,750.00 |
| SECTION ESTIMATED BUDGET ALLOWANCE | | | | \$ 289,250.00 |
| INFILL COLUMBARIA AREA EXPANSION (3 MAIN UNITS) | | | | |
| Professional Services for detail design and implementation oversight (Landscape Architect, Civil Engineer, geotechnical testing) | Allow | 1 | \$ 20,000.00 | \$ 20,000.00 |
| Main columbaria and footings | each | 3 | \$ 10,000.00 | \$ 30,000.00 |
| Furnishings (Seating) | each | 6 | \$ 3,000.00 | \$ 18,000.00 |
| Concrete-Unit Paving | m² | 70 | \$ 225.00 | \$ 15,750.00 |
| Trees | each | 6 | \$ 650.00 | \$ 3,900.00 |
| Decorative Planting | m2 | 40 | \$ 120.00 | \$ 4,800.00 |
| SECTION SUBTOTAL | | | | \$ 92,450.00 |
| 30% CONTINGENCY | | | | \$ 27,735.00 |
| SECTION ESTIMATED BUDGET ALLOWANCE | | | | \$ 120,185.00 |
| Other | | | | |
| Entry and Wayfinding Signage , including design, production and Installation | Allow | 1 | \$ 10,000.00 | \$ 10,000.00 |
| Tree Management Plan | Allow | 1 | \$ 25,000.00 | \$ 25,000.00 |
| Staffing (Anticipating 1-2 full-time or 3-4 part-time staff) as services area added | Allow | 1 | \$ 150,000.00 | \$ 150,000.00 |
| Composting Toilet | Alow | | \$ 7,000.00 | \$ 7,000.00 |
| Marketing, Consultation, and Education Programs to address expansion of services + features. | Allow | 1 | \$ 10,000.00 | \$ 10,000.00 |
| SECTION SUBTOTAL | | | | \$ 202,000.00 |
| 30% CONTINGENCY | | | | \$ 60,600.00 |
| SECTION ESTIMATED BUDGET ALLOWANCE | | | | \$ 262,600.00 |
| SUBTOTAL OF ALL SECTIONS | | | | \$ 2,249,104.00 |
| Allowance for Permits, Approvals, Studies, and inflation (20%) | | | | \$ 449,820.80 |
| GRAND TOTAL | | | | \$ 2,698,924.80 |



Chapter 7: Recommendations

This chapter provides recommendations for the design and management of Thornbury Clarksburg Union Cemetery as determined through site visit, engagement workshops and desktop studies.

Priorities

| Priority | Low | High |
|--|-----|------|
| 1. Complete a GPR survey in the old section to determine available lots. | | |
| 2. Fast-track the cremation garden concept design around the existing square columbarium | | |
| 3. Remove the oversized parking area and create a linear cremation garden walk. | | |
| 4. Develop a tree planting strategy. | | |
| 5. Retain the two notable trees that are already registered/ recognized as part of any burial expansion designs. | | |
| 6. Reduce lawn maintenance by converting all future Green Burial areas (and future burial areas in general) to meadow lawn. | | |

| Priority | Low | High |
|--|-----|------|
| 7. Excavate test graves on the proposed burial expansion areas to ensure the ground water is below the bottom of a grave. | | |
| 8. Avoid new interments that will impact the implementation of the geometry of access routes proposed in the concept designs for the burial expansion areas. | | |
| 9. Introduce signage and entrance markers | | |
| 10. Evaluate staffing needs with each phase of expansion and/or increase in service level. | | |
| 11. Develop intial phase of Green Burial Area | | |
| 12. Expand existing columbaria with intial phase of 1 to 4 unit expansion. | | |

Recommendations

GPR Survey

A GPR survey should be conducted in the old section of Thornbury Clarksburg Union Cemetery to determine available lots.

Cremation Garden Concept

The cremation garden concept design around the existing square columbarium is a first priority development. Given the very limited remaining niche capacity at the cemetery, the cremation garden design should begin as soon as possible. There is a significant amount of land adjacent to the existing columbaria, in addition to an under utilized parking spot that would make an ideal columbaria garden expansion area.

A high-level diagram (Figure 54, pg. 43) has been produced to begin this process. Since the diagram was completed it was identified that there's more land to the north that's available for expanding the cremation garden. In addition to meeting the imminent need for additional niche space by adding columbaria, a combination of seating and planting would add product, value, and amenity space to this important part of the cemetery.

Parking Removal

Removal of the oversized parking area should be considered to create a linear cremation garden walk. This will form a spine, linking the old cemetery seamlessly with the proposed burial expansion areas. This area could easily be developed in phases in order to correspond with the capital budget.

Tree Planting Strategy

Development of a tree planting strategy is recommended to ensure trees within the cemetery consist of a diversity of ages and species to mitigate potential impacts of climate change, pests, and diseases. This work should be undertaken in partnership with Tree Trust, who currently support the maintenance of heritage trees on site.

Tree Retention

The two notable trees that are already registered/recognized on site should be retained as part of any burial expansion designs.

Meadow Lawns

There is an opportunity to manage the proposed burial expansion areas as meadow lawn to introduce neighbours to the appearance of green burial meadows. This will also reduce grass cutting costs, and improve biodiversity. The purpose of any changes to the management approach to these lands should be explained and discussed with the neighbours to minimize stress or confusion.

Test Graves

Test grave excavations on the proposed burial expansion areas will help ensure that groundwater is below the bottom of a grave. If it is not, then recommendations for the expansion onto these areas can be adjusted accordingly.

Prevention of Expansion Conflicts

It is important new interments in locations that will impact the implementation of the geometry of access routes proposed in the concept designs for the burial expansion areas. The relevant alignments should be marked on site, and discussed with operational staff.

Signage and Wayfinding

A more unified and intentional use of signage at the entrance and throughout the cemetery would add cohesion to the site and assist with navigation.

Staffing

Ensuring staffing levels are adequate to meet the level of care and services expected from the community is a critical aspect of a successful cemetery business. Staffing levels should be aligned with the increases to interment lands and services.

Expansion Development

Expansion of the Green Burial area and the columbaria node should be considered an investment priority, reflecting the growing demand for these interment types. Both amenity spaces are ready for development and can be completed independently without modifications to the surrounding context.





Chapter 8: Conclusion

This report proposes a concept plan for the expansion and management of the Thornbury Clarksburg Union Cemetery site, and enables the Town to better understand its market, community members, and spatial land needs to ensure the long-term sustainability of cemetery services.

This plan begins with a service demands and land needs analysis. This includes the Town's regional cemetery market to determine future service demand. This is compared to the land available to estimate the cemetery's current site capacity and future land need. In addition, a products and services review of Thornbury Clarksburg Union Cemetery's current offerings, and a physical site analysis helped to identify the opportunities and constraints related to future growth at the cemetery.

Consultation and engagement with cemetery staff, stakeholders, and community members were then undertaken to further inform the concept design and development strategy for Thornbury Clarksburg Union Cemetery outlined in this master plan.

This Master Plan presents a summary of the analysis, consultation, and engagement process findings, offering informed recommendations for a phased approach to cemetery expansion and the development of new cemetery amenities. The plan aims to ensure a suitable product mix that efficiently accommodates community member preferences.

The proposed concept plan strikes a balance between meeting the projections of interment numbers and options for the next 25 years while responding to the beloved site qualities that Thornbury Clarksburg Union Cemetery offers.

Appendix

Appendix A - Green Burial Certification Process

Green Burial Society of Canada

The Green Burial Society of Canada is an organization that sets the standard for green burial and environmentally sustainable death-care practices in Canada.

The GBSC launched its Cemetery Certification program in September 2018. Although not all green burial areas across Canada are GBSC-certified, those that have become certified have committed to complying with the GBSC's Green Burial Criteria and our Statement of Ethical Practice. Through this process, the GBSC certification helps consumers when seeking information about natural burial, and again when they are ready to choose a green burial cemetery.

The GBSC identifies the application process to achieve GBSC Certified Green Burial status. Refer to: <https://greenburialcanada.ca/apply-for-certification/>.

"The application process is available to any cemetery committed to offering authentic green burial. Applicants should review the detailed list below that outlines of how your cemetery can become a Green Burial Society of Canada Certified Cemetery (also known as a GBSC Approved Provider).

- Review the Approved Provider Criteria and the three (3) categories of Certified Cemeteries to determine the category for which your site may be qualified.
- Complete the Approved Provider Application Form and sign the Declaration at the end, which commits your cemetery to providing the green burial services in the category selected.
- Review and sign the GBSC Statement of Ethical Practice, which commits your cemetery's management and staff to providing green burial services in a principled and ethical manner.
- After reviewing the information, complete and sign the Application and Statement of Ethical Practice. Email scans of completed documents to greenburialcanada@gmail.com for review.
- Submit payment via the link on the GBSC website. Payment is due upon application.
- Once the GBSC's Vetting Committee has completed its review of the Application, you will be contacted for a short interview with our representative to confirm the details of your submittal and address any possible deficiencies.
- You will be notified within three (3) weeks of the status of your application and the category under which your site will be certified.
- The GBSC will follow up by mailing you a "Welcome Package," including a printed certificate confirming that your site is now a GBSC Certified Cemetery.
- We will also send you our digital logos and ask you to sign a Terms of Use agreement.
- All GBSC Certified Cemeteries/Approved Providers are subject to an annual renewal and will be required to pay a renewal fee each calendar year."

Natural Burial Association

The Natural Burial Association is an Ontario advocacy group focused on supporting the creation of natural burial grounds in Ontario, reducing the cost of government-mandated fees to reflect the lower cost of long-term land management, and restoring and protecting nature. Refer to: <https://naturalburialassociation.ca/>

The following is an excerpt from the Association's website regarding its mandate: <https://naturalburialassociation.ca/our-team-tasks/>

"We'd like to preserve and protect Ontario's natural landscape. We also want, for ourselves and others, an end-of-life option that helps, not harms, the earth.

- We're building awareness of natural burial; most people in Ontario haven't heard of it.
- We support local advocacy groups so each community can hit the ground running. (See Sites in the Works)
- We're on the lookout for land for expansive countryside green burial grounds.
- We're asking the Ontario Government to address the barriers preventing the creation of dedicated natural burial grounds:
- Lower the prohibitively high cemetery perpetuity fee families have to pay for a plot — the highest in Canada at 40% compared to the national average of 13%
- Allow grave renewal, as it is practiced in many other parts of the world. Natural burial grounds would always be sustainable!"

Appendix B - Precedent Case: Managing Cemetery Ornamentation

Cemetery ornamentation can be difficult to manage. The City of Campbell River initiated a process to remove noncompliant features placed at its municipal cemetery. The City decided that the way to deal with the issue was to provide notice and a (nine month) grace period to allow people to remove all nonstandard items. The City committed to then removing all items that remained and storing them at a municipal site for pick up for an additional year. After this, the items were considered abandoned and discarded.

This initiative resulted in complaints and some angry families. The City however, decided to follow the lead of other municipal cemetery operators and simply weathered the period of discontent until people accept that the new cemetery regulations would be enforced in the future, with no exceptions.

SCRD can add new regulations to its bylaw concerning unauthorized grave adornments and adopt a similar strategy. Notice of its plan to update the cemetery bylaw – particularly concerning ornamentation could be listed on SCRD’s webpage, the local newspaper, social media sites and in a posting at Seaview Cemetery. It is very important that the timeline announced to the public be followed and that no exceptions are made. Possessions collected at the end of the grace period should be held for at least six months to allow families to reclaim them. In future, staff should be vigilant in removing all noncompliant items as soon as they appear.

The issue of, noncompliant edging, markers and grave covers may be more difficult to address due to the investment that may have been made to install these items. One approach would be for the SCRD to offer families the option of paying an annual fee to allow existing noncompliant items to remain on a year-by-year basis. Then, following a period of 5 to 10 years, the fee could be waived, and remaining installations could be allowed to remain. This would place these noncompliant features in the same category as other historic items, such as old fencing curbs and headstones that do not meet current bylaw but remain at the site and would at least allow the SCRD to collect a fee for their care and maintenance. The problem would lie in the challenge and expense of administering this strategy.

It is clear from the level of adornment at the Seaview Cemetery that families are used to this practice. In some cases, the practice may reflect dissatisfaction with the level of care being provided to their loved ones’ graves. A public education session may be needed that would clarify that families may purchase a right of interment, but do not actually own the gravesite or the niche occupied by their loved one.

Once site improvements are initiated at Seaview Cemetery, some families may appreciate that efforts are being made to improve the aesthetics and amenities of the site. Providing opportunities to contribute to the cemetery through events may also help people engage more appropriately with their cemetery.

Appendix C - Example: Standard operating Procedures Manual, Table of Contents

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Appendix C – Sample Interment Right Contract

Appendix D - Introduction To Cemetery Bylaws

PURPOSE OF EFFECTIVE CEMETERY BYLAWS

The effective management, operation, and maintenance of modern, sustainable cemetery services are founded on an effective and enforceable bylaw. The cemetery bylaw, whether used by the cemetery operator, a client family, cemetery visitors, or an outside service provider, should be easy to understand, apply and enforce.

A good cemetery bylaw will be used to guide the cemetery operator’s actions in the operation and maintenance of a cemetery (or cemeteries) under their ownership or control. By clearly setting out rights, rules, and regulations of a cemetery, the operator can mitigate their exposure to potential problems, conflicts, disagreements, or exposure to litigation. A strong¹⁸ cemetery bylaw is an essential tool in organizational risk management.

The cemetery bylaw can also be viewed as a ‘legacy statement’ as the bylaw is the ‘starting point’ from which operating policies and procedures are established to guide the long-term, day-to-day administration, provision of service, and maintenance in the cemetery. Given the long-term, successional ‘life’ of a cemetery, these are essential tools as responsibility transfers over the years to newer generations of management and staff.

A comprehensive, up-to-date, cemetery bylaw applied and enforced consistently will demonstrate to every cemetery user that the cemetery is being operated under standards of best practice, is applied equitably to all users, and ensures the cemetery is operated and maintained to a high standard of professional service and aesthetic appearance.

A strong cemetery bylaw is the foundation upon which the professional management and provision of service in a cemetery are made possible.

BYLAW AS RISK MANAGEMENT

Resolving a simple complaint, satisfying a Provincial inspector, or, in the worst case, dealing with legal action against the SCRD. A legal resolution will, first and foremost, be based upon an examination of “*What does the bylaw say?*” If a cemetery bylaw can be shown to be outdated, ambiguous, inconsistent with legislation, or ‘silent’ on critical cemetery management, operation, and maintenance matters, then this lack of a ‘strong’ bylaw may expose the cemetery and the SCRD to considerable legal risk and imposed financial settlements.

¹⁸ “Strong” is commonly used to describe legal or quasi-legal documents. Describing a document as ‘strong’ indicates a standard of writing is used that incorporates key criteria like directness, plain words, readability, good structure, relevance, tone, etc.

REGULATORY FRAMEWORK

The municipal cemetery operator has three key areas of accountability in the operation of cemeteries under their control, in equal measure, the municipality is directly answerable to the:

- **Cemetery Users** - The bereaved client families to which cemetery goods, services, and facilities are provided;
- **Municipal Taxpayers** – These are the community’s residents, represented by the municipal mayor, Council and/or Elected Boards, through whom the community’s assets are protected and ensured to be operationally sound, environmentally sustainable, and professional fiscal management are always followed, and
- **Provincial Regulators** – These are the legislative representatives, who through their oversight work to ensure cemeteries are operated in accordance with the law (including both the Act and the Regulations) and a transparent and equitable manner, with a special focus on consumer protection.

British Columbia has some of the most comprehensive and extensive legislation and regulation governing the bereavement care sector (cemeteries, crematoria, funeral service, transfer services, pre-sales, etc.) in North America. The primary documents containing legislative language and regulations governing cemeteries in the Province of British Columbia is:

- **Cemetery and Funeral Services Act¹⁹, ‘ (the Act), and the**
- **Cremation, Interment and Funeral Services Regulation.²⁰**

In addition to these key documents related to the ownership, management, and operation of cemeteries some secondary acts and regulations can have a bearing on cemetery management and operation, including (but not limited to) those covering business administration, consumer protection, personal representatives and executors, workplace safety, etc.

Every cemetery operator, including SCRD’s Elected Board, needs to ensure they are operating within the most current law (including the Act, the Regulations, and its most recent amendments) and that key cemetery management and operational personnel understand and have a working knowledge of the legislation and regulations governing cemeteries under their purview.

¹⁹ **Cemetery and Funeral Services Act**
https://www.bclaws.gov.bc.ca/civix/document/id/consol2/consol2/96045_01

²⁰ **Cremation, Interment and Funeral Services Regulation -**
https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/298_2004

Appendix E - Glossary of Terms

Definitions Source: Adapted from various sources by LEES+Associates.

| | |
|---|---|
| AT-NEED | <ul style="list-style-type: none">At the time of, or immediately following death.Usually refers to the time of purchase of funeral or cemetery services. |
| BOOK OF MEMORIES | <ul style="list-style-type: none">Plaque with a list of names of the deceased who typically are in areas not readily accessible.A type of memorial monument. |
| BURIAL | <ul style="list-style-type: none">One form of interment.The placement of human or cremated remains in a grave. |
| BURIAL LINER | <ul style="list-style-type: none">Like a burial vault, however, unlike a vault, it only covers the top and sides of the casket |
| BURIAL PERMIT | <ul style="list-style-type: none">A legal document issued by a regulatory authority authorizing the final disposition of human remains. |
| BURIAL VAULT | <ul style="list-style-type: none">A protective, sealable outer receptacle, into which a casket or urn is placed, and is designed to restrict the entrance of gravesite elements into the casket or urn. |
| BYLAWS | <ul style="list-style-type: none">The written regulations, rules, or laws governing the organization, management, and operation of a cemetery, mausoleum, columbarium, or crematorium. |
| CAPASCRD | <ul style="list-style-type: none">The maximum amount of cemetery inventory that a site can potentially contain, as defined by its geographic limits after all unused land is fully developed. |
| CARE AND MAINTENANCE FUND (also known as PERPETUAL CARE FUND or CARE FUND) | <ul style="list-style-type: none">An irrevocable trust fund established, held, and administered in accordance with applicable law, with the income from the fund to be used for the upkeep and repair of a cemetery, mausoleum, or columbarium. |
| CASKET | <ul style="list-style-type: none">A rigid container usually constructed of wood, metal, or similar material, ornamented and lined with fabric, designed for the encasement of human remains. |
| CASKET ENTOMBMENT | <ul style="list-style-type: none">When a casket is interred in a mausoleum. |

| | |
|-------------------------------------|---|
| CEMETERY SERVICES | <ul style="list-style-type: none">The disposition of human remains by interment or cremation and includes the supply of goods incidental to the provision of such service but does not include the sale of lots. |
| COLUMBARIUM (plural: COLUMBARIA) | <ul style="list-style-type: none">A structure, building, an area in a structure or building that contains, as an integral part of the structure or building or as a freestanding section, niches for the inurnment of cremated remains.Can be “Individual,” “Family” or “Community,” based on the number of niches, and how they are sold. |
| COMMEMORATION | <ul style="list-style-type: none">A ceremony, service, or symbol of memory for a person/people, or event. |
| COMMINGLING | <ul style="list-style-type: none">The mixing of the cremated remains of more than one deceased person. |
| CONTAINER | <ul style="list-style-type: none">A self-contained receptacle or enclosure other than a casket, made of rigid cardboard, pressed wood, or other similar material that is of sufficient strength to hold and conveniently transport human remains but does not include a metal or fiberglass casket, receptacle, or enclosure made of plastic or a similar substance, or a pouch or bag. |
| CREMATED REMAINS | <ul style="list-style-type: none">The human bone fragments that remain after a cremation, including the residue of any other materials cremated with the human remains. |
| CREMATION | <ul style="list-style-type: none">The irreversible reduction of human remains to bone fragments through the application of flame and intense heat; in some jurisdictions, this may include the repositioning or movement of the body during the process to complete the cremation; and the manual or mechanical reduction of the bone fragments after removal from the cremation chamber. |
| CREMATION LOT | <ul style="list-style-type: none">A space used or intended to be used, specifically for the interment of cremated remains. Typically, it is smaller than a full-sized lot. |
| CREMATORIUM | <ul style="list-style-type: none">The building or part of a building that is fitted with approved appliances for the cremation of human remains and includes everything incidental or ancillary to it. |

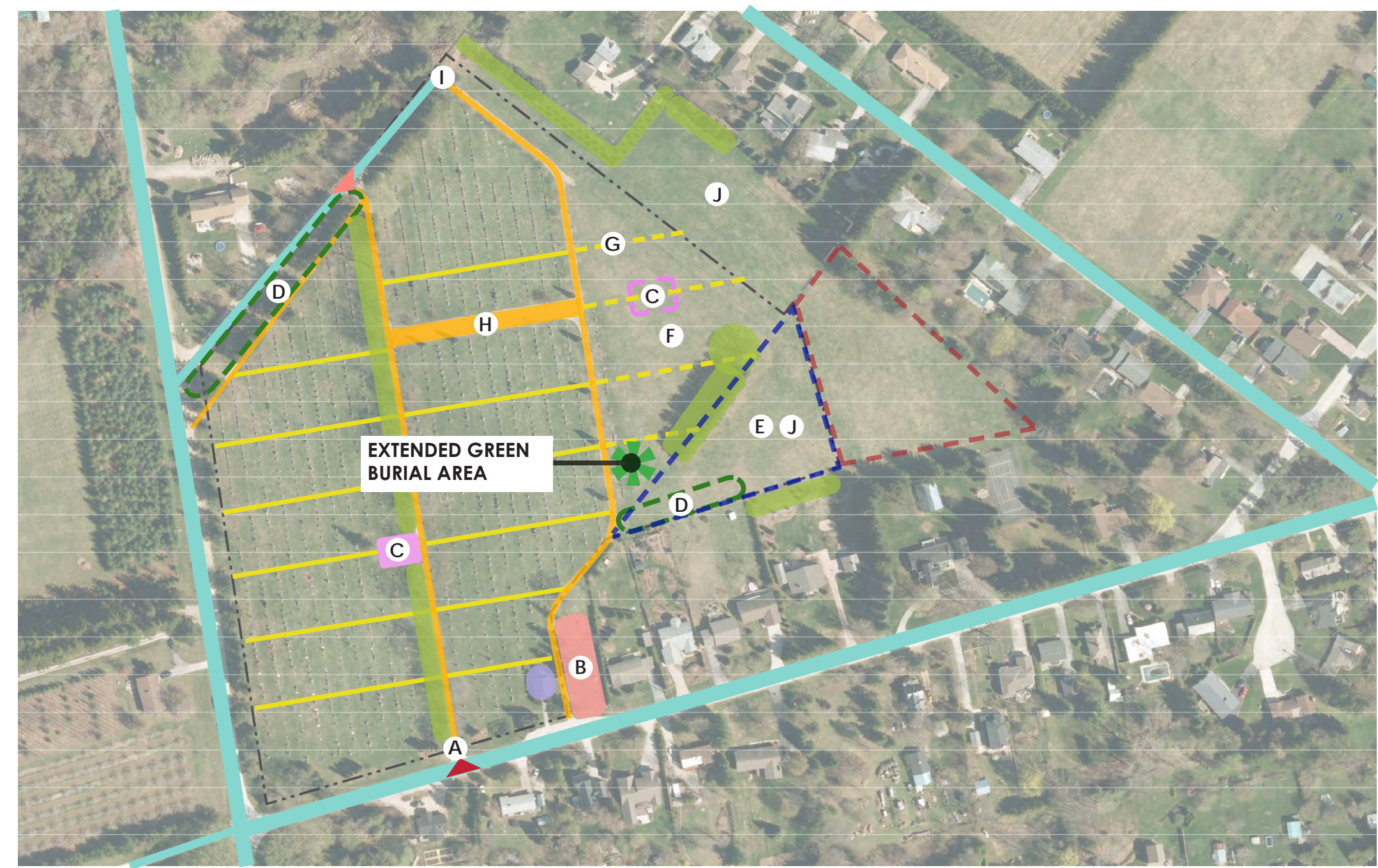
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|---|--|-------------------------|--|
| CREMORIAL | <ul style="list-style-type: none"> ▪ A memorial property or columbarium niche that contains cremated remains. | GRAVE | <ul style="list-style-type: none"> ▪ One kind of lot. ▪ A portion of ground in a cemetery, used or intended to be used, for the burial of human remains or cremated remains. |
| CRIB GRAVE | <ul style="list-style-type: none"> ▪ A grave lot surrounded by a small picket fence. | GRAVE LINER | <ul style="list-style-type: none"> ▪ A fiberglass or concrete structure that is installed over a casket once it has been placed in the grave. |
| CRYPT | <ul style="list-style-type: none"> ▪ One kind of lot. ▪ Typically, a space in a mausoleum that is used or intended to be used for the entombment of human remains. | GRAVE MARKER | <ul style="list-style-type: none"> ▪ Can be in-ground (flat) or upright. |
| DEATH CERTIFICATE | <ul style="list-style-type: none"> ▪ A legal document certifying the vital statistics pertaining to the life and death of a deceased person. | GREEN BURIAL | <ul style="list-style-type: none"> ▪ A more environmentally conscious alternative to “traditional burial.” Typically includes: <ul style="list-style-type: none"> a. no embalming; b. burial directly in the ground, without a grave liner or vault; c. a fully biodegradable burial container (casket or shroud); d. interment sites planted with indigenous ground cover, and e. no individual grave markers. |
| DIRECT (or IMMEDIATE) DISPOSITION | <ul style="list-style-type: none"> ▪ The final disposition of human remains without any formal viewing or visitation, ritual, rite, service, or ceremony. | INTERMENT | <ul style="list-style-type: none"> ▪ Disposition by: <ul style="list-style-type: none"> f. burial of human remains or cremated remains in a grave; g. entombment of human remains in a mausoleum, crypt, or; h. inurnment of cremated remains in a columbarium niche. |
| DISINTERMENT (also known as EXHUMATION) | <ul style="list-style-type: none"> ▪ The removal of human remains, along with the casket or container or any remaining portion of the casket or container holding the remains, from the lot in which the remains had been interred. | INVENTORY | <ul style="list-style-type: none"> ▪ Represents the total amount of currently developed and installed interment spaces available for sale, including grave lots, crypts, and columbaria niches. |
| DOUBLE DEPTH LOT | <ul style="list-style-type: none"> ▪ A lot dug at extra depth at the time of the interment of the first casket to allow for the accommodation of a second interment at regular depth. | INTERMENT RIGHTS HOLDER | <ul style="list-style-type: none"> ▪ Also known as a “lot holder” in other parts of Canada, this is the person in whose name the right of interment in a lot is registered in the records of a cemetery and, where the interment has taken place, includes the person who has legally acquired ancillary rights to the lot. |
| EASEMENT | <ul style="list-style-type: none"> ▪ The right acquired, whether or not supported by a certificate, to interment in a lot. | INURNMENT | <ul style="list-style-type: none"> ▪ One form of cremated remains interment. ▪ The process of placing cremated remains in a receptacle including, but not limited to, an urn and placing the urn into a niche. |
| ENTOMBMENT | <ul style="list-style-type: none"> ▪ One form of interment. ▪ The placement of human remains in a mausoleum crypt. | LAWN CRYPT | <ul style="list-style-type: none"> ▪ A concrete or other durable and rigid outer receptacle that is installed in a grave before burial. |
| FAMILY COLUMBARIUM | <ul style="list-style-type: none"> ▪ See columbarium | | |
| FAMILY ESTATE LOTS | <ul style="list-style-type: none"> ▪ A family estate lot contains 6-12 lots together. | | |
| FAMILY VESSEL | <ul style="list-style-type: none"> ▪ A large urn for several cremated remains. Remains may be comingled or may be contained in smaller, individual urns, held within the larger vessel. | | |
| FLAT MARKER | <ul style="list-style-type: none"> ▪ A grave marker that is set flush with the ground. | | |
| FUNERAL SERVICES | <ul style="list-style-type: none"> ▪ The arrangements, care, and preparation of human remains for interment, cremation, or other disposition and includes the supply of goods incidental to the arrangements, care, and preparation, but does not include the sale of lots. | | |

| | |
|--|--|
| LEVEL OF SERVICE | <ul style="list-style-type: none"> Level of service refers to the degree of investment an operator gives to its cemetery’s site care, asset maintenance, and other key processes that support its operations, as well as the extent of interment and memorialization services provided. The level of service is measured on a scale of Basic (Legislative Minimum), Average (Common Practice), and Optimal (Best Practice). |
| LOT HOLDER | <ul style="list-style-type: none"> Also known as the “interment rights holder” in Ontario, this is the person in whose name the right of interment in a lot is registered in the records of a cemetery and, where the interment has taken place, includes the person who has legally acquired ancillary rights to the lot. |
| MAINTENANCE FUND (also known as CARE FUND or PERPETUAL CARE FUND) | <ul style="list-style-type: none"> A fund established for the upkeep and repair of a cemetery, mausoleum, or columbarium. |
| MAUSOLEUM (plural: MAUSOLEA) | <ul style="list-style-type: none"> A structure or building that contains interior or exterior crypts designed for the entombment of human remains. |
| MAUSOLEUM CRYPT | <ul style="list-style-type: none"> A chamber of a mausoleum of sufficient size for the entombment of human remains. |
| MEMORIAL | <ul style="list-style-type: none"> A product, meeting the bylaw standard of a cemetery, used, or intended to be used to identify a lot or to memorialize a deceased person interred or to be interred in a lot, including but not limited to: <ul style="list-style-type: none"> a marker, headstone, tombstone monument, plaque, tablet, or plate on a lot; or a tablet inscription, lettering or ornamentation on a crypt or niche front, or a tree, boulder, or other feature so identified; A ceremony, rite, or ritual commemorating the life of a deceased individual without the human remains present. |
| NICHE | <ul style="list-style-type: none"> One kind of lot. A space, usually within a columbarium, for placing a receptacle containing cremated remains. |

| | |
|--|--|
| OSSUARY | <ul style="list-style-type: none"> A vessel for the interment of two or more cremated remains. Typically, the cremated remains are commingled. |
| OUTER CONTAINER | <ul style="list-style-type: none"> A receptacle, which is designed for placement in a lot to accept the placement of a casket or urn. |
| PERPETUAL CARE FUND (also known as CARE FUND or MAINTENANCE FUND) | <ul style="list-style-type: none"> An irrevocable trust fund established, held, and administered in accordance with applicable law, with the income from the fund to be used for the upkeep and repair of a cemetery, mausoleum, or columbarium. |
| PRE-NEED | <ul style="list-style-type: none"> Any time before death. Usually refers to the time of purchase of funeral or cemetery services. “Pre-need planning” refers to the process of making arrangements and/or entering into contracts regarding future cemetery services for one or more persons who are still alive at the time. |
| REGISTRAR | <ul style="list-style-type: none"> The person who is responsible for the administration and enforcement of applicable laws and regulations relating to cemetery and funeral services. |
| SCATTERING | <ul style="list-style-type: none"> The irreversible dispersal of cremated remains over land or water or commingling in a defined area in a cemetery. |
| SCATTERING GARDEN | <ul style="list-style-type: none"> An area within a cemetery, usually providing an attractive natural or ornamental setting, dedicated to the scattering of cremated remains. |
| SPIRIT HOUSE | <ul style="list-style-type: none"> A wooden shelter over a grave to house the spirit of the dead, typical of First Nations cemeteries. |
| UPRIGHT MARKER | <ul style="list-style-type: none"> A grave marker that is not flush with the ground is mounted on a footing and intended to be visible over the surrounding finished grade. |
| URN | <ul style="list-style-type: none"> A receptacle for holding cremated remains. |

Appendix F - Proposed Green Burial Area Modification

At the end of this process, staff intends to earmark an expansion of the Green Burial Area in order to include the highlighted zone.



- Opportunities
- A Enhance the entrance with an entry sign, historic information and gate
 - B Cremation section needs to be addressed
 - C Opportunity for expanded columbaria area
 - D Opportunity for commemoration
 - E Opportunity for a green burial area beside the existing stand of conifers and protected maple tree
 - F Opportunity to expand burial areas on this undeveloped part of the cemetery providing a range of interment options
 - G Opportunity to continue the existing pathways into the cemetery expansion areas
 - H Wide road used for overflow parking during funerals
 - I Ammenity node with an opportunity for a memorial wall or interpretive information with seating
 - J Area of cemetery land not yet plotted

Opportunities

 Columbaria

 Planting Areas

 Green Burial Area

 Potential Future Land Acquisition



509-318 Homer St, Vancouver BC Canada, V6B 2V2 | p: 604.899.3806
51 Wolsley St, Toronto ON Canada, M5T 1A4 | p: 416 645 7033 | f: 415 645 7046
8 Boswell Crescent, Whitehorse YT Canada, Y1A 4T3 | p: 867.332.3806

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