



Township of Centre Wellington Belsyde Cemetery Master Plan

by

Hilton
LANDMARKS Inc.
Cemetery Consultants, Planning and Design

*HLI Ref 14131
December 11, 2015*

ACKNOWLEDGEMENTS

We would like to acknowledge the contributors to the creation of this Belsyde Cemetery Master Plan.

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TABLE OF CONTENTS

December 11, 2015

TABLE OF CONTENTS	0
1.0 EXECUTIVE SUMMARY	1
2.0 INTRODUCTION – CEMETERY PROFILE	9
3.0 FUTURE DEMAND ANALYSIS	15
4.0 CARE AND MAINTENANCE FUND OVERVIEW ANALYSIS	23
5.0 COMPETITIVE PRICE ANALYSIS	29
6.0 BYLAW, CONTRACT AND PRICE LIST COMPLIANCE REVIEW	30
7.0 CEMETERY DEVELOPMENT FINANCING AND MEMORIAL FEATURE PROGRAMS	32
8.0 CEMETERY EXPANSION DESIGN OBJECTIVES AND ENHANCEMENTS	40
9.0 PREFERRED CEMETERY MASTER PLAN	48
10.0 CEMETERY BEST PRACTICES	64
11.0 MARKETING STRATEGIES	65
12.0 CONCLUSIONS	68

APPENDICES

Appendix 1.0:	Glossary of Cemetery Terms Cemetery Products
Appendix 2.0:	Cemetery Background, Statistics and Mapping Demand/Needs Analysis Price Comparison
Appendix 3.0	Order of Magnitude Capital Cost Estimates Expansion Master Plan, Concepts 1 and 2 Chapel Floor Plan
Appendix 4.0	Centre Wellington Cemetery By-Law Interment Rights Interment Rights Certificate
Appendix 5.0:	Public Feedback - Letters Background Data: Mapping and Documents Site Photographs Citations

1.0 EXECUTIVE SUMMARY

1.1. Introduction

Hilton Landmarks Inc. (HLI) was commissioned to prepare a Cemetery Master Plan for Belsyde Cemetery in Fergus for the Township of Centre Wellington (TCW). The objective of this Cemetery Master Plan is:

- To ensure that Belsyde Cemetery can continue to serve the citizens of Fergus and the surrounding area respectfully in a business-like fashion for the next 25 years and beyond, both operationally (with sufficient inventory) and fiscally (without unduly burdening the ratepayers);
- To provide cremation sales inventory to meet current demand and immediate needs for implementation in 2015;
- To research, analyze and make recommendations with regard to Demand/Needs, Care and Maintenance Fund Adequacy; current and emerging industry standards and practices; and to provide budgetary cost estimates for cemetery development and implementation considerations;
- To provide appropriately phased cemetery amenities and sales inventory to meet future community needs for future implementation; and
- To provide a long-term vision for Belsyde Cemetery to provide a variety of cemetery interment and memorialization options desired by the community now and well into the future.

1.2. Future Demand Analysis

- **Fergus Demography**
 - The population of Fergus is growing at about 1% annually
 - Annual deaths are increasing at about 2% annually
 - Annual cremations are increasing at about 3% annually
 - Casket dispositions will remain flat

Two demand forecasts were prepared, the Status Quo Scenario which assumes that operations continue as they have in the past, and the Proactive Scenario which assumes that consumer-desired amenities are developed and appropriately marketed.

- **Status Quo Scenario (at Belsyde Cemetery)**
 - Belsyde Cemetery will perform about **1,938 dispositions over the next 25 years** (73% cremated remains and 27% casketed remains)
 - The Status Quo Demand Scenario predicts ¾ acre net cemetery land use over the next 25 years

Status Quo Demand Scenario 25 year Outlook for Belsyde Cemetery

Casket Open/Closings	-4% annually
Cremation Open/Closings	+1% annually
Columbarium Open/Closings	Level
Casket Lot Sales	-3% annually
Cremation Lot Sales	+2% annually*
Columbarium Niche Sales	Level

*Assuming more cremation lot inventory is developed

• **Proactive Scenario (at Belsyde Cemetery)**

- Belsyde Cemetery will perform about **2,365 dispositions over the next 25 years** (65% cremated remains and 35% casketed remains)
- The Proactive Demand Scenario predicts 1 acre net cemetery land use over the next 25 years

Proactive Demand Scenario 25 year Outlook for Belsyde Cemetery

Casket Open/Closings	-1% annually
Cremation Open/Closings	+1% annually
Columbarium Open/Closings	+1% annually
Casket Lot Sales	-2% annually
Cremation Lot Sales	+3% annually*
Columbarium Niche Sales	+1% annually

*Assuming more cremation lot inventory is developed

- Development of additional adult casket lots and cremation ground lots is required in 2015
- Development of additional columbarium niches should occur in 2016

RECOMMENDATIONS:

- Current inventory of in-ground cremation lots is at 100 percent capacity and the columbarium niches are 81 percent sold. Cremation ground lots and a variety of cremation interment and memorialization options are required in 2015 to provide sales inventory and to satisfy customer demand. Development of additional casket lots and columbarium niches should commence in 2015 for delivery in 2016. This includes new and infill development.
- Direct a portion of the revenue from the sale of columbarium niche interment rights to the capital reserve fund (as is currently the case for the sale of ground lot interment rights). This contribution should be reflective of the replacement cost of each individual niche (i.e. the total cost to replace the columbarium divided by the number of niches).

1.3. Care and Maintenance Fund Overview Analysis

- Belsyde Cemetery’s Care and Maintenance Trust Fund (**CMF**) had a closing balance of \$486,065 and produced income of \$14,696 in 2013
- Currently the CMF covers about 42% of annual care and maintenance expenses with the balance paid out of operational revenue.
- An additional \$714,000 is required to achieve full coverage assuming a 3% real rate of return
- It will take about 2 acres of cemetery land and approximately 50 years to achieve fiscal adequacy in the CMF assuming:
 - Sufficient cemetery land is available
 - Only the real rate of return (i.e. net of inflation) is withdrawn each year
 - Cemetery price increases keep pace with inflation
 - Cemetery operating costs are kept to inflationary increases
 - The CMF portfolio is able to maintain a 3% real rate of return
- The current CMF shortfall is not problematic as long as the cemetery continues to develop and sell new cemetery land.

RECOMMENDATIONS:

- The annual withdrawal of interest from the CMF never exceeds the real rate of return (i.e. the nominal interest rate minus the inflation rate) with the excess retained in the CMF principal to offset the effects of inflation.
- Annual return rates of the CMF and inflationary effects should be monitored each year prior to withdrawal of the interest from the fund. The portfolio should be managed to optimize rate of return (hence RROR).
- The Price List for Belsyde Cemetery interment rights be revised annually to reflect (at the least) inflationary increases required to enhance fiscal CMF sustainability.

1.4. Competitive Price Analysis

The cemetery currently operates with no operational deficit so needs only a price increase to offset lifecycle maintenance and capital upgrade costs.

- Belsyde Cemetery’s prices are reasonably located relative to its position with surrounding rural and urban communities
- Relative to its closest analog, Rockwood Cemetery in Guelph-Eramosa, Belsyde Cemetery has room to increase prices from 6% to 25% to achieve parity.

RECOMMENDATIONS: Any surplus, including that generated by an increase in prices, be directed to a cemetery reserve for capital expansion and infrastructure lifecycle maintenance costs (i.e. roads, structures, etc.) at the cemetery.

1.5. Bylaw and Contract Regulatory Compliance Review

As part of this commission, Centre Wellington Cemetery’s By-law, interment rights sales contract, interment rights certificate (‘deed’) and price list were reviewed and revised for compliance with the new regulations under the Funeral, Burial and Cremation Services Act, 2002. The revised documents are provided in the Appendix 4.0.

- The bylaw prohibits 3rd party resale of interment rights requiring the cemetery to repurchase within 30 days unexercised rights returned to the cemetery at the current sale price (less any CMF contribution made in the original purchase).
- A new section has been added to the bylaw to regulate the sale and installation of memorial benches and other types of memorialization.

RECOMMENDATIONS: The revised Centre Wellington Cemetery Bylaw, Interment Rights Sales Contract, Interment Right Sales Certificate and Cemetery Price List should be reviewed by the Township’s legal counsel prior to adoption.

**1.6. Cemetery Development Financing and Memorial Features Program
Financing of Cemetery Capital Development**

Development of cemetery interment sections and community amenities such as columbaria may be financed through several different means. While the CMF income (as outlined in section 4.6) is restricted to cemetery maintenance activities, the CMF income so used will offset the overall financial needs of the cemetery and will thus increase the ability of the cemetery to self-finance its capital expansion.

RECOMMENDATIONS: HLI recommends a portion of the revenue from the sale of columbarium niche interment rights be directed to the capital reserve fund (as is currently the case for the sale of ground lot interment rights). This contribution should be reflective of the replacement cost of each individual niche (i.e. the total cost to replace the columbarium divided by the number of niches).

This capital reserve fund can also be used to finance the ongoing expansion of Belsyde Cemetery to develop additional interment rights as existing interment rights are sold out. Ideally, the sale of each interment right deposits sufficient funds into the capital reserve fund to finance its replacement when necessary.

Finally, the municipality has the ability to finance capital expansion at Belsyde cemetery directly through municipal borrowing, capital reserves or general revenue.

Memorial Feature Program Recommendations

HLI recommends the Township of Centre Wellington allow the leasing of memorial features in specific areas of Belsyde Cemetery for specified durations.

- The duration of the lease should be set to 7 years with an option for renewal at the end of that period at the latest price.
- The price for memorial feature lease should be set appropriately to capture the full lifecycle cost of the memorial feature and an amortized portion of the program.
- The lease price (and renewal price) should be allowed to escalate with annual inflationary increases.
- Belsyde Cemetery management should choose an appropriate style and quality of memorial feature to serve cemetery design aesthetics and public safety/maintenance concerns.
- Belsyde Cemetery should arrange for a source for these features in order to supply them for their clients.
- Belsyde Cemetery should be the sole supplier of these features to the public in the cemetery.
- These features should be only offered for installation in specific locations subject to location design criteria as outlined in this report.
- The policy re: 'ownership' as outlined in the lease contract should retain bench ownership for the Township of Centre Wellington and should specifically allow members of the public to use the feature appropriately. It is the memorialization that is being leased, not the use of the feature. It is important that this be clearly communicated to the cemetery customer.

1.7. Cemetery Expansion Design Objectives and Enhancements

Provide a variety of interment options including the following:

- provide a variety of casket interment options, such as:
 - in-ground with upright or pillow markers; and
 - Lawn-crypts: individual, double or four-plex.

- provide a variety of cremation interment options, such as:
 - in-ground with either upright or pillow markers;
 - niches: pedestal, estate, community columbaria;
 - ossuaries
 - scattering gardens

Provide a variety of memorialization options including the following:

- memorialization programs for site amenities such as:
 - special features: sculptures, fountains, arbours, etc.;
 - site furnishings;
 - trees; and
 - memorial stones, etc.

1.8. Preferred Cemetery Master Plan

The immediate need at Belsyde Cemetery is for ground lots, specifically cremation ground lots as there are essentially none left to sell. Cremation ground lot development should begin immediately. Columbarium niches will be needed by 2016 hence development of a variety of new cremation interment and memorialization options should be developed in 2015 for implementation in 2016. It would be advantageous for the cemetery to develop an aesthetically pleasing cremation garden, incorporating these interment and memorialization alternatives, around the current columbaria in Block C as it would increase the value and salability of both.

Belsyde Division A and B Cemetery Heritage Area: This area could potentially provide an additional 900 in-ground traditional casket burials **or** 1,300 in-ground cremation lots.

Phase 1 development would potentially satisfy cremation demand needs up to the year 2038. However, provision of in-ground casket lots is entirely dependent upon the availability and suitability of the land within the Plantation Areas.

Phase 1 – 2015 development - consists of:

Block ‘C’ In-Ground Cremation and Casket Lots: provides 0.12 acres of developable land and potentially adds 48 casket and 136 in-ground cremation lots to the sales inventory.

Block ‘C’ Eden Cremation Garden: provides 530 niches. The gardens within Eden can accommodate scattering of cremated remains. This would greatly increase the sales inventory for Belsyde, however it is difficult to quantify by how much given the nature of scattering cremains.

Block D – Phase 1: The preferred Block ‘D’ concept provides for some 1160 in-ground casket lots, 300 cremation in-ground lots and about 724 niches. The Woodland Walk area can accommodate scattering of cremated remains. This would greatly increase the sales inventory for Belsyde, however it is difficult to quantify by how much given the nature of scattering cremains. HLI recommends proceeding with the design development of Phase 2 in 2016 to ensure there is adequate in-ground

casket inventory available. The development of Phase 2 can be phased to meet consumer demand and Township budgetary needs.

Phase 2 – 2016 - consists of:

Block D: The preferred Block 'D' concept provides for some 1160 in-ground casket lots, 300 cremation in-ground lots and about 724 niches. The Woodland Walk area can accommodate scattering of cremated remains. This would greatly increase the sales inventory for Belsyde, however it is difficult to quantify by how much given the nature of scattering cremains. HLI recommends proceeding with the design development of Phase 2 in 2016 to ensure there is adequate in-ground casket inventory available. The development of Phase 2 can be phased to meet consumer demand and Township budgetary needs.

Chapel Development: The Chapel provides a number of development opportunities, such as: indoor columbaria, potential community resource/meeting space, public washroom access, etc. However, it is unheated and would require renovations. HLI recommends the Township engage an architect to determine the existing condition of the Chapel, opportunities and constraints, as well as suitability/options for development with associated costing and phasing.

Phase 3 – 2025 to 2038- consists of:

Highland Block or New Cemetery Lands: There is an additional 4.1 acres of developable land in the Highland Park baseball diamond area of which 3.71 acres would be available for casket lot development bringing the total cemetery area to 18.9 acres

Design development of the Highland Block is proposed to occur within approximately 15 years. A Demand/Needs Analysis should be completed at that time to ensure the development meets the inventory needs at that time and into the future. As the land in this area is somewhat lower than the adjacent road there are opportunities to utilize the soil from Block D's cut operations and create temporary berms from the cut materials from Block 'D' to a section of Highland Park that doesn't impact ball play. When needed the soil from these temporary berms can be spread on the playing field site. This will aide to reduce the cost of the material and to haul 'cut' materials offsite.

1.9. Facilities Best Practices

Cemetery grounds are clean, attractive and well-maintained. Cemetery maintenance includes the complete maintenance of the cemetery and surrounding grounds, including raising, setting, aligning and cleaning of the headstones. Maintenance of pathways, roadways, irrigation and water stations, are also part of the current maintenance program. Opening and closing of the gravesites are also part of the on-site services provided by Cemetery operations staff.

Belsyde Cemetery currently uses an internally developed database to manage interment records. There are a number of cemetery management software programs that can integrate the operational (opening/closing), sales, administration, accounting and mandated recordkeeping requirements. This would improve management oversight, reduce errors and improve operational efficiency through elimination of redundant effort.

1.10. Data Management:

Recordkeeping is one of the most important functions of any cemetery organization given cemeteries' long (perpetual) lifespan. Not only is it important from a current financial/operational perspective to be able to manage the cemetery effectively but it is vital that the cemetery keep good records for generations to come as interment rights are passed down through inheritance and may be exercised after many (sometimes more than one hundred) years have passed.

Belsyde Cemetery currently maintains an internally developed Microsoft Access database tracking some aspects of interment right ownership, interments and monumentation. This system lacks integration with the various other aspects of cemetery operation. For instance, there is no integration with the municipal accounting system, nor is there any convenient way to produce management reports concerning cemetery operations. Upkeep of a sales plan showing interment rights available for sale requires manual entry of data elsewhere.

RECOMMENDATIONS: HLI recommends the Township of Centre Wellington acquire an integrated cemetery management system to improve record quality, security and access.

1.11. Marketing Strategies

A proactive sales approach is recommended to reinforce and maintain the importance of Belsyde Cemetery to the forefront of awareness in the community.

- Increase public awareness and perception of Belsyde Cemetery;
- Increase sales in order to reduce the cemetery's potential for dependence upon tax-roll subsidy; and
- Better serve the community after death care needs.

RECOMMENDATIONS: Recommended techniques to achieve this include:

- Prepare a cemetery brochure outlining the information that the public needs to know about Belsyde Cemetery and encouraging visitation;
- Cemetery staff or the municipality's PR team might write monthly columns in local papers/journals about Belsyde Cemetery or those activities associated with it (i.e.: cremation versus casket burial, etc.);
- Host promotional events (both onsite and offsite) to promote the cemetery, for example:
 - Seasonal and scheduled events such as: Mother's/Father's Day, Decoration Day, Memorial Day, etc.

- Occasional events, such as Doors Open Ontario, butterfly releases, Titanic anniversary memorialization, etc.
- Participate in grief counseling outreach programs.
- After death care seminars with local funeral homes, funeral celebrants, insurance and financial advisors.
- Historic grave walking tours, 'spirit' walks, etc. highlighting the historical figures who rest in the cemetery.
- Horticultural and birdwatching tours led by local society partners.
- Site-specific marketing opportunities include selling additional service and memorialization alternatives as well as enhanced staff outreach;
- Partnership marketing opportunities include working with local stakeholder, community, religious and special interest groups to encourage use of the cemetery through outreach and event sponsorship; and
- Media marketing opportunities include creating an internet presence through further development of the Cemetery profile on the Township's website, create a Cemetery Facebook page, use of social media, brochures, newsletters and selected public service announcements on local media.

2.0 INTRODUCTION – CEMETERY PROFILE

2.1. Introduction

Hilton Landmarks Inc. (HLI) was commissioned to prepare a **Cemetery Master Plan for Belsyde Cemetery** in Fergus for the Township of Centre Wellington (TCW). The objective of this Cemetery Master Plan is:

- To ensure that Belsyde Cemetery can continue to serve the citizens of Fergus and the surrounding area respectfully in a business-like fashion for the next 25 years and beyond, both operationally (with sufficient inventory) and fiscally (without unduly burdening the ratepayers).

Cemeteries are important municipal resources that serve a variety of community needs:

- Cemeteries are repositories of local social and cultural history. They are where citizens can find out about the significant peoples and events that have shaped the community.
- Cemeteries are relevant public open spaces that are maintained in a park-like manner. They may offer many services beyond those related to after death care to the community.
- Cemeteries provide a place for the living to visit and memorialize their loved ones. This is perhaps the most important social aspect of cemeteries.
- Cemeteries provide a place for the interment/inurnment/scattering of human remains. This aspect is largely mandated as casketed human remains may only be placed in a cemetery and no other place.

To this end, **HLI** has performed the following analyses:

- Demand/Land Needs Analysis (**DNA**) to forecast future consumer demand for cemetery products and services
- Overview Care and Maintenance Trust Fund (**CMF**) Adequacy Analysis to determine the necessary fund balance to secure fiscal sustainability and provide guidance on how to achieve it prepared as part of HLI's value-added contribution to this project
- Determination of expansion alternatives for Belsyde Cemetery
- Belsyde Cemetery expansion concept plan and strategy
- Review and recommendations for legislative compliance of Centre Wellington By-law, contracts, and Price List

It is therefore important that cemeteries be managed effectively for unlike any other municipal infrastructure the time horizon of cemeteries stretches out to perpetuity. Cemeteries have multi-generational lifetimes.

2.2. Belsyde Cemetery Background

The Township Centre Wellington is the steward of local history and nature as owner and operator since 1863 of Belsyde Cemetery. Cemeteries are important community resources with natural and built landscapes providing public green spaces.

The 14.8 acre Belsyde Cemetery is a sacred place to reflect, honour and remember the past (refer to Figure 1 on the following page).

Historically, Belsyde Cemetery was the farmland of local farmer and politician Alexander David Ferrier. Named for his father's home in Scotland, Ferrier gifted five acres of Belsyde Farm to the Town of Fergus to create a new cemetery. The Scottish heritage is also reflected in the Celtic Cross form of the pathways within Divisions A and B, the oldest sections of the cemetery. The original cemetery was laid out in family plots, situated in an irregular manner due to the formation of the circular center of the Celtic Cross.

Currently, the public is requesting varying types of burial options, beyond the traditional in-ground casket lots. This includes in-ground cremation lots and columbarium niches. The cemetery is at 100 percent capacity for in-ground cremation plots and at 81 percent capacity for the existing columbarium. As a result, the Township of Centre Wellington requires development of a Master Plan for Belsyde Cemetery to guide development and expansion of the cemetery for the next 25 years. The most immediate need is for additional in-ground plots and columbarium niches to be provided by the summer of 2015.

Immediately adjacent to the Cemetery is Highland Park. Some of the lands within Highland Park are proposed to be utilized for the cemetery expansion. Although some of the existing recreational activities of the park will be impacted, opportunities exist to integrate some passive recreational activities. The proximity of the park, and low vehicular volume within the cemetery, allows for shared nature and passive recreational opportunities – such as walking trails. The cemetery and park also provide opportunities to observe and enjoy nature.

- The first five acres of the cemetery were gifted to the Town in 1863 with the first burial in May 1863
- The stone chapel was constructed in 1965
- Located at 400 Thistle Street, Fergus (between Highland Road and Union Street – bisected by Thistle Street)
- Existing cemetery lands are 14.8 acres in extent, including roadways, and consist of:
 - 11.52 acres are developed and sold;
 - 0.12 acres of land is developed and unsold in Block C;
 - 0.08 acres of developable land exists in “Eden Cremation Garden” in the middle of Block C;
 - 1.68 acres in Block D is developable but requires mitigation due to steep slopes;
 - 0.87 acres of developable land remains in the old Division A and B ‘Plantation’ areas

- 0.52 acres of undevelopable land exists along the northern boundary of the old part of the cemetery
- There is an additional 4.12 acres of developable land in the Highland Park baseball diamond area of which 3.78 acres would be available for casket lot development bringing the total cemetery area to 18.92 acres.
- 2013 actual unit sales and dispositions:
 - 26 casket interments and 8 casket lot sales
 - 46 cremation interments and 6 cremation ground lot sales
 - 5 columbarium niche interments and 10 columbarium niche sales
 - The interment right sales for casket and cremation ground lots were likely suppressed in 2013 due to increasingly limited available inventory

2.3. Study Approach

2.3.1. Cemetery Profile

Hilton Landmarks' collected, analyzed and provided a comprehensive review of statistical data, cemetery physiographic data, in conjunction with competitive market share entities and emerging trends facilitates appropriate forecast endeavours as to both the quantity and type of demand (casket vs. cremation) and therefore provides the link of demand to cemetery land use. Our analysis of the data and findings identifies the status quo benchmarks as to cemetery trends, aid management and political stakeholders in their endeavours to move Belsyde's cemetery facilities and operations forward in an informed and pro-active manner.

2.3.2. Future Demand Analysis

In order to most effectively master plan Belsyde Cemetery, it is best to quantify the current after death-care demand and forecast future land needs at the cemetery. Hilton Landmarks' provided an analysis and forecast of community cemetery demand and needs based on a thorough understanding and analysis of area demographic, cultural and religious trends in conjunction with an evaluation of applicable area cemetery competitive situations.

This analysis included review of Township of Centre Wellington's cremation rate as it is a key trend to consider. Increasing consumer selection of cremation will both have a large impact on and offer many opportunities to the Township's cemetery. These include influences of developing trends in disposition approaches (in-ground interment, interment in columbarium niches, placement in scattering gardens or ossuaries) and memorialization of cremated remains.

Hilton Landmarks' Demand/Needs Analysis relevantly identifies what numbers of interments, their nature (i.e. in-ground casket or cremated remains; in columbarium facilities and therefore the number of niches needed; scattering and ossuary amenities for cremated remains) and correlate same to the required cemetery land base/number of niches needed etc. and over what timeline such development might be phased in.

This information is paramount to pro-active management including allocating appropriate capital cost budgets to Belsyde's ensuing development and implementing facilities to satisfy consumer demands, enhance interment and memorialization alternatives and the cemetery's bottom line. Refer to Section 3.0 Future Demand Analysis.

The capital cost budgets and potential revenue are provided in Appendix 2.0 and are summarized as follows (taxes and design fees are not included):

Phase 1 - 2015:

- Old Division A and B - Heritage Area: Order of Magnitude Capital Costs \$187,442.40
 - Potential Revenue casket only \$1,942,902.00; OR
 - Potential Revenue cremation only \$1,878,344.00.

Actual rate of return for Old Division A and B is dependent upon GPR results determining actual availability and suitability of developable lands for various interment type mix.

- Eden Cremation Garden and Block C: Order of Magnitude Capital Costs \$504,045.60
 - Potential Revenue \$1,579,180.58.
- Block D Phase 1: Order of Magnitude Capital Costs \$103,311.36
 - Potential Revenue \$578,533.41.

Phase 2 – Block D - 2016: Order of Magnitude Capital Costs: \$998,902.80

- Potential Revenue: \$4,139,354.12.

Phase 3 – Highland Block or New Cemetery Lands: not calculated at this time.

HIL recommends the Township undertake an options study for the following two options: to either obtain new lands for cemetery use or to expand the cemetery into the Highland Park area. A public outreach program is recommended as part of the options study process to ensure the community is aware of what is occurring and can provide input.

2.3.3. Expansion Alternatives Evaluation

Hilton Landmarks reviewed cemetery operations status quo with Township operations staff as inherent consulting/planning activities for the Belsyde Cemetery Master Plan and address the various key items identified in the RFP under the following headings:

- .1 Facility capacity to accommodate new features and amenities;
- .2 Future trends;
- .3 Existing Chapel Improvements and Expanded Uses; and
- .4 Future Storage Areas.

The Township has astutely documented the key matters to be addressed (under the headings “.1” through “.4”, noted above) and Hilton Landmarks examined each aspect thoroughly as components comprising the Belsyde Cemetery Master Plan. Each is reflected as applicable/feasible in our Master Plan Alternative Concepts and winnowed down, in concert with the Township’s input, into a preferred Master Plan Concept.

Hilton Landmarks summarized findings, observations, rationale and recommendations in context of the alternatives and the final Master Plan as discussed in Section 9.0.

2.3.4. Cemetery Expansion Strategy

The Cemetery Master Plan expansion strategy to guide the development of Belsyde Cemetery addresses four (4) key points:

- .1 In-ground cremation plots are currently at 100 percent capacity and the columbarium is at 81 per cent. Identification of opportunities to provide cremation sales inventory to meet current demand and immediate needs for implementation in 2015;
- .2 To research, analyze and make recommendations with regard to Demand/Needs, Care and Maintenance Fund Adequacy; current and emerging industry standards and practices; and to provide budgetary cost estimates for cemetery development and implementation considerations;
- .3 Identification of opportunities to provide appropriately phased cemetery amenities and sales inventory to meet future community needs for future implementation; and
- .4 To provide a long-term vision for Belsyde Cemetery to provide a variety of cemetery interment and memorialization options desired by the community now and well into the future.

2.3.5. Centre Wellington Cemetery By-Law review

Hilton Landmarks Centre Wellington Cemetery By-Law review consisted of:

- .1 Centre Wellington Cemetery By-law review: A careful edit relative to the current Funeral, Burial and Cremation Services Act, 2002 and its latest regulations
- .2 Interment Rights Sales Contract: review and redraft the Township’s Interment Rights Sales Contract in accordance with the Province’s formatting requirements, as well as, mandated minimum informational requirements
- .3 Price List: this document was re-formatted to comply with applicable legislation and regulations to reflect appropriate service/amenities pricing in relation to the competitive market circumstances.

The Centre Wellington Cemetery By-Law is provided within the Appendix as a separate document with a summary of the changes within the Master Plan Study.

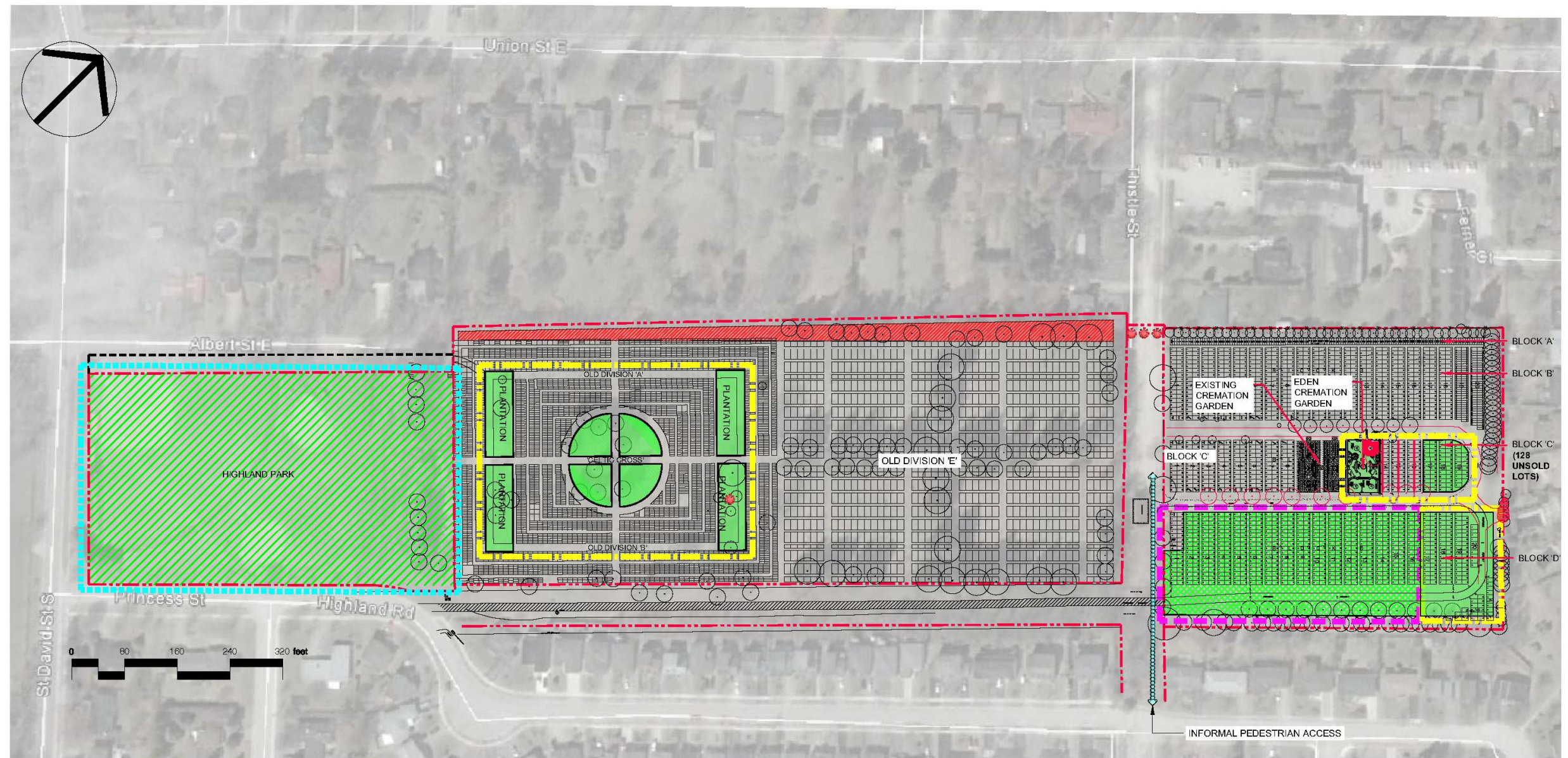


Fig. 1

Available Burial Land

Hilton LANDMARKS Inc.
Cemetery Consultants, Planning and Design

Centre Wellington
Fergus, Ontario

Belsyde Cemetery Master Plan

HLI Ref. No.: 14131
Date: Dec. 11, 2015

3.0 FUTURE DEMAND ANALYSIS

In order to most effectively master plan Belsyde Cemetery, it is best to quantify the current after death-care demand and forecast future land needs at the cemetery.

The Township of Centre Wellington's cremation rate is a key trend to consider. Increasing consumer selection of cremation will both have a large impact on and offer manifold opportunities to the Township's cemetery operations including influences of developing trends in disposition approaches (in-ground interment, inurnment in columbarium niches, placement in scattering gardens or ossuaries facilities) and memorialization of cremated remains.

The demand forecast for cemetery services and amenities is dependent upon annual deaths tempered by cultural and religious practices. When evaluating the demand for cemetery products and services we distinguish between **dispositions** (i.e. the physical act of placing human remains at the cemetery) and **interment right sales** (the sale of lots and niches). The demand for disposition services (i.e. opening/closing of graves and niches) is closely related to the demographic trends influencing death. Demand at the cemetery may be increased by gaining market share through an effective marketing program as outlined in Section 11. Demand for interment right sales may be particularly influenced by appropriate marketing. Sales demand may lead (through preneed sales) or lag (by multiple interments in one plot/niche or delayed disposition of cremation) dispositions as a direct result of the nature of available cemetery facilities and marketing.

Cremation further reduces the overall demand for interment right sales as it allows the selection of many other alternatives to traditional cemetery disposition and memorialization including storage at home and scattering outside cemetery property. Neither of these options is available in the case of casket interments. We therefore evaluate casket and cremation demand separately.

3.1. Township of Centre Wellington Demography

The population of the Township of Centre Wellington is growing, as is its largest community, Fergus, the site of Belsyde Cemetery. The population of Fergus is anticipated to rise approximately 1% annually from an estimated 19,770 in 2014 to 25,210 by 2038. As the population increases, so too will the number of annual deaths in the community of Fergus. An increasing number of citizens are choosing cremation as a preparation for final disposition. The cremation rate (i.e. the percentage of annuals deaths that result in cremation) in Fergus is expected to rise from 54% in 2010 to almost 75% by 2038; its growth slowing slightly as it approaches that mark. There will always be a certain percentage of the population who reject cremation on religious or cultural grounds.

The following table (Figure 2) summarizes the anticipated growth in Fergus's population, deaths and dispositions. These numbers represent all of the deaths in the community, not all of whom will end up in Belsyde Cemetery. Caskets, by law, must be interred/entombed in a cemetery while cremations are not so restricted.

Therefore, not all cremations end up in cemeteries. Cremation options are wider and more easily available as transport and storage of cremated remains is more convenient an allowable where such options are not so for casketed remains.

Figure 2 Community of Fergus Demographic Forecast to 2038

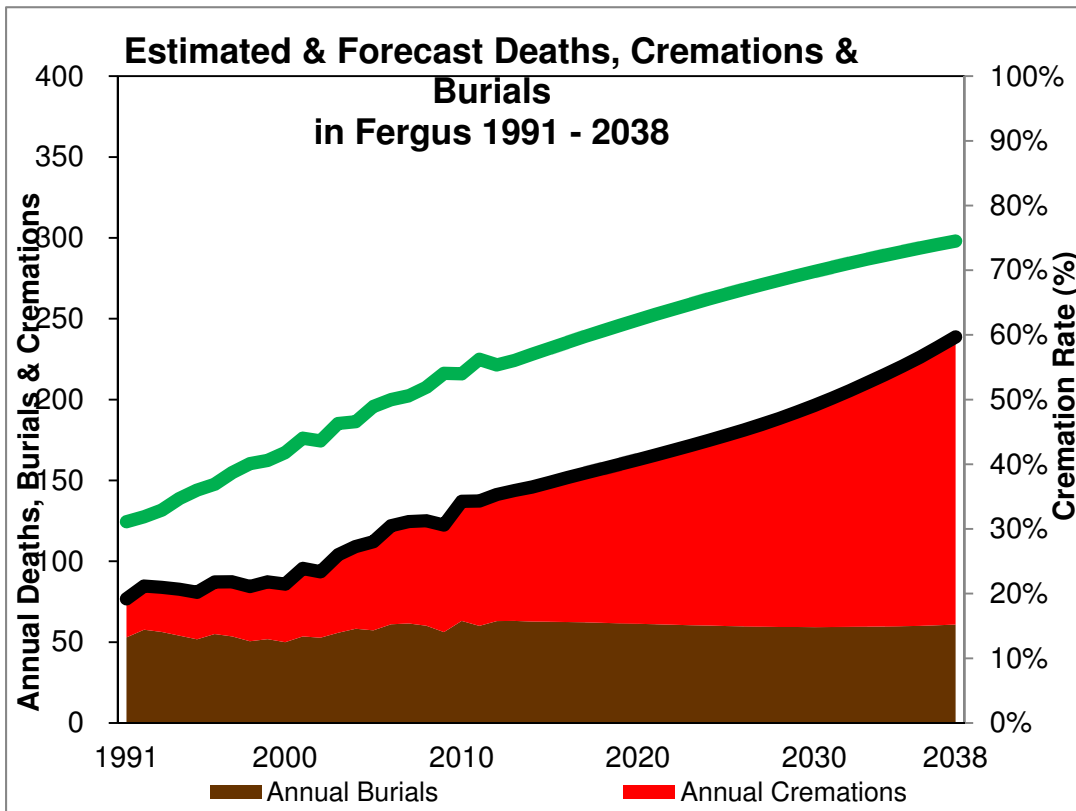
Demography	2014	2020	2025	2030	2035	2038
Population	19,770	21,090	22,260	23,390	24,450	25,210
Annual Deaths	140	160	180	200	220	240
Cremation Rate	56%	62%	66%	70%	73%	75%
Annual Cremations	80	100	120	140	160	180
Annual Burials	60	60	60	60	60	60

Note: all forecast numbers (excluding percentages) are rounded to the nearest 10.

This forecast was prepared by Hilton Landmarks Inc. based upon data from Statistics Canada 2011 Census, Ontario Ministry of Finance forecasts, Cremation Association of North America data, and the consultant’s industry background intelligence.

As shown in the following chart (Figure 3), **all of the growth in the after death care market will be attributable to cremation.** Annual casket burials will remain relatively constant for the next 20+ years. However, casket dispositions and lot sales will continue to be a major component of Belsyde Cemetery’s operation as there are no alternatives to cemetery disposition for caskets unlike the options available for cremation.

Figure 3 Annual Burials and Cremations in the Community of Fergus, 1997– 2036



The next table (Figure 4) shows the compound annual growth rate in population, deaths and dispositions in Fergus for successive 5 year intervals up to 2038. Note that **annual deaths increase faster than population growth as the population ages** (driven by the Baby Boomers). Note also that all of the growth in dispositions occurs with cremation with casket burials declining slightly until the cremation rate levels off by 2025.

Figure 4 Fergus Annualized Demographic Growth to 2038

Growth Rates	2014 -2020	2020 -2025	2025 -2030	2030 -2035	2035 -2038	2014-2038 Average
Population	1.1%	1.1%	1.0%	1.0%	0.9%	1.0%
Deaths	1.8%	1.8%	2.0%	2.0%	2.6%	2.0%
Cremations	3.4%	3.0%	3.1%	3.1%	3.4%	3.2%
Burials	-0.4%	-0.5%	-0.2%	0.2%	0.5%	-0.1%

3.2. Belsyde Cemetery Competitive Market Share Analysis

Not all deaths in Fergus (and the surrounding area) will end up at Belsyde Cemetery. Most of the local community wishing casket burial will be buried at the cemetery due to its deep historical roots in the community. As more of the Fergus population begins to commute to the larger nearby communities of Guelph and the Tri-Cities of Kitchener, Waterloo and Cambridge they may be less committed to the local cemetery. Furthermore, only a minority of cremations will go to the cemetery given the range and ease of disposition and memorialization alternatives available to that mode.

Two cemetery demand forecasts have been prepared. The first, Status Quo Forecast, is based upon the assumption that conditions continue as they have in the past (and that sufficient inventory is available). The second, Proactive Forecast, assumes that consumer-desired disposition and memorialization amenities as proposed in this Master Plan are developed and marketed through an appropriate cemetery marketing program.

The following table (Figure 5) shows forecast annual casket and cremation dispositions under the Status Quo Forecast Scenario at Belsyde Cemetery as well as the cumulative forecast dispositions at the cemetery between 2014 and 2038.

Figure 5 Belsyde Cemetery Annual Dispositions Forecast to 2038 – Status Quo

Annual Dispositions	2014	2020	2025	2030	2035	2038	Total 2014- 2038
Casket	35	25	21	17	14	13	515
Cremation Ground	35	46	46	46	46	46	1,134
Cremation Niche	13	11	11	12	13	13	289
Total Status Quo Forecast Cumulative Dispositions, 2014 to 2038							1,938

The following table (Figure 6) shows forecast annual casket and cremation dispositions under the Proactive Forecast Scenario at Belsyde Cemetery as well as the cumulative forecast dispositions at the cemetery between 2014 and 2038. This forecasts presupposes a more intensive marketing and development program at the cemetery.

Figure 6 Belsyde Cemetery Annual Dispositions Forecast to 2038 – Proactive

Annual Dispositions	2014	2020	2025	2030	2035	2038	Total 2014-2038
Casket	38	35	33	32	31	30	833
Cremation Ground	35	46	46	46	46	46	1,134
Cremation Niche	15	14	15	17	19	21	398
Total Proactive Forecast Cumulative Dispositions, 2014 to 2038							2,365

The preceding statistics represent the forecast annual opening/closing services performed (and hence their associated revenue) at Belsyde Cemetery under each of the two forecast scenarios (Status Quo and Proactive).

This information is paramount to pro-active management including allocating appropriate capital cost budgets to Belsyde’s ensuing development and implementing facilities to satisfy consumer demands, enhance interment and memorialization alternatives and the cemetery’s bottom line.

The cremation ground lot sales are not expected to be impacted by the marketing efforts in both scenarios. Demand is expected to be shifted to casket ground lots and niches.

3.3. Interment Right Sales Demand at Belsyde Cemetery

Sales demand for interment rights is less closely linked to mortality forecasts than dispositions. In addition to the influence of changing death and cremation rates there are changing religious and cultural practices which influence consumer demand for cemetery products. In response to these changing demographic trends Belsyde Cemetery has two tools at its disposal to effect change in cemetery sales. These are:

- **The quality and variety of disposition and memorialization alternatives offered at the cemetery**
- **The marketing of those alternatives to the citizens of Fergus and surrounding areas**

A shortage of suitable, aesthetically-appealing and effectively marketed disposition and memorialization amenities will result in depressed demand as consumers seek competitive alternatives.

As with dispositions, two forecasts of cemetery interment right sales were prepared. The first, **Status Quo Scenario** shows the trend based upon a continuation of

current practices and offerings of amenities. In this scenario the cemetery continues to develop the same types of amenities and markets and sells them in the same fashion. This is the most likely outlook for the cemetery in the absence of any increased marketing effort and/or capital improvements beyond the scope of those previously developed.

The second, **Proactive Scenario**, shows the potential for increased sales that would accrue if the cemetery enhances their selection of aesthetically-pleasing disposition and memorialization amenities and market them effectively.

3.4. Status Quo Scenario Forecast Interment Rights Sales Demand

The annual number of casket lot sales at Belsyde Cemetery has been dropping and is anticipated to continue to decline under the Status Quo scenario as the cremation rate rises. Cremation ground lot sales are anticipated to rise very slowly and columbarium niche sales to stay relatively constant under this scenario.

Figure 7 Status Quo Case Forecast Annual and Cumulative Interment Right Sales at Belsyde Cemetery to 2038

Annual Unit Sales	2014	2020	2025	2030	2035	2038	Total 2014-2038
Casket Lots	15	13	10	8	7	6	252
Cremation Lots	1	15	27	19	21	23	433
Columbarium Niches	10	9	9	10	10	10	239

The preceding figures represent the forecast annual interment right unit sales of lots and niches at Belsyde Cemetery under the **Status Quo Scenario**.

3.5. Proactive Scenario Forecast Interment Rights Sales Demand

The **Proactive Scenario** forecasts the sales that should occur if Belsyde Cemetery develops a variety of aesthetically-pleasing disposition and memorialization alternative (primarily cremation oriented as that is where all of the market growth is) and initiates a marketing program to support public awareness of these amenities.

Under the **Proactive Scenario** forecast (as shown in the following Figure 8) both casket and cremation interment right sales will increase as a selection of alternatives more appealing to the Baby Boomer target population is developed and as the marketing program increases public awareness of Belsyde Cemetery’s offerings.

Figure 8 Proactive Case Forecast Annual and Cumulative Interment Right Sales at Belsyde Cemetery to 2038

Annual Unit Sales	2014	2020	2025	2030	2035	2038	Total 2014-2038
Casket Lots	19	17	15	14	12	11	375
Cremation Lots	4	19	22	25	28	30	556
Columbarium Niches	14	12	12	12	13	13	304

The preceding figures represent the forecast annual interment right unit sales of lots and niches at Belsyde Cemetery under the **Proactive Scenario**.

3.6. Forecast Land Needs at Belsyde Cemetery

Based upon the previous demand forecast for cemetery amenities (lots and niches) at Belsyde Cemetery under the two noted demand scenarios (**Status Quo** and **Proactive Scenarios**) the following tables (Figures 9 and 10) show the forecast cumulative land need for cremation and casket amenities from 2014 to each of the years noted.

- **Notes:**
 - Land use is shown in acres
 - Values are forecast cumulative land use (by type) from 2014 to the stated year
 - Each succeeding 5 year period includes the land used in the previous period

Figure 9 Status Quo Case Forecast Cumulative Land Needs 2014-2038

Cumulative Land Use (acres)	2014-2020	2014-2030	2014-2038
Casket Lots	0.13 ac.	0.26 ac.	0.34 ac.
Cremation Amenities	0.08 ac.	0.24 ac.	0.38 ac.
Total Land Use	0.22 ac.	0.50 ac.	0.72 ac.

Figure 10 Proactive Case Forecast Cumulative Land Needs 2014-2038

Cumulative Land Use (acres)	2014-2020	2014-2030	2014-2038
Casket Lots	0.17 ac.	0.37 ac.	0.50 ac.
Cremation Amenities	0.11 ac.	0.30 ac.	0.49 ac.
Total Land Use	0.28 ac.	0.67 ac.	0.99 ac.

In addition to currently developed casket and cremation lot inventory the remaining 0.3 acre of easily developable land in Old Divisions A and B Plantation areas and 0.1 acre in “Eden Cremation Garden” in the middle of Block C will potentially serve the cemetery and the citizens of Fergus and surroundings for about 12 years to 2027. It is recommended to plan the development of additional cemetery lands now so that they are available as needs dictate. The timing of this permits the Township to plan and to prepare Block ‘D’ by starting cut operations as time and budget allows over the next 6 to 8 years.

3.7. Belsyde Cemetery Inventory Forecast Sales Lifetime

The following table (Figure 11) shows the currently developed, saleable inventory of interment rights at Belsyde Cemetery as of September 30th, 2014 as well as the anticipated average annual demand and the number of years before the current inventory is exhausted.

Figure 11 Sales Lifetime of Remaining Inventory at Belsyde Cemetery

Interment Right Type	Saleable Inventory (units)	Average Annual Demand	Remaining Inventory Life (years)	Development Required by (year)
Adult Casket Lots	35	16	2 years	2015
Cremation Ground Lots	2	14	None	Immediately
Columbarium Niches	21	10	2 years	2015

Note that while there is sufficient inventory of existing amenities to meet short term demand, planning for additional types of disposition memorialization alternatives (particularly for cremation) should commence immediately.

There remain about 128 adult casket lots to be developed. This will add an additional 8 years of casket lot inventory, extending the inventory’s lifetime.

3.8. Belsyde Cemetery Remaining Developable Land

Belsyde Cemetery’s existing total land base is distributed as follows:

- Currently developed (lots and infrastructure): 11.52 acres
- Developed but not yet sold 0.12 acre
- Remaining developable land: 0.96 acre
- Developable land requiring mitigation: 1.68 acre
- Undevelopable land: 0.52 acre
- **Belsyde Cemetery Total Land: 14.80 acres**

3.9. Belsyde Cemetery Proposed Additional Developable Land

To expand Belsyde Cemetery’s existing total land base for future development, HLI recommends one of two options, either re-allocation of Highland Park for cemetery purposes or purchase of new land for cemetery development.

Currently, the Highland Park land base is distributed as follows:

- Currently undeveloped (lots and infrastructure): 3.78 acres
- Undevelopable land (proposed roadways): 0.34 acre
- **Highland Park proposed Total Land: 4.12 acres**

Adding the Highland Park lands to the existing Belsyde Cemetery lands would provide a total land base of 18.92 acres, with a total of 6.76 acres land available for development.

Should the additional cemetery lands feasibility report determine that development of new cemetery lands is appropriate, considerable time is required to acquire, re-zone, service and develop, etc. If this were to occur, careful planning and coordination with future Belsyde cemetery development is necessary to ensure there is no lag in providing service to the community. It is therefore important that the new cemetery development begin well before (15+ years is recommended) current inventory is exhausted.

New cemetery land site selection criteria requirements are discussed in section 9.5. Considering these requirements, HLI recommends that the search for suitable cemetery land begin immediately and a feasibility study be undertaken to compare the option to either expand into Highland Park or to develop new land for cemetery use.

3.10. Immediate Belsyde Cemetery Inventory Needs

The immediate need at Belsyde Cemetery is for ground lots, specifically cremation ground lots as there are none left to sell. Cremation ground lot development should begin immediately. Columbarium niches will be needed by 2016 hence development of a variety of new cremation interment and memorialization options should be developed in 2015 for implementation in 2016 (See Figure 11 above). It would be advantageous for the cemetery to develop an aesthetically pleasing cremation garden, incorporating these interment and memorialization alternatives, around the current columbaria in Block C as it would increase the value and salability of both.

The proposed Preferred Belsyde Cemetery Development Plan, has been created to meet Demand/Needs discussed in Section 9.0. The proposed phasing and related budget costing is provided with the preferred development plan.

4.0 CARE AND MAINTENANCE FUND OVERVIEW ANALYSIS

As part of HLI’s value-added contribution to this project an overview analysis of the fiscal adequacy of Belsyde Cemetery’s Care and Maintenance Trust Fund (**CMF**) was prepared. The Funeral, Burial and Cremation Services Act, 2002 (**FBCSA**), which governs the operation of all cemeteries in Ontario, mandates that all cemeteries must maintain a Care and Maintenance Fund into which they must deposit a prescribed portion of the revenue from the sale of interment rights and monuments.

An adequately funded **CMF** is the only requirement for a fiscally sustainable cemetery over the long term. Once an interment right (lot, crypt or niche) has been sold and exercised (i.e. interred or inurned into) then there is no more income that will accrue to that piece of land except that which comes from the **CMF**. It is thus important to determine the requirements of an adequately funded **CMF** in order to develop a strategy to achieve it.

4.1. Required CMF Contributions

The FBCSA specifies that contributions to the principal of the **CMF** from the sale of interment rights (lots and niches, etc.) as well as monuments must be made within 30 days of receipt of the sale funds in the minimally required following amounts:

Figure 12 Mandated Contribution Rates to CMF under the FBCSA

Interment Right or Monument Description	Required CMF Contribution Rate (% of sale price)	Minimum Contribution (\$)
In-ground grave less than 24 sq.ft.	40%	\$150
In-ground grave 24 sq.ft. or larger	40%	\$250
Tomb or crypt in mausoleum	20%	\$500
Columbarium niche	15%	\$100
Scattering right – single right only	40%	\$100
Scattering right – multiple rights	15%	\$25
Scattering right – common ground	\$25 fixed	\$25
Flat marker less than 173 in ²	No contribution required	\$0
Flat marker 173 in ² or larger	\$50 fixed	\$50
Upright marker up to 4 ft. in height and length	\$100 fixed	\$100
Upright marker over 4 ft. in height or length	\$200 fixed	\$200

4.2. Annual Care and Maintenance Expenses and CMF Status

No job costing data at the individual task level was available for Belsyde Cemetery. An overview analysis allocating various expense categories between operations

(opening/closings, etc.) and maintenance suggests that the annual perpetual care maintenance cost is approximately \$36,000 total or \$2,432 per acre.

It is the policy of cemetery management to withdraw all of the interest earned as is permitted under FBCSA. The principal of the **CMF** grows only by the mandated deposits from the sale of interment rights and markers. In 2013 the **CMF** had an opening balance of \$474,214 and returned \$14,696 in interest. Assuming that the deposits occurred equally throughout the year the calculated interest rate earned was 3.1% (on the opening balance plus one half of the deposits). The interest withdrawn represents a coverage ratio of 42%, that is, the revenue from the CMF covers only 42% of the annual maintenance cost. This does not represent a problem yet as the cemetery is still selling lots and can use the **non-CMF** portion of the interment right sale price to offset current expenses. It is important that the cemetery move toward full coverage of maintenance expenses before the remaining developable land is sold out.

The following tables (Figures 13 and 14) shows the deposits, withdrawals and interest earned in the **CMF** as well as a comparison with the Ontario Consumer Price Index (**CPI**) as reported by Statistics Canada. The final column of Figure 4-3 shows the real rate of return (**RROR**) which is the difference between the nominal (calculated) rate of return and the rate of inflation. The **RROR** measures the true increase in purchasing power of the invested capital in the **CMF**.

Figure 13 Annual Changes to Belsyde Cemetery CMF

Year	Opening Balance	Deposits	Interest Earned	Transfer to Township	Ending Balance
2001	\$271,159	\$13,280	\$11,900	(\$11,900)	284,439
2002	\$284,439	\$12,671	\$7,017	(\$7,017)	297,110
2003	\$297,110	\$16,275	\$8,806	(\$8,806)	313,385
2004	\$313,385	\$15,215	\$6,406	(\$6,406)	328,600
2005	\$328,600	\$13,957	\$8,578	(\$8,578)	342,557
2006	\$342,557	\$13,951	\$13,585	(\$13,585)	356,508
2007	\$356,508	\$18,338	\$15,759	(\$15,759)	374,846
2008	\$374,846	\$20,353	\$12,465	(\$12,465)	395,199
2009	\$395,199	\$17,923	\$6,709	(\$6,709)	413,122
2010	\$413,122	\$19,265	\$10,224	(\$10,224)	432,387
2011	\$432,387	\$17,284	\$10,172	(\$10,172)	449,671
2012	\$449,671	\$24,543	\$13,389	(\$13,389)	474,214
2013	\$474,214	\$11,851	\$14,696	(\$14,696)	486,065

Figure 14 Interest and Inflation Rates in Belsyde Cemetery CMF

Year	Opening Balance	Deposits	Interest Earned	Calculated Interest Rate*	ON CPI	RROR
2001	\$271,159	\$13,280	\$11,900	4.3%	3.0%	1.2%
2002	\$284,439	\$12,671	\$7,017	2.4%	2.0%	0.4%
2003	\$297,110	\$16,275	\$8,806	2.9%	2.7%	0.2%
2004	\$313,385	\$15,215	\$6,406	2.0%	1.9%	0.1%
2005	\$328,600	\$13,957	\$8,578	2.6%	2.2%	0.4%
2006	\$342,557	\$13,951	\$13,585	3.9%	1.8%	2.1%
2007	\$356,508	\$18,338	\$15,759	4.3%	1.8%	2.5%
2008	\$374,846	\$20,353	\$12,465	3.2%	2.3%	1.0%
2009	\$395,199	\$17,923	\$6,709	1.7%	0.4%	1.3%
2010	\$413,122	\$19,265	\$10,224	2.4%	2.5%	-0.0%
2011	\$432,387	\$17,284	\$10,172	2.3%	3.1%	-0.8%
2012	\$449,671	\$24,543	\$13,389	2.9%	1.4%	1.5%
2013	\$474,214	\$11,851	\$14,696	3.1%	1.0%	2.1%

*Note: Interest Rate is calculated on the Opening balance plus one half of the annual Deposits.

4.3. The Effects of Inflation and Real Rate of Return (RROR)

Inflation has the effect of raising the cost of maintenance each year. Even if the **CMF** were capable of producing enough interest to fully offset the annual maintenance expense this year, unless the interest grows year over year to match the effects of inflation then the interest earned will fall farther behind what is required each year.

The means to allow the **CMF** interest to keep pace with inflation is to only withdraw interest at the real rate of return (**RROR**) which is calculated by subtracting the inflation rate from the nominal rate of return. For example, if the **CMF** nominal rate of return was 5% and inflation was 2% then the **RROR** would be 3% annually (5% minus 2%).

Average returns on invested capital in the **CMF** have dropped slightly in the last ten years as the economy has slowed. Inflation as measured by the **CPI** has dropped slightly faster resulting in an **RROR** that has risen very slightly and now averages about 1%.

RECOMMENDATION: The annual withdrawal of interest from the **CMF** never exceeds the real rate of return (i.e. the nominal interest rate minus the inflation rate) with the excess retained in the **CMF** principal to offset the effects of inflation.

4.4. Required Balance in CMF to Offset Maintenance Expense

The balance in the **CMF** that would be required to fully offset the \$36,000 annual perpetual care maintenance expense into perpetuity may be calculated based upon a forecast **RROR**. The following table shows the required balance and additional contributions required to fully fund the **CMF** (in current 2014 dollars), assuming:

- Annual Perpetual Care Maintenance Expense: \$36,000 (2014 dollars)
- Current CMF Balance: \$486,065 (at December 31, 2013)

Figure 15 Required Balance in CMF at Various RROR's

RROR	Required CMF Balance	Additional CMF Contributions Required*
0.5%	\$7,200,000	\$6,714,000
1.0%	\$3,600,000	\$3,114,000
2.0%	\$1,800,000	\$1,314,000
3.0%	\$1,200,000	\$714,000
4.0%	\$900,000	\$414,000
5.0%	\$720,000	\$234,000

*Note: Interest Rate is calculated on the Opening balance plus one half of the annual Deposits.

As shown above, the balance required in the CMF is extremely sensitive to change at low RROR's. CMF RRORs on invested capital have averaged only 1% annually which implies the need for a \$3.6 million balance in the CMF to fully offset maintenance costs. This measured rate of return may be improved by careful management of the CMF investment portfolio. A diversified portfolio (including some senior equities) might achieve an RROR in the 2% to 4% range. **Using 3% as a target RROR suggests that a PCF balance of \$1.2 million might be sufficient** to achieve long term fiscal sustainability for Belsyde Cemetery. This forecast is based upon an overview estimate of current annual cemetery perpetual care maintenance costs and should be verified by a more careful scrutiny of actual maintenance costs.

RECOMMENDATION: Annual return rates of the **CMF** and inflationary effects should be monitored each year prior to withdrawal of the interest from the fund. The portfolio should be managed to optimize rate of return (hence **RROR**).

4.5. Remaining Inventory CMF Contribution

There is a limited amount (2.63 acres) of developable land available within the current boundaries of Belsyde Cemetery, 1.68 acres of which will require mitigation of steep slopes in order to be developed. At the forecast product mix it is anticipated that each acre of cemetery land sold will contribute about \$604,000 to the **CMF** at current 2014 prices. Assuming that the **CMF** is able to achieve a 3% **RROR** then it will require 2.0 acres of developed cemetery land to achieve fiscal adequacy in the **CMF**. There is sufficient remaining developable land within the current cemetery boundary to achieve fiscal adequacy in the **CMF** and it is forecast to take about 50 years to achieve it. This timeframe is not an issue as the cemetery will continue to generate sales revenue, hence covering current operational costs, during this period.

This is predicated upon the assumption that maintenance costs and interment right prices (hence **CMF** contributions) keep pace with inflation. It is not possible to completely control costs but at the very least prices may keep pace with the inflation-driven rising costs. This ensures that each new lot sold provides sufficient

contributions to the **CMF** to ensure its perpetual maintenance given the current costs and their future increases.

RECOMMENDATION: The Price List for Belsyde Cemetery interment rights be revised annually to reflect (at the least) inflationary increases required to enhance fiscal CMF sustainability.

4.6. Uses of CMF Income

The Funeral, Burial and Cremation Services Act, 2002 (**FBCSA**) and its associated regulations set the permitted uses of the income from the CMF. The **income only** may be used “to maintain, secure and preserve the cemetery, including its grounds, buildings, structures and markers, and the equipment used to maintain, secure and preserve the cemetery” (*O.Reg 30/11, s. 93 (1)*). The use of this income to finance required maintenance offsets some of those expenses and thus allows other cemetery revenues (i.e. the sale of interment rights, products and services) to be directed toward cemetery operations and capital expansion.

There is also the possibility of borrowing funds from the CMF **only** for the purchase of adjacent land for cemetery expansion (*O.Reg 30/11, s. 94 (1)*) with the Registrar’s approval. These funds must be used for the purchase of the adjacent cemetery expansion land (e.g. the adjacent ball fields if not already municipally owned) and the Registrar would require a copy of the conditional sale agreement in order to determine the amount to be borrowed from the fund. The repayment schedule would be negotiated with the Registrar and would likely be contingent upon the anticipated sales rate and capacity of the municipality to repay the loan. The borrowed funds may not be used for capital development of either the expansion lands or the existing cemetery. Section 7.2.1 outlines some of the options available for the funding of capital expansion projects at Belsyde Cemetery.

4.7. Roadmap to CMF Adequacy

To summarize the requirements necessary to achieve ultimate fiscal adequacy in the **CMF** as summarized above, we note the following:

- **Assumptions/Recommendations**
 - Cemetery interment right prices should rise each year at least by the rate of inflation;
 - To the extent that it is possible, annual increases in perpetual care maintenance expenses should be kept to no more than the rate of inflation (on a pro-rated developed acreage basis);
 - A portion of the annual interest earned on the **CMF** equal to the annual rate of inflation is retained in the capital of the fund (i.e. only the **RROR** is withdrawn); and
 - The **CMF** investment portfolio should be managed to achieve the highest rate of return possible congruent with trust fund principles.

- **Contingencies**
 - The necessary cemetery land required at a 3% **RROR** to achieve **CMF** fiscal adequacy within the remaining developable inventory at Belsyde Cemetery is 2 acres and it is expected to take about 50 years to sell that amount;
 - If the **CMF** is not able to achieve that rate of return then more land/time will be required to achieve ultimate **CMF** self-sustainability; and
 - Expansion land is currently available to the cemetery (and should be eventually developed) immediately to the west (funds for expansion lands purchase may be borrowed from the **CMF** subject to replacement).
- **Tools for Achieving CMF Adequacy**
 - **CMF** portfolio management to optimize **RROR**;
 - Control (inasmuch as is possible) of perpetual care maintenance expense increases;
 - Control of cemetery interment price increases (hence **CMF** contributions) to maintain pace with inflation; and
 - Retention of inflationary increases in **CMF** corpus (i.e. withdrawal of **RROR** only) to ensure continued fund adequacy.

5.0 COMPETITIVE PRICE ANALYSIS

Prices for cemetery products and services at Belsyde cemetery were compared with nine relevant regional municipal cemeteries; Woolwich, Waterloo North, Guelph-Eramosa, Waterloo, Kitchener, Guelph, Grand Valley, Mapleton and Cambridge.

The prices at Belsyde cemetery are in the appropriate range, slightly less than the major urban centers of Waterloo, Guelph and Kitchener but slightly more than the smaller surrounding municipalities of Woolwich, Wellington North and Grand Valley. A table showing comparative prices at the selected regional municipalities is included as **Appendix 2.0**.

The most relevant comparison is with Guelph-Eramosa’s Rockwood Cemetery where the prices are comparable. There is room for an increase in prices at Belsyde relative to Guelph-Eramosa as shown in the table below.

Figure 16 Prices at Belsyde and Rockwood Cemeteries

Product/Service	Belsyde	Difference (%)	Rockwood
Adult Casket Lot	\$1,760	-12%	\$2,000
Adult Casket Open/Close	\$838	-15%	\$990
Child Casket Open/Close	\$368	-6%	\$390
Cremation Lot Open/Close	\$359	-25%	\$480

It is relevant that Belsyde Cemetery operates with a fiscal surplus hence its pricing is adequate to offset current operational needs.

RECOMMENDATION: Any surplus, including that generated by an increase in prices, be directed to a cemetery reserve for capital expansion and infrastructure lifecycle maintenance costs (i.e. roads, structures, etc.) at the cemetery.

6.0 BYLAW, CONTRACT AND PRICE LIST COMPLIANCE REVIEW

As part of this commission, Centre Wellington Cemetery By-law, Interment Rights Sales Contract, Interment Rights Certificate ('deed') and Cemetery Price List were reviewed and revised for compliance with the new regulations under the **FBCSA**. The revised documents are attached as **Appendix 4.0**. The original documents as supplied by the Township are included in Appendix 4.0.

6.1. Centre Wellington Cemetery Bylaw

Changes have been proposed to the Centre Wellington Cemetery Bylaw regulating Belsyde and Elora Cemeteries (Centre Wellington Cemetery By-law 2009-004) to consider proposed offerings and compliance with the **FBCSA**. The original document has been substantially revised. Some of the changes are relatively minor edits for clarity and completeness per **FBCSA** requirements. Several changes are worth noting specifically third party sales, memorial features and price list as described below.

6.1.1. Third Party Sales:

Township of Centre Wellington cemetery management has elected to prohibit the third party sale of interment rights. This then requires the cemetery to repurchase any tendered interment rights at the current price list price less any Care and Maintenance Fund (CMF) contribution made at the time of original purchase. This repurchase is only required if none of the interment rights included in the certificate (or 'deed') have been exercised. The Township must repurchase the rights within thirty (30) days of the application.

6.1.2. Memorial Features:

Two new sections have been added to the proposed bylaw to regulate the sale and installation of memorial features. Bylaw Section 6.0 Memorial Benches regulates the proposed memorial bench lease program as described in Section 7.0 of this document. Bylaw Section 7.0 Other Memorial Features regulates the sale of other types of memorial naming features including trees, boulders, statuary, etc.

It is helpful to retain a degree of discretion for the cemetery director with respect to cemetery policy and items that change periodically such as the price list. These changeable items should not be written as part of the cemetery bylaw. For example, the price list should be revised annually to keep pace with inflation. If it were written into the bylaw then the whole bylaw amendment process including public notification and Registrar's approval would have to be undertaken each year in order to update the price list. The bylaw as currently proposed allows appropriate discretion by the cemetery director.

6.2. Belsyde Cemetery Contracts and Price List

One item of note is the new requirement for additional information to be supplied to the purchaser at the time of interment rights purchase. In addition to supplying copies of the Cemetery Bylaw, Cemetery Price List and the Interment Rights Sales

Contract the cemetery must also supply a copy of the Consumer Information Guide to Funerals, Burials and Cremation Services (copy attached as **Appendix 4.0**). These documents may be supplied electronically to purchasers. The revised Interment Rights Sales Contract has provision for the purchaser to initial when they have received the appropriate documents. This serves as a useful checklist to ensure compliance with the **FBCSA**.

Under the **FBCSA** cemetery price lists no longer need be submitted to the Registrar for approval. They are still subject to the Registrar's approval if there is a complaint. Price lists must be kept on file for review by the registrar for at least six (6) years after they are no longer in effect.

RECOMMENDATION: The revised Cemetery Bylaw, Interment Rights Sales Contract, Interment Right Sales Certificate and Cemetery Price List should be reviewed by the Township's legal counsel prior to adoption.



Figure 16: Belsyde Cemetery, at southerly property line looking northward to Celtic Cross, Old Division A and B.
Photo: HLI

7.0 CEMETERY DEVELOPMENT FINANCING AND MEMORIAL FEATURE PROGRAMS

7.1. Financing of Cemetery Capital Development

Development of cemetery interment sections and community amenities such as columbaria may be financed through several different means. While the CMF income (as outlined in section 4.6) is restricted to cemetery maintenance activities, the CMF income so used will offset the overall financial needs of the cemetery and will thus increase the ability of the cemetery to self-finance its capital expansion.

Funds may be borrowed to purchase adjacent land for cemetery expansion as described in section 4.6. These funds must be repaid to the CMF under terms negotiated with the Registrar. The borrowed funds may only be used for the purchase of the land and may not be used for the capital development of either the new expansion lands or the existing cemetery.

Currently, between 4% of revenue (from the sale of adult casket double lots and cremation ground lots) and 7% of revenue (from the sale of adult casket single lots) is directed to the cemetery capital reserve. No revenue from the sale of columbarium niches is directed to that fund. It is recommended that portion of the revenue from the sale of interment rights be directed to a capital reserve fund to pay for the development of new interment rights to replace those sold. For example, from the 85% of the sale price of a columbarium niche that is retained in current income (i.e. less the 15% contribution to the CMF) it is recommended that an amount equivalent to the replacement cost of that niche. At the current average price of \$1,732.15 per niche with a \$259.82 average CMF contribution there remains a revenue contribution of \$1,472.33 out of which should come the contribution to the capital reserve fund.

RECOMMENDATION: Currently, the Township is splitting the revenue from the sale of columbarium niches (after the CMF contribution has been removed) three ways between current operational expenses, repaying the capital cost of the columbarium and creating a reserve to fund future columbarium phasing.

Capital reserve funds of this nature are recommended to be formulated to finance the ongoing expansion of Belsyde Cemetery to develop additional interment rights as existing interment rights are sold out. Ideally, the sale of each interment right deposits sufficient funds into the capital reserve fund to finance its replacement when necessary.

Finally, the municipality has the ability to finance capital expansion at Belsyde cemetery directly through municipal borrowing, capital reserves or general revenue.”

7.2. Memorial Feature Programs

The provision of memorial features programs is another method for cemeteries to serve their customers’ desire to honour their loved ones. Memorialization features can include smaller items such as benches, trees, memory stones, site furnishings,

plantings, as well as large items such as gazebo's, fountains, sculptures, and other structures. Typically the memorial plaques are included in the costing for the items.

Offering a broad range of memorial options may also provide much-needed revenue for the cemetery to offset its long term care and maintenance expenses. Such a memorialization program would benefit cemetery customers, cemetery operations and ultimately the Township and citizens of Centre Wellington by beautifying Belsyde Cemetery and reducing its (potential) reliance upon tax roll supported subsidy.

There are three options regarding the financing of memorial features in the cemetery. The features may be financed by the Township, leased or purchased ('In Memory Of' donations) by cemetery clients. Each option has different opportunities and constraints. All options are regulated under the **FBCSA** and should be well-defined within the Centre Wellington Cemetery By-Laws and contracts. It is well understood that the cemetery may develop features and amenities at its own expenses and that option requires no further explanation.

The choice between lease and purchase of memorialization options is usually based upon the longevity of the feature. Memorial benches have relatively limited (in cemetery timeline terms) lifespans and have ongoing upkeep, maintenance and replacement expenses. It is recommended that the cemetery to limit their long-term liability by limiting the term of the lease. Hilton Landmarks usually recommends a lease term of 5 to 7 years with a right of first refusal on a renewal (depending upon the characteristics of the feature).

Large capital projects with long life spans such as entry features, statues, feature gardens etc. may be financed by selling the naming rights to the feature. In this case the cemetery retains the title to the feature and its attendant upkeep costs. Trees with memorial plaques may also may be placed using this business model.

The cemetery is required to maintain the cemetery and all of its features under the FBCSA. In the case of memorial lease items the cemetery may replace the item when it is worn out or simply remove it if it desires. In the case of 'In Memory Of' donations then the cemetery holds the title to the feature and if it becomes a burden or liability upon the cemetery it may be removed (although it should not until the original donor is offered the option to finance any needed repairs). Both of these are in contrast to the cemetery's mandated requirement to maintain the monuments purchased by interment right owners.

The following sections outline the regulatory environment, financing alternatives and proposed design criteria, concluding with some recommendations for development and implementation of a memorial feature program at Belsyde Cemetery.

The primary issues to be considered in the development of a cemetery memorial feature program are the regulatory situation, memorial financing alternatives and memorial design and placement criteria. Each of these issues is discussed in turn below.

7.3. Regulation

The FBCSA regulates cemetery activity in Ontario. Cemeteries are required under the FBCSA to make certain (in perpetuity) that the “cemetery grounds, including all lots, structures and markers, are maintained to ensure the safety of the public and to preserve the dignity of the cemetery” (S. O. 2002, c. 33, s. 5 (3) (b)). Note that the FBCSA refers to all “*structures and markers*” which would include memorial features. It is therefore incumbent upon cemetery management to ensure that there are plans (and financing) in place to maintain these items.

With respect to the sale of memorial features by third parties versus by the cemetery as a sole provider there are some regulatory constraints. The regulations regarding the FBCSA control the cemetery’s ability to price certain items for which it is to be the sole supplier. *Section 71 of O. Reg. 30/11 outlines the cemetery’s responsibility to charge only its “direct costs” if it is to be the sole supplier of:*

1. *“Supplies and services related to inspecting the installation of a marker or foundation or marking a lot or scattering ground for the installation of a marker or foundation.*
2. *Supplies and services related to constructing a foundation.*
3. *Supplies and services related to installing or setting a marker.” O. Reg. 30/11, s. 71 (1).*

According to the Ontario Registrar of Cemeteries and it is the Registrar’s office opinion that memorial features are not a required form of memorialization (they are comparable to memorial trees and flower beds) that they are therefore not subject to the “*at cost*” provisions of section 71 of the Regulations.

However, in order to maintain architectural, public safety and maintenance (i.e. perpetual care) control over memorial features in the cemetery it is vitally important that the cemetery bylaws outline the requirements for memorial features including design, manufacturer, construction materials and placement. These memorial features bylaw guidelines will help the cemetery maintain control over this important aspect of memorialization.

It is generally preferred to restrict third party memorialization in cemeteries (except on the lots as required by regulation), and with respect to memorial features the rationale is as follows:

4. *It prevents the installation of inferior quality or aesthetically-displeasing amenities in public areas of the cemetery that might reduce the beauty and desirability for all. This architectural control is in keeping with the cemetery’s goal of maintaining the cemetery “to ensure the safety of the public and to preserve the dignity of the cemetery” (S. O. 2002, c. 33, s. 5 (3) (b)).*
5. *It protects the cemetery from the unrestricted liability related to the maintenance and safety of such third party amenities. For example, the cemetery might incur*

a liability if someone were injured by an exposed jagged edge or broken feature of a non-standard nature that was placed in the cemetery by a third party.

6. *It prevents the cemetery from assuming the responsibility under the FBCSA to maintain in perpetuity third party amenities over which it has little control and ability to secure adequate financing.*

Amendments to The Township of Centre Wellington Cemeteries Bylaw have been proposed (refer to Section 6.0 of this document) to allow the placement of memorial features of approved design in specifically denoted spaces.

7.4. Financing of Memorial Features

In addition to the cemetery's prerogative to develop cemetery amenities there are two options regarding the consumer financing of memorial features in the cemetery. Features may be purchased or leased by cemetery clients. Each option has different opportunities and constraints.

7.4.1. Feature Purchase

If cemetery clients are permitted to purchase memorial features they should be restricted to very specific appropriate designs, materials and locations as approved by cemetery management. The rationale for this policy was outlined in the previous section.

If the cemetery decides to sell memorial features to the public there are still some potential issues to be considered. Most important is the issue of perpetual care. Once the feature is installed in the cemetery, the client has the presumption that it will be maintained with the cemetery. Indeed, the cemetery operator has an obligation under the FBCSA that states "*cemetery grounds, including all lots, structures and markers, are maintained to ensure the safety of the public and to preserve the dignity of the cemetery*" (S.O. 2002, c. 33, s. 5 (3)(b)). Given this liability it is important that cemetery management take steps to ensure the purchase price is capable of maintaining this amenity *in perpetuity*.

The most effective method to ensure the cemetery's continued capability to maintain the feature in the case of an outright sale is to collect (and properly account for and administer) a deposit to a Care and Maintenance trust fund (**CMF**) for this purpose. The amount to be deposited must be carefully calibrated to the precise statistics of the particular features being sold. The 40% of ground lot purchase price that is mandated under the FBCSA would be woefully inadequate in this context. The calculation of the requisite amount to the feature **CMF** is dependent upon the features chosen for sale by the cemetery and should be determined at the time of specification and pricing.

7.4.2. Memorial Feature Lease

A second financing alternative is the leasing of memorial features by the cemetery to its clients for fixed terms. This removes from the cemetery the liability to maintain the feature in perpetuity. It also allows for the informed setting of pricing to reflect the full

life cycle costs of selling, installing and maintaining and ultimately removing these memorial features. The features selected by cemetery management should be appropriate and consistent with the aesthetic setting of the cemetery. They should be of sufficient quality and safe design to ensure that cemetery standards are maintained.

RECOMMENDATION: Following are Hilton Landmarks recommended criteria for the initiation of such a memorial feature leasing program at Belsyde Cemetery:

1. Cemetery management to select an appropriate source and design for the memorial features (design criteria as follows);
2. The term of the lease is to be set consistent with the operational design parameters of the selected memorial features, specifically their operational life.
 - 2.1. We recommend a lease term of 5 to 7 years.
 - 2.2. Leases should offer the right to renew (at an appropriately set price) after each term noted above.
 - 2.2.1. The renewal price would be allowed an annual inflationary increase, with the terms set out in the Centre Wellington Cemetery By-law.
 - 2.3. The price of the lease is to be set considering all of the factors that add to the full term life cycle costs of selling, installing and maintaining the feature. Such costs include (but are not limited to): selling, capital purchase, installation, memorialization plaques and maintenance costs.
3. The features would only be installed in appropriate places in the cemetery (design criteria for these follows in subsequent sections).

7.5. Memorial Feature Design and Pricing Criteria

There are several design factors that will impact the potential for a memorial feature program at Belsyde Cemetery. The two most important design factors are the design and construction of the features and their placement in the cemetery. The feature type, style, materials, colour, placement, foundations, etc. would be determined at the detail design stage. Detailed costing of the features would be provided during detail design and accompanied by a recommended range of prices for the lease program.

RECOMMENDATION: Contingent upon the design and costs of the memorial features selected for lease under this program we recommend that the Belsyde Cemetery offer memorial features on a five (5) to seven (7) year lease (payable in advance) with an option for first right to renew, or refuse, at the end of the term. The price of the lease should be set appropriately to cover all of the costs associated with the program including:

- Costs associated with each feature:
 - Purchase cost of feature including delivery/assembly (if required)
 - Installation of feature and foundation
 - Cost of memorialization (plaque and engraving)

- Costs to maintain the feature for its useful life
- Costs to remove and dispose feature/foundation after its useful life
- Directly associated sales and recordkeeping costs
- Overhead costs to be amortized over the expected annual sales of the features:
 - Initial costs to research, develop and implement the program
 - Indirect annual sales and overhead costs to support the program
 - Annual marketing costs to promote the program
 - Ongoing referrals and query responses to clients regarding ‘their’ bench

For example, the Township of Centre Wellington standard, heavy cast metal, surface-mounted, park bench (refer to Figure 17 below) is recommended as a memorial feature. As part of the memorial bench package, it would include the cost of the bench, installation, the granular base materials and concrete pad.

It is important to incorporate accessible standards for all memorial features as and where possible. For example, the bench concrete pad would extend 1100mm beyond the length of the bench to accommodate a wheelchair and provide a bumper curb at the back to prevent rolling backward off the pad.



Figure 17: Belsyde Cemetery, Block 'C', Eden Cremation Garden Bench on concrete pad. Photo: HLI

7.6. Memorial Feature Placement Criteria

Memorial feature placement and type are best identified during the detailed Master Plan stage and illustrated on the cemetery plan. It is important to ensure that the memorial feature placement does not impede cemetery pedestrian or vehicular traffic and maintenance operations. Consideration of visitor and staff use of the cemetery is necessary to ensure memorial feature placement facilitates safe access and movement. Sufficient space should be allowed for mowers, excavators and other cemetery vehicular and pedestrian traffic, as well as staff to complete their duties. Generally, placement within the cemetery of benches, garbage containers and tree placement are best located at the end of cemetery rows adjacent to monuments in order to not impede equipment access.

The memorial features, and their placement within the cemetery, are not required to be shown on the Ministry of Government Services Lotting Plan for registration. However, Hilton Landmarks recommends the Township of Centre Wellington have a Cemetery Sales Plan prepared that illustrates the location and type of memorial features. Numbering the memorial features on the sales plan will aid in record-keeping and identifying which features are available and which are sold.



Figure 18: Memorial Park Cemetery, Kelowna, BC- Children at Play sculpture memorial feature. Photo: HLI

7.7. Memorial Feature Marketing Program

As is always the case, an ineffectively marketed program will underperform. In order to provide the best service to the citizens of the Township of Centre Wellington while not burdening the taxpayers with unnecessary cemetery-related expenses any memorial bench and memorial feature program should be marketed to the public. The marketing of memorial features should occur as part of Belsyde Cemetery's integrated marketing program outlining the benefits of all of Belsyde Cemetery's services.

7.8. Memorialization Program Recommendations

1. The Township of Centre Wellington should allow the leasing of memorial features in specific areas of Belsyde Cemetery for specified durations.
 - 1.1. The duration of the lease should be set to 7 years with an option for renewal at the end of that period at the latest price.
 - 1.2. The price for memorial feature lease should be set appropriately to capture the full lifecycle cost of the memorial feature and an amortized portion of the program.
 - 1.3. The lease price (and renewal price) should be allowed to escalate with annual inflationary increases.
2. Belsyde Cemetery management should choose an appropriate style and quality of memorial feature to serve cemetery design aesthetics and public safety/maintenance concerns.
3. Belsyde Cemetery should arrange for a source for these features in order to supply them for their clients.
4. Belsyde Cemetery should be the sole supplier of these features to the public in the cemetery.
5. These features should be only offered for installation in specific locations subject to location design criteria as outlined in this report.
6. The policy re:'ownership' as outlined in the lease contract should retain bench ownership for the Township of Centre Wellington and should allow members of the public to use the feature appropriately. It is the memorialization that is being leased, not the use of the feature. It is important that this be clearly communicated to the cemetery customer.

8.0 CEMETERY EXPANSION DESIGN OBJECTIVES AND ENHANCEMENTS

Providing a cemetery that is aesthetically pleasing, designed to optimize functionality and provides ease of maintenance/operational requirements is key to enhancing sales within the cemetery. The following best cemetery design objectives and enhances are effective tools to achieve these goals. For the purposes of this study, the following design objectives and enhancements are appropriate for development of the Belsyde Cemetery expansion areas. They also aid in determining potential order of magnitude development costings. Additional cemetery amenities, interment types and practices are detailed in Appendix 1.0.

8.1. Meet consumer demands

Provide a variety of interment options including the following:

- a variety of casket interment options, such as:
 - in-ground with upright or pillow markers; and
 - Lawn-crypts: individual, double or four-plex.
- a variety of cremation interment options, such as:
 - in-ground with either upright or pillow markers;
 - niches: pedestal, estate, community columbaria;
 - ossuaries
 - scattering gardens

Provide a variety of memorialization options including the following:

- Memorialization programs for site amenities such as:
 - special features: sculptures, fountains, arbours, etc.;
 - site furnishings;
 - trees; and
 - memorial stones, etc.

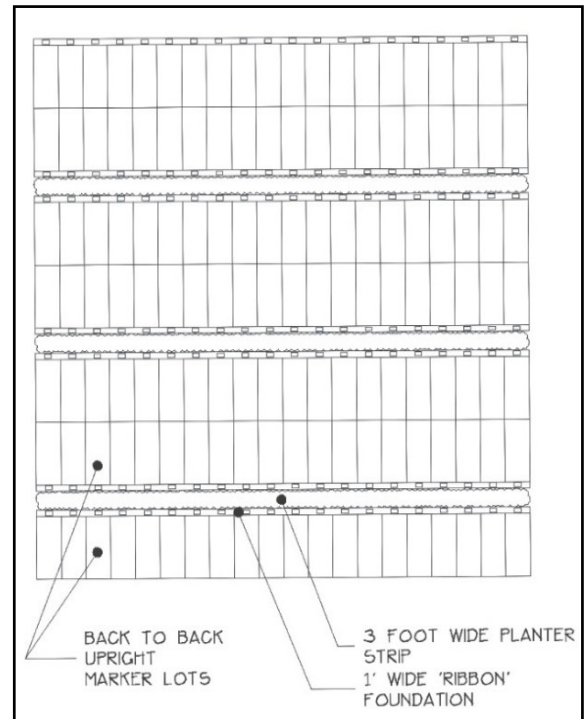


Figure 21: Alternative Upright Casket Lot Layout

8.2. Lotting layouts/sizes

The sections, in the existing cemetery, are laid out in single rows (i.e. single rows of lots with walkways between). Back-to-back row layout provides a more efficient arrangement, uses land more efficiently and results in higher lot yields.

A conventional back-to-back lot layout can typically yield approximately 900 casket lots per acre. Additionally this layout would use a typical casket lot size of 4' x 10' allowing more room for monument foundations and ease in opening/closing operations.



Figure 22: Planting bed between upright marker rows on concrete ribbon foundation. Design/Photo: Hilton

Back to back lotting layout also allows for the installation of ribbon foundations where appropriate; offers aesthetic opportunities such as plantings between the monument rows; and provides for more convenient access for interments and turf maintenance equipment and operations.



Figure 23: Pillow marker Photo: M.C. De Landes Monuments and Memorials

Cremation lots would be offered in a selection of formats including pillow marker 4' x 3'-4" lots and upright monument 3' x 5' lots. These lots would be arranged in an aesthetically-pleasing manner that would allow convenient operational access. If cremation lots are to be integrated with casket lots design dimensions might be uniformly derived from a 4'x10' casket lot.

8.3. Traditional In-Ground Casket Lots

Traditional in-ground casket lots are the predominant form of interment within the existing cemetery. It is appropriate where soil depths are adequate – minimum 2.0 meters – to meet burial requirements. Caskets must be at least 500mm above groundwater, with the casket laid at 1.8 meter depth, with a minimum 600mm overburden. Although no products are required to develop a traditional casket lot they have the highest associated operational costs for excavation of the graves (i.e. open/close).

Traditional in-ground casket lots have the highest maintenance cost of in ground burial cemetery amenities as they typically subside over time and require subsequent leveling and reseeding. It is also the single largest land use for cemetery development.

8.4. Traditional In-Ground Cremation Lots

These are similar to traditional casket lots in development, operational and maintenance costs. Due to the smaller excavation size, interments may be performed during the winter months. There is also a reduced requirement for depth of cover when compared to casket burial hence these type of amenities may be developed where insufficient soil cover might otherwise exist for casket burial.

Alternative Upright/Flat Marker Cremation Ground Layouts

- accommodates 2 interments per plot (per the Center Wellington Cemetery By-law)
- upright and flats are separated by a 2' wide turf path or planting bed
- plot sizes 4' x 6' or 4' x 8' upright marker plot
- 4' x 4' flat marker plot
- doesn't physically and therefore visually "cram" burial plots/markers together.
- mixes uprights and flats for enhanced site aesthetics, "sales appeal" and maintenance ease.
- visitors will find it easier to locate (especially during winter months) grave sites with flat markers due to association with uprights.
- provides enhanced memorial alternatives for client purchase.

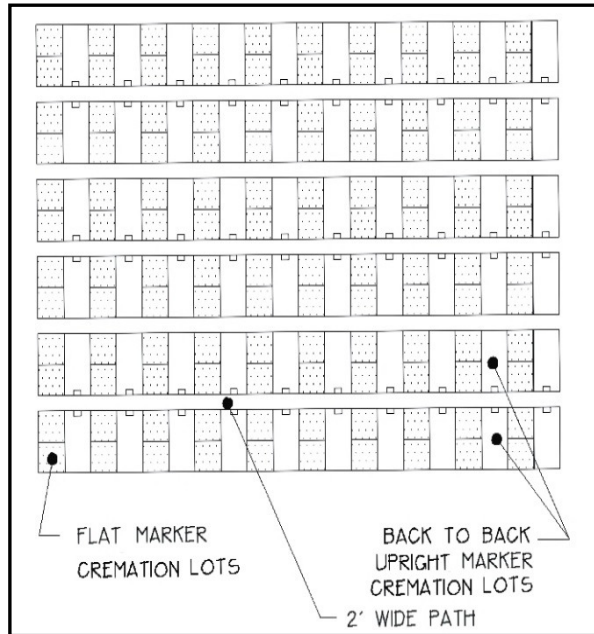


Figure 24: Alternative Upright Cremation Lot Layout

8.5. Advantages of Traditional In-Ground Cremation Lots

These are the simplest and least costly cremation disposition method to develop. The most important requirement is sufficient depth of cover for at least a two-foot deep excavation. Lotting plans can be designed to be land efficient yet still accommodate some form of upright memorial or pillow block style marker. Lotting Plans can also provide for flat marker lots. Belsyde in-ground lots are 100 percent sold out, as a result there will likely be an increase in demand in the near future.



Figure 25: Cremation pedestal niches, scattering garden and community columbaria. Photo: HLI

8.6. Community Columbaria

Belsyde Cemetery currently has a community columbarium that has sold 81 per cent of its 72 niches. Demand for columbarium niche inurnment is increasing as the cremation rate and public awareness of the facility both increase. The community columbarium offers individual niches to consumers in a communal outdoor structure.



Figure 26: Cremation community columbaria with canted lower niches. Design/Photo: HLI

8.7. Enhanced entry and gateway features to special sections/areas

Provide appropriately scaled entry features and/or landscape treatments for entrances to the new expansion areas and special sections to assist the public/visitors in locating and navigating through Belsyde Cemetery.



Figure 27: Christ the King Cemetery Entry Feature and Planting Bed. Design/ Photo: HLI

8.8. Access to the cemetery

The primary public pedestrian and vehicular access to the cemetery is currently at the main entrance at 400 Thistle Street. Additional formal and informal pedestrian entries are provided at 215 Albert Street East and behind the Chapel leading to Highland Road. From Highland Road a maintenance access laneway, with a controlled entry, is provided for Cemetery staff. Our recommendation is to provide regulatory signage at the entry points to inform the public of the hours of operation and appropriate cemetery usage.

8.9. Provide cemetery way finding and interpretive signage

We recommend Belsyde name and sign the cemetery lanes, provide section signage and entry identification signage for the new cemetery expansion and special areas.



Figure 28: Elmwood Cemetery laneway and audio tour signage. Photo: HLI

Provision of a colour cemetery map near the Chapel with the areas clearly delineated will assist visitors to identify the location of their loved ones. Naming special or themed areas and features, such as the “Honour Court”, “Woodland Walk”, “Chapel Court” and “Eden Cremation Garden”, can facilitate wayfinding and improve sales.

Including interpretive signage within the cemetery to highlight special cemetery areas, local history, natural features, etc. will further enhance the user’s experience of Belsyde Cemetery. Some cemeteries utilize self-guided audio tours that highlight the history of the cemetery and town.

8.10. Provide a variety of cremation amenities

Providing a variety cremation options within the Block ‘D’ will add to the sales inventory of cemetery products and services. Cremation options include in-ground cremorials with upright markers, two and estate pedestal niches, obelisks, community columbaria, ossuaries, 4-season interest scattering gardens, etc. Custom columbaria features designed to provide multiple functions and interment opportunities with high aesthetic value, often result in high sales (see figure 29).



Figure 29: Mount Pleasant Cremation Gazebo, pedestal niches and scattering gardens. Design/photo: HLI

8.11. Provide a variety of memorialization opportunities

Providing a variety memorialization options within a cemetery can add to the inventory of cemetery products and services. Typically this includes the use of trees, benches, boulders, fountains, etc. with a plaque or an engraved surface (as appropriate for the material/object).



Figure 30: Memory Stones in an ornamental planting bed. Design/photo: HLI

8.12. Improve Connectivity – Circulation and Visual

Provide vehicular and pedestrian circulation with access to all sections of the cemetery and throughout the expansion areas that are well-connected to the existing roadways and paths/trails. Provide a ‘flow through’ layout for roadways by minimizing dead ends and safe traffic circulation via the use of 90° intersections.

Improve visual connectivity by creating and reinforcing views and vistas of cemetery amenities and natural features within and surrounding the cemetery. This will enhance and unify the overall character of the cemetery and user experience.



Figure 31: Wetland Boardwalk with children’s sculpture and memorialization, Williamsburg Cemetery, Kitchener ON. Design/photo: HLI

8.13. Provide a variety of cemetery amenities/experiences

Design for a variety of spaces and experiences to enhance the cemetery. Provide private and gathering areas, seating, sensory gardens, wooded walks, etc. Figures 31 and 32 illustrate cemetery amenities that provide a variety of memorialization, interpretive opportunities and experiences, including: nature-based walk with a reflection node (with bench – not pictured), privacy for contemplation, and.



Figure 32: Woodland walk with pedestal niches. Design/photo: HLI

8.14. Phase Tree Infrastructure

Tree enhance the aesthetics and overall sense of place. New trees require time to become established. Trees best practices proposed for the Belsyde Cemetery tree infrastructure is to incrementally install the trees in phases to match development phases. Coordination of tree planting is best with cemetery road and lot layouts to eliminate/reduce improper placement that impedes maintenance operations. Aligning the tree trunk with rows of memorials is highly recommended to facilitate grass cutting and other operations/equipment requirements and circulation. The concepts showing trees are for illustrative purposes only. Actual tree placement is addressed at the detailed design, lotting plan stage of development.

8.15. Enhance overall service area

Provision of signage at the interface of the operations area, redesign of the service laneway and screening the works yard from public view would further enhance the aesthetic of Belsyde Cemetery.

8.16. Practice composting

Composted cemetery generated leaf litter, turf clippings, cut flowers etc. can provide organic matter to augment cemetery planting beds or be used as new grave top dressing.

8.17. Implement appropriate prices

Assess prices for services/amenities to determine if they adequately fund current operational and future perpetual care needs. HLI recommends the prices be increased annually to keep pace with inflation.



Figure 33: Belsyde Cemetery spoils pile at south property line adjacent to Highland Park. Photo: HLI

9.0 PREFERRED CEMETERY MASTER PLAN

9.1. Cemetery Master Plan Concept Design Considerations

Fundamental site planning and design consideration for the cemetery expansion areas entail:

- Cemetery Design and best practices as discussed in 10.0;
- Interment zone soils should be cobble free if possible and not subject to large underground boulders. Soils themselves should be well draining but not excessively sandy (promoting opening side failure subjecting adjacent gravesites to disruptions);
- Maximum topography of an 8% slope to facilitate safe year round equipment access/operations. Ideally burial areas should have good surficial drainage accommodated by slopes from 1 ½ - 2% to a maximum of 5% to accommodate universal access.
- minimizing cut/fill operations and where cut is required, utilizing soils on site;
- optimum carrying distances from cemetery roads (caskets);
- incorporating AODA accessibility requirements;
- overall site accessibility and integration with existing cemetery infrastructure;
- road width to accommodate 2 way traffic flows throughout the year;
- provision of parking areas, including accessible parking spaces;
- gravesite setbacks from road and property line buffers to residences;
- retaining and utilizing existing vegetation where possible;
- site characteristics to enhance the sense of sanctity and attractiveness to reinforce visitor's grieving and healing process in a positive manner where they can honour and remember their loved ones in a peaceful setting; and
- Vegetative cover – ideally lands for cemetery purposes are ideally predominantly clear to facilitate in-ground interments. Trees at the end of rows, with the tree trunk centered on the memorial markers, will greatly add to the aesthetic value of the cemetery.

9.2. Cemetery Preferred Master Plan, Phasing and Costing

The Preferred Concept (Figure 34 on the following page) was developed to reflect the Demand/Needs Analysis and the outcome of a workshop with Township and Cemetery staff to review two proposed preliminary concepts and determine the desired elements and general form for the Preferred Master Plan Concept. The two proposed preliminary concepts, with the associated Order of Magnitude Cost Estimate are provided in Appendix 3.0. The proposed phasing reflects the findings of the Demand/Needs analysis and potential client requests to staff and are identified within this section.

9.3. Phase 1 Cemetery Development

Design development of these three specific areas is recommended for 2015 to immediately address the current shortfall of in-ground cremation lots, additional cremation interment and memorialization, as well as, to meet current and ongoing in-ground casket Demand/Needs and customer requests.

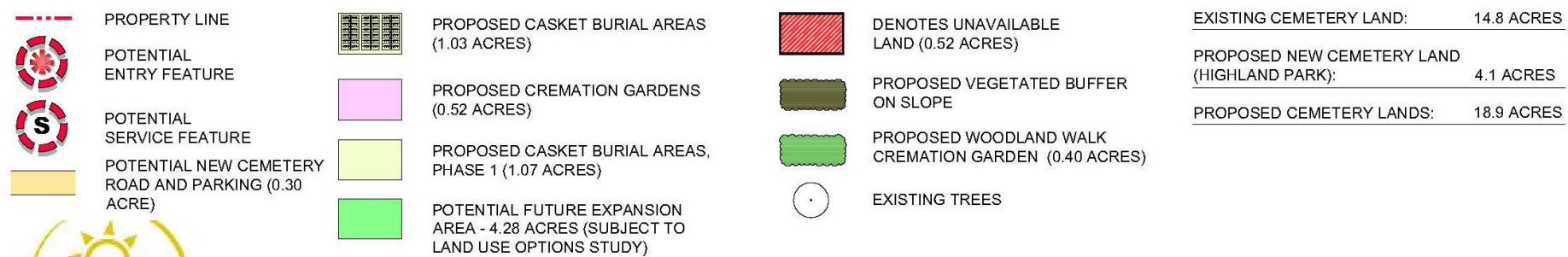
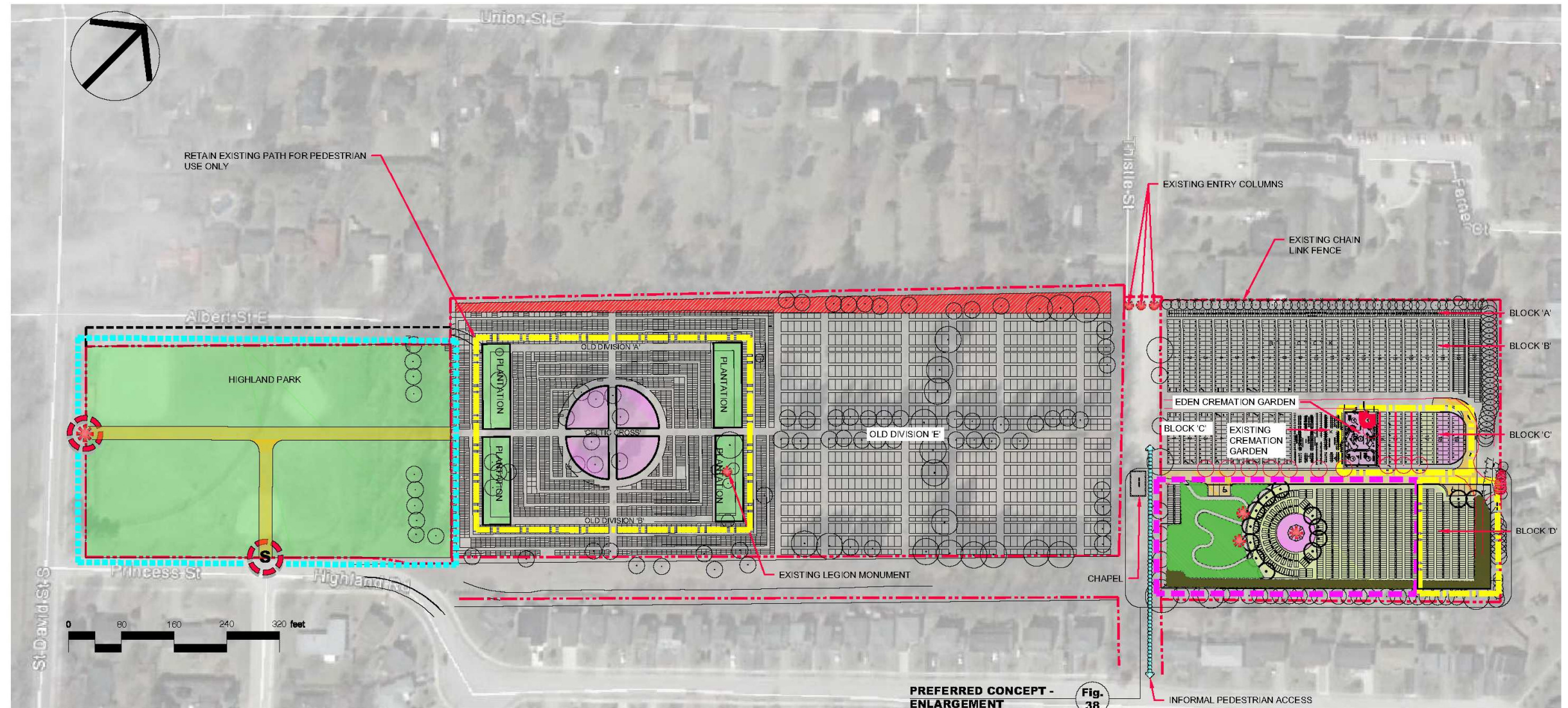


Fig. 34 Preferred Concept - Overall



Centre Wellington
Fergus, Ontario

Belsyde Cemetery Master Plan

HLI Ref. No.: 14131
Date: Dec. 11, 2015

9.3.1. Block 'C' In-Ground Cremation and Traditional Casket Lots

This portion of Block 'C' provides 0.12 acres of developable land. Development of this area can potentially provide 156 in-ground cremation lots to satisfy demand up to 2025 and 48 traditional in-ground casket lots to satisfy demand up to 2017.

The north-east section of Block 'C' (rows 18 and 19), nearest to the road, should be immediately dedicated to back-to-back, in-ground cremation lots. Row 17, can remain traditional in-ground casket lots.

This area slopes and the ribbon foundations need to be stepped to accommodate the slope. It is best to step in a pattern that utilizes Belsyde's in-ground cremation lot sizes of 910mm x 910mm (3' x 3'). The stepping could be organized in groupings of two, three or four cremation lots as required.

This portion of Block 'C' provides 0.12 acres of developable land and potentially adds 156 in-ground cremation and 48 traditional in-ground casket lots to the sales inventory.



Figure 35: Belsyde Cemetery, Block 'C' Eden Cremation Garden and in-ground burials – casket and cremation. Photo: HLI

9.3.2. Block 'C' Eden Cremation Garden

The existing Block 'C' Eden Cremation Garden currently consists of one 72 niche community columbarium that is 81 per cent sold. Design development should be undertaken in 2015 to provide a variety of cremation interment amenities to meet current and near future Demand/Needs. The mix of cremation interment and memorial amenities could include additional community columbaria, scattering gardens, pedestal niches, etc. Memorialization opportunities include memory stones, a fountain, plantings, trees, benches, etc.

9.3.3. Belsyde Division A and B Cemetery Heritage Area

As part of Phase 1 development, there is an opportunity to recover developable land within the Old Division A and B Heritage Areas, specifically the Celtic Cross area, Plantation quadrants and adjacent pathways may provide up to 1.2 acres of additional inventory.

It is important to note that installation of the modern style monuments would be incompatible with the existing monuments. Developing cemetery inventory within this area provides an opportunity to create a truly unique section with high aesthetic value, offering premium pricing of lots. In order to respect the historic context of this area, identifying specific performance standards for architectural design of new memorial markers be created.

HLI recommends the creation of Cemetery Heritage Area Design Standards be established under the Centre Wellington Cemetery By-laws and include measures to ensure any new memorial markers are architecturally and contextually compatible with the surrounding historic monuments. These design standards for the new memorial marker would address specific design elements designs such as architectural style, form, height, width to length ratio, visual balance, details and materials.

Of the four Plantation quadrants, the Legion Monument is located within the south-east quadrant. HLI recommends that this quadrant be dedicated solely to Veterans. The Township might also consider dedicating the north-west plantation quadrant to Police and Firefighters.

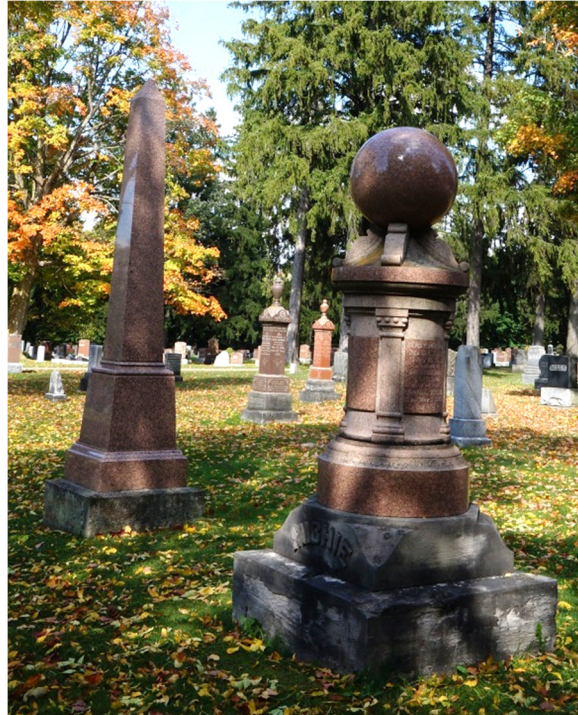


Figure 36: Belsyde Cemetery, Old Division A-B.
Photo: HLI

Field staff indicate ‘Division A’ soils consist of cobbles of varying sizes and this side of the ‘Cross’ is best considered for Cremation Interments. ‘Old Division B’ soils apparently are better suited to accommodate casket interments. Careful development is required for the historical section of Belsyde to maintain the historic value and integrity of its current status. The nature of the soil and the remaining tree roots will impact the type of interment that can be accommodated.

HLI recommends the use of ground penetrating radar be used to scan these areas to ensure there are no unknown interments. Once the areas are proven clear for development, design development of this area would identify the areas for in-ground casket and cremation lots, as well as, a variety of appropriate interment and memorialization opportunities. This area could potentially provide an additional 900 in-ground traditional casket burials or 1,300 in-ground cremation lots.

9.3.4. Block ‘D’ In-Ground Traditional Casket Lots

The Phase 1 portion of Block ‘D’ provides 0.27 acres of developable land. Development of this area can potentially provide 268 in-ground traditional casket lots to satisfy demand up to 2025. This area requires some regrading to minimize the existing slopes to a maximum of 5%. Preparation for development of this portion of the site will require completion of the grading design for all of Block D to provide a swale to direct overland flow into the existing storm catch basin.

9.4. Phase 2 Cemetery Development – Block ‘D’

The land identified for future expansion by the Township of Centre Wellington is located in the cemetery’s SE corner abutting the backs of single family residences. When assessing these lands Hilton Landmarks used the criteria noted above and categorized the key aspects noted below for both land use concepts.

- i) Total Block ‘D’ Acreage is 1.72 acres
- ii) 1.35 acres are net useable lands for expansion purposes - not including existing interments, roads and paths – impacted by topography, surficial drainage needs, road access, and trees.
- iii) Block D Phase 2 development is 1.08 acres

Block ‘D’ acreage provides sales inventory for the next 20 to 27 years. Refer to Figure 38 for the Block ‘D’ Preferred Concept on the following page.

9.4.1. Infrastructure

- a) **Existing burials:** Burials have occurred in the first two rows of casket gravesites in the NW corner of Block ‘D’, about 20 graves in total on the flattest portion of this area will remain undisturbed and in that context be integrated with future development of Block ‘D’. Casket burials in Block ‘C’ paralleling Block ‘D’ reflect for the most part those casket lots proposed in both concepts for Block ‘D’.
- b) **Cemetery Roadway:** It is proposed that the alignment will remain the same but be widened to better accommodate ease of vehicular flows. The road would be widened to about six metres (20 feet).

Figure 37: Belsyde Cemetery, Chapel and view of Block D. Photo: HLI



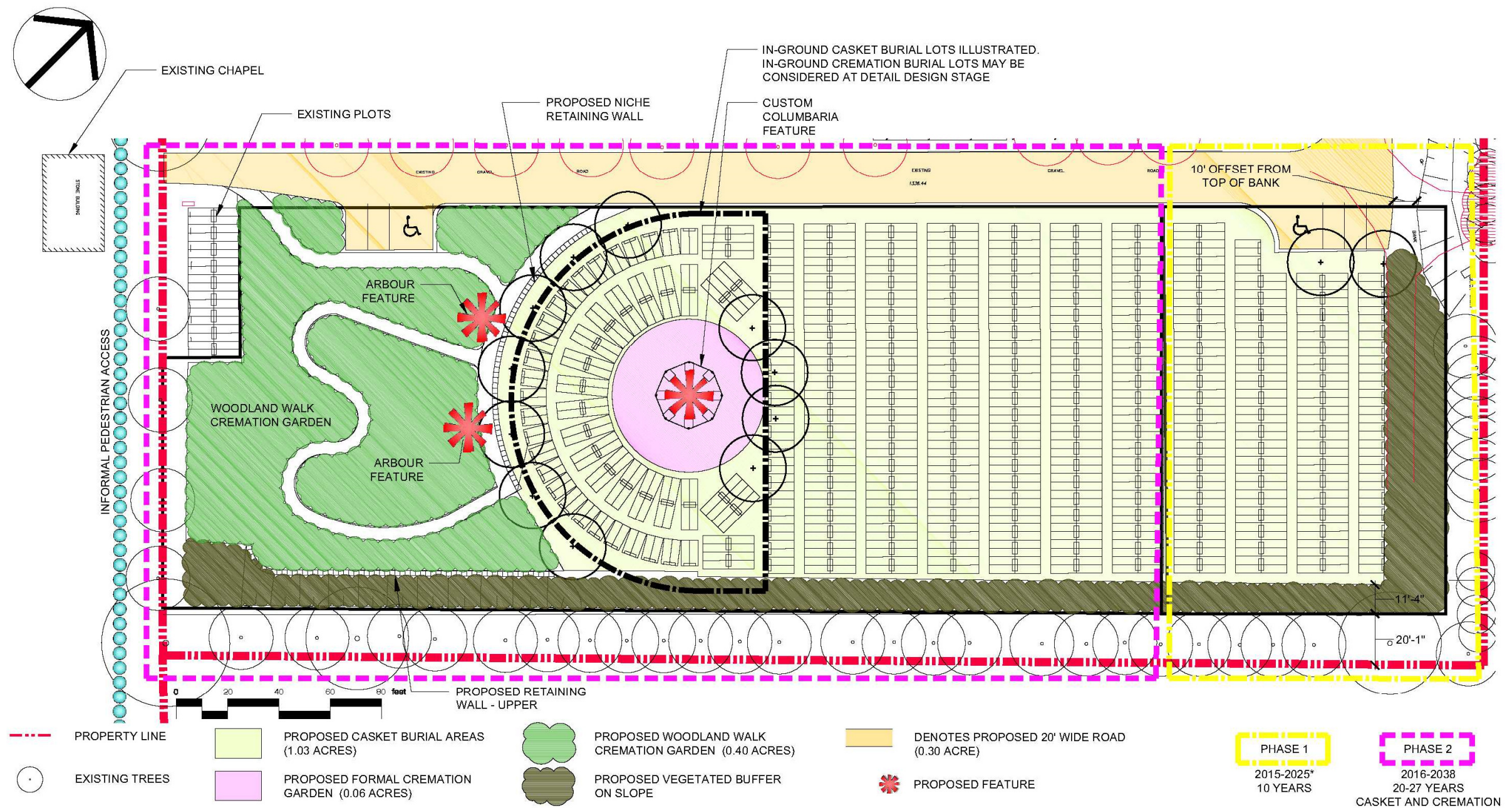


Fig. 38 Section 'D' Preferred Concept

Hilton LANDMARKS Inc.
Cemetery Consultants, Planning and Design

Centre Wellington
Fergus, Ontario

Belsyde Cemetery Master Plan

HLI Ref. No.: 14131
Date: Dec. 11, 2015

- c) **Parking:** A limited number of parking, with two accessible parking spaces, is proposed to accommodate higher visitor numbers attributed to higher interment densities associated with the Block 'C' cremation gardens and those proposed in Block 'D'. The bays help vehicular traffic flows by keeping parked vehicles off the cemetery roadway – especially in winter conditions.
- d) **Site Drainage:** This area has sufficient topography to facilitate good surficial drainage. Existing drainage is expedited from Block 'D' with overland flow out the East end of this expansion land, flowing to an existing catch basin directing water off site to the East.
- e) **Retaining Walls:** The existing grades require retaining elements to reduce the steep grades to an acceptable workable and accessible degree. Existing grades cross sections illustrate Block 'D' has an average gradient of 14.4% with grades ranging from as low as 5.5% to a high of 25% at the West end of Block 'D' to an average gradient of some 12.4% at the more Easterly end of Block 'D'. From the

The Preferred Concept proposes the use of two precast retaining walls to facilitate softening of Block 'D's cross slope to accommodate casket burials, maintenance equipment access and safe visitor access. It will also facilitate integration of lots already developed/assigned in Block 'D' and an opportunity for a cremation garden development featuring a Gazebo Columbarium structure and associated garden approximating 0.06 ac. (2,700 sq.ft.) to accommodate 'Memory Stone' lots, pedestal/estate style freestanding columbaria and perhaps some in-ground upright market cremation lots, in memoriam benches and appropriate plantings to complete this garden.

Proposed for the upper wall is a precast retaining wall approximately 125' long ranging in height from 5.7' to 6.4' tall to help soften Block 'D's overall grading circumstances to approximately a maximum 6.3% cross slope which will accommodate development of the area for casket graves.

A buffer is proposed to be provided between the rear residential properties and the cemetery, along the south property line. The single row of the existing spruce, closest to the property line is proposed to be retained and protected in place throughout construction. These trees can grow to be 6m (19.5') to 10m (32') in diameter and are mostly planted at 5m (16.5') to 8.5m (28') on center. When mature the branching will overlap and these trees will provide excellent screening. No limbing of the lower branches will occur on these trees. We are proposing to remove the inner most row of spruce to provide a 3.8m (12') wide vegetated buffer zone that originates from the drip line of the existing trees to lower the grade within the cemetery lands. This buffer zone is proposed to accommodate the proposed 3:1 slope grade change so we can reduce the hill and lower the overall grades within Block D. The rationale behind this strategy is to provide a universally accessible grades (max 5%) within the Block D lands.

The headstones for the proposed concept are aligned perpendicular to the south property line, to present the thinnest profile. The nearest headstone at 11m (36.5') distance from the property line, which is further from the property line than the minimum 10m (33') originally requested. With the proposed change in grades, the headstones will also be lower and therefore less visible.

The lower wall is a curved arc at the West end of Block 'D' to accommodate flattening the grades and to capitalize on grade change to incorporate a columbarium niche wall housing approximately 100 niches. This curved wall ranges from ½ wall height to about 4' high. The wall's middle section will consist of cast in place concrete as the structure to which niche units will be both affixed and supported. 'Wing' walls on either side of the niches will be constructed of pre-cast concrete blocks engineered for such purposes and matching the retaining wall higher up the hillside.

- f) **Maintenance Stations:** These cemetery elements consist predominantly of a 4" x4" supported water pipe and hose bib, complete with a hook to hang a plastic watering can. The base would be a cast in place concrete slab or even suitably installed heavy precast concrete slabs to reduce associated maintenance needs (trim mowing and bare earth) around these elements and a buffer distance for the standpipe away from mowing equipment to mitigate potential damage to both equipment and amenity. These stations are typically installed approximately 75' O.C. to minimize carrying distance of heavy water cans for elderly visitors tending 'loved ones' gravesites. Water connections are typically 1 ½" diameter max. PVC piping and winter maintenance would entail blowing the lines free of water.
- g) **Existing Trees:** These features do not compromise burials in the proposed development of Block 'D'. Primarily they consist of a double row of semi-mature coniferous trees along the site's southerly border abutting the residences. Trees will not compromise site re-grading activities either though the downhill row of the conifers are proposed to be removed in both concepts along the South boundary.

9.4.2. Grading Implications

The proposed design and grading of the preferred concept for Block 'D' have virtually eliminated slope constraints of Block 'D' as it exists through incorporation of retaining walls and site re-grading activities. Grades in each concept are made conducive to creating and managing casket grave inventories.

- a) **Modifications to the site:** As noted on the plan, a combination of cut and then to some degree, cut/fill operations and retaining elements are required to ameliorate adverse grade conditions. This has been summarized in previous text.



Figure 39: Belsyde Cemetery, Block D existing slope. Photo: HLI

- b) **Accessibility:** This site need reflects both those of operations and of visitors whether arriving for a graveside funeral service or private reflection at a loved one’s gravesite. Accessibility for Ontarians with Disabilities Act (AODA) indicates a maximum slope of 5 percent to achieve accessibility. It is inherent that opening closing equipment (backhoe) can be accommodated all year round and that a casket can be fairly comfortably carried from the cemetery road to the place of final rest. Pallbearers will encounter this task year round as well so maximum casket carrying distances (50M) from a cemetery road should not be exceeded.

The cemetery road width between Block ‘C’ and ‘D’ as noted previously has been widened to facilitate easier vehicular flow through traffic when required and off road parking will enhance this matter even further.

Operations equipment accessibility and mowing activities are enhanced by the use of back to back monument placements as proposed in these concepts. In addition, ribbon or strip foundations for monuments could include a flush to grade mowing strip, very much reducing maintenance operations.

9.4.3. Interment Inventories

The Preferred Block ‘D’ Concept provides approximately 1160+ casket lot inventory to readily meet forecast needs. Although the lands are currently assigned to casket lots, should demand for cremation in-ground inventory increase beyond the projections provided, the casket lots can be reconfigured for in-ground cremation inventory.

The preferred Block ‘D’ concept provides for some 1160 in-ground casket lots, 300 cremation in-ground lots and about 774 cremation niches. The Woodland Walk area can accommodate scattering of cremated remains. This would greatly increase the sales inventory for Belsyde, however it is difficult to quantify by how much given the nature of scattering cremains.

9.4.4. Amenities

a) **Signage:** To best represent Belsyde’s physical presence in the Township’s urban fabric effect, facility identification signs should be in place at the 400 Thistle Street Entry and assuming the playing field lands are used for cemetery expansion purposes, at what is proposed as the main entry off St. David Street South. Entry signs should identify the cemetery by name and its founding date. Regulatory signage may identify key cemetery ‘rules/regulations’ pertinent to access times etc. and contact phone number etc. In addition Stop signs should be at all street egress points.

A ‘Service Only’ sign would be placed at the Princess St./Highland Rd. entry/egress at McAlister Street to a proposed service zone.

Naming the cemetery roads helps visitors orient themselves to a loved one’s burial site, as would appropriate Section Signage. All internal/wayfinding signs should be standardized in terms of appearance, sizes, materials, colours, heights etc. All signs should be of a durable material.



Figure 40: Cemetery Site Map precedent image. Photo: webcapture

A full colour, illustrative plan of Belsyde Cemetery would be placed at the Chapel. The plan would identify the cemetery streets, sections and special areas by name to assist with wayfinding (refer to Fig. 40 above). It is advisable to also provide cemetery contact information, hours, contact information for sales, maintenance, website and other pertinent information.

Feature Signs should identify items such as the Chapel, and perhaps the lands in front of same as 'Chapel Court'. Cremation Gardens should ideally be named as well – such aspects can add considerably to a development's sense of place, of dignity, of time and culture and 'rings a bell' for those visiting the cemetery. It can very much enhance cognitive recall for those exposed to the cemetery or its facets thereof.

Feature Signs should identify items such as the Chapel, and perhaps the lands in front of same as 'Chapel Court'. Cremation Gardens should ideally be named as well – such aspects can add considerably to a development's sense of place, of dignity, of time and culture and 'rings a bell' for those visiting the cemetery. It can very much enhance cognitive recall for those exposed to the cemetery or its facets thereof.

- b) **Features:** Section D preferred concepts proposes a Cremation Garden complete with a Gazebo Structure to enhance overall setting and reinforce the Garden's presence within the cemetery context. This structure can accommodate a small group of people during rainy weather but is otherwise open to the elements. All niche access points are within the roofed area of the gazebo structure.

The preferred concept capitalizes on existing steeper grades on the West end of Block 'D' and enhances existing trees to form a 'Woodlot' and creates a 'Woodland' path Cremation Garden along a switchback trail. On either side of the trail in-ground cremation lots featuring 'Memory Stones' and/or Pedestal or Estate Columbarium units would be placed.

In front of the proposed 100+ niche wall two arbours complete with benches on a concrete pad, with adjacent space to accommodate a wheelchair, would provide spots for quiet reflection year round for those visiting this special area.

Water is always a favoured feature and a simple cascading fountain might be well placed here with hydro and water accessible from the nearby Chapel. Often these features are developed with funds provided "in Memory of".

- c) **Memorialization Opportunities:** These opportunities abound beyond the traditional monuments of in-ground burials and plaques/inscriptions on columbarium niche shutters. They can be in the form of benches, arbours, fountains, Memorial Trees, three season floral plantings, Spring (bulbs), Summer (geraniums or other bedding plants), Fall (hardy mums). Birdbaths, sundials, bird and bat houses can accessorize Cremation Gardens all as 'In Memorial' dedications.
- d) **Scattering Gardens:** The scattering of ashes is an often misunderstood ritual. It is a more discreet, contained and respectful ritual than what is commonly shown in the movies and what the name "scattering" implies.

The basic procedure for the scattering of ashes within cemetery grounds is typically done by staff with family in attendance and occurs within the confines of an ornamental planting bed that is specifically dedicated to this type of disposition. Throughout the scattering process the staff ensure the ashes are protected from being strewn about by the wind. There are two types of scattering, surface and core. Surface scattering involves the selection of a specific area within the planting bed, the mulch and surficial soil (approximately two inches or so) is pulled back and the ashes are respectfully deposited into the prepared area, the soil and mulch replaced. Core scattering is similar to surface scattering except at a greater depth within the planting bed. A core or plug of earth is removed, the ashes deposited respectfully, then the earth plug is replaced and the mulch pulled over the area. This option can be offered to those choosing cremation using a few approaches:

- i) "Scattered" (really placed with discretion by cemetery personnel in a controlled manner) in planter beds; remains would be commingled and irretrievable.
- ii) Placed in an above ground or below ground vault in a standardized and designated urn (by name or number or both) which renders the cremated remains retrievable at some future date if desired by survivors.
- iii) Placed in a below ground ossuary, (a chamber) in an irretrievable commingled manner.

Usually for all three approaches a common monument is provided memorializing those whose remains lie therein. Scattering gardens are often one facet of an overall Cremation Garden. The implementation of a conventional (i.e. commingled) ossuary is recommended for the Belsyde Cemetery Master Plan. Memorialization would be covered under the proposed bylaw and management would be as per other monumentation. Disposition would be covered as scattering under the proposed bylaw and management would also be as per scattering. The installation of a non-commingled ossuary is not recommended.

- e) **Plantings:** Plantings vary within the cemetery setting. Trees provide "landscape infrastructure" much akin to the mature Norway Spruce lining the E/W cemetery road in Belsyde. Deciduous/Coniferous species of various species/size ranges etc. can be used to screen areas, provide windbreaks, shelter or enclose a 'garden' area or delineate sections within the cemetery. Ornamental species of woody and herbaceous plants considerably enhance entry settings, specialty garden areas and other key nodes within a cemetery. Conventional turf grass is the preferred ground cover for interment areas. Sloped areas may use alternate ground cover species, both woody and/or herbaceous (ornamental, perennials, vines etc.).

9.5. Phase 3 Cemetery Development – Highland Park

As the population of the Township grows, additional cemetery lands will be needed. As the Township currently has no additional lands available to consider for this possibility, and for discussion purposes, the 4.1 acre Highland Park is considered in this study. However, it is important to note that the Township will conduct a feasibility study to properly assess the appropriate expansion alternates. The feasibility study would most likely look at either a purchase of new lands or use of Highland Park lands.



Figure 41: Highland Park ball diamonds adjacent to Albert Street. Photo: HLI

9.5.1. Highland Park Expansion Option

Highland Park consists of approximately 4.1+ acres and its current use is dedicated to ball diamond/playing fields. It is located on Belsyde Cemetery's most westerly end and is a natural extension for the Cemetery's expansion. Of the total area, 3.71 acres are potentially developable for cemetery expansion. This land is already owned by the Township of Centre Wellington, has excellent physiographic characteristics for cemetery use, existing infrastructure, public road access and lends themselves to a more cost effective development basis than Block 'D'.

The potential design development of the Highland Block is proposed to occur within approximately 15 years. As the land in this area is somewhat lower than the adjacent road there are opportunities to utilize the soil from Block D's cut operations and create temporary berms from the cut materials from Block 'D' to a section of Highland Park that doesn't impact ball play. Prior to moving the cut materials over to Highland Park, HLI recommends a geotechnical assessment of the park be conducted to determine soil bearing capacities, water table levels, etc. This will aid in determining fill requirements for cemetery use. When needed the soil from these temporary berms can be spread on the playing field site. This will aide to reduce the cost of the material and to haul 'cut' materials offsite.

9.5.2. New Cemetery Lands Development Option

Developing a new cemetery requires considerable lead time to acquire, re-zone, service and develop to accommodate interments, etc. If this were to occur, careful planning and coordination with future Belsyde cemetery development is necessary to ensure there is no lag in providing service to the community. It is therefore important that the new cemetery development begin well before (15+ years is recommended) current inventory is exhausted.

Site selection criteria for new land for cemetery development includes, but is not limited to the following:

- Location and zoning: demographically favourable and appropriate zoning
- Site servicing: water/sanitary/ storm and electrical
- Infrastructure: access, roads/parking, maintenance yard, buildings, etc.
- Geotechnical: Depth to water table and proximity to open water, soil suitability
- Size requirement: minimum feasible size required based on DNA projections and to offset new cemetery development and design costs (may result in 10 acre parcel for development to offset costs)
- Cost to purchase
- Timing: to conduct background studies/reports, coordination with consultants, public outreach program and consultations, obtain approvals (Township, Health and Ministry).

Timing is critical when determining future cemetery lands, especially if new land development for cemetery use is being considered. In the current regulatory environment, it may take up to ten years or more to receive approvals to develop a new cemetery.

Public consultation, as part of this process, is an important component of the proposed cemetery expansion or new cemetery lands development. HLI recommends a public outreach program, with Public Information Centers be conducted at key points throughout the feasibility study to obtain public input.

When considering cemetery site selection criteria requirements, HLI recommends that the search for suitable cemetery land begin immediately and a feasibility study be undertaken to compare the option to either expand into Highland Park or to develop new land for cemetery use.

9.6. Chapel Improvements

The Belsyde Chapel has be divided into two sections. The back third is approximately 211 sq. ft. and has a washroom with a single toilet and sink and office area for operations and maintenance staff use. The front two thirds is approximately 520 sq. ft. and is currently used as a storage area for the Township. Refer to Fig. A3. In Appendix 3.0.



Figure 42: Belsyde Cemetery Chapel. Photo: HLI

The Chapel is constructed of concrete masonry unit with a steeply sloped wood roof. The wall interiors are not insulated and the floor is an unfinished concrete slab. The room is cold and poorly lit. The interior is heated by overhead, infra-red heaters. It would take considerable renovations to create a warm and welcoming refuge for families and functional office space for staff.

Previously the front two-thirds of the Chapel was offered to families as a meeting place in times of inclement weather but without success as they typically go to the funeral home or church for after interment gatherings.

Proposed uses for the front room may include:

- a) interior niches for cremated remains;
- b) a small on-site cemetery public information center/sales desk area with sales information and inventory for plaques, cremation urns and other cemetery products; and
- c) a community meeting place; and
- d) operations/maintenance staff facilities.

Proposed uses for the back room may include:

- a) provision of accessible public washrooms open throughout Cemetery operating hours; and
- b) operations/maintenance staff facilities.

Considering the small size and high costs to convert this space into a useable and potentially profitable facility more scrutiny and discussion is required to determine the appropriate development opportunities and direction.

The potential costs to renovate the Chapel may range from \$200 to \$450 a square foot. At 731 sq. ft. the renovation costs may range from \$146,200.00 to \$328,950.00. Providing interior cremation niches and public washrooms are the two options with the best prospects for potential return on investment.

HLI recommends the Township engage an architect to determine the existing condition of the Chapel, opportunities and constraints, as well as suitability/options for development with associated costing and phasing.

9.7. Signage and Wayfinding

There is a need for appropriate locational signage outside the cemetery as well as wayfinding signage within. Roadside signage identifying Belsyde Cemetery and the Township of Centre Wellington is needed. This signage should be sufficiently large to be visible and indicate the direction and distance to the cemetery.

The primary entry feature at 400 Thistle St. requires repair of the columns mortar, the concrete and fencing/gate. Appropriate signage is also needed at the entrance to Belsyde Cemetery to identify the cemetery and the District. It also requires signage indicating the hours of operation, important Centre Wellington Cemetery By-laws and other regulatory information.



Figure 43: Belsyde Cemetery – existing signage



Figure 44: Proposed interpretive signage
Photo: Fantasy Signs

Providing interpretive and informational signage that is attractive, legible, colourfast, waterproof and durable will add to the aesthetic value of Belsyde Cemetery. Interpretive signage can be historical and/or nature oriented and may provide additional income as memorial features.

10.0 CEMETERY BEST PRACTICES

10.1. Facility Management

Cemetery grounds are clean, attractive and well-maintained. Cemetery maintenance includes mowing, planting, seeding, fertilizing, raking, mulching, watering and all services related to maintaining the cemetery. This includes the complete maintenance of the cemetery and surrounding grounds, including raising, setting, aligning and cleaning of the headstones. Maintenance of pathways, roadways, irrigation and water stations, are also part of the current maintenance program. Opening and closing of the gravesites are also part of the on-site services provided by Cemetery operations staff.

10.2. Data Management

Recordkeeping is one of the most important functions of any cemetery organization given cemeteries' long (perpetual) lifespan. It is important from a current financial/operational perspective to be able to manage the cemetery effectively and it is vital that the cemetery keep good records for generations to come as interment rights are passed down through inheritance and may be exercised after many (sometimes more than one hundred) years have passed.

Belsyde Cemetery currently maintains an internally developed Microsoft Access database tracking some aspects of interment right ownership, interments and monumentation. This system lacks integration with the various other aspects of cemetery operation: there is no integration with the municipal accounting system, nor is there any convenient way to produce management reports concerning cemetery operations. Upkeep of a sales plan showing interment rights available for sale requires manual entry of data elsewhere.

There are a number of integrated cemetery computer applications currently available for Canadian municipal cemeteries with a range of capabilities and prices to suit Belsyde's needs. The primary benefits of an integrated cemetery management system are:

- Reduction of effort/errors associated with entry of information in multiple locations
- Improved integration/communication of information between sales, operations and administration
 - Sales personnel can show prospective customers the locations of available interment right types
 - Operational staff have the necessary information for proper management of interments
 - Administration has access to reports to improve the efficient and effective operation of the cemetery as well as plan strategic direction
 - Genealogical or historical questions from the public may be easily answered
- Data integrity and security are improved with proper backup

HLI recommends the Township of Centre Wellington acquire an integrated cemetery management system to improve record quality, security and access.

11.0 MARKETING STRATEGIES

11.1. Marketing Opportunities

A proactive sales approach is recommended to reinforce and maintain the importance of Belsyde Cemetery to the forefront of awareness in the community.

- Increase public awareness and perception of Belsyde Cemetery
- Increase sales in order to reduce the potential for dependence upon tax-roll subsidy
- Better serve the community after death care needs

A successful marketing program should be broad to cover all required aspects of reaching the buying public in need at their time of need. The cemetery is not usually the first point of contact at the time of need as customers typically go through a funeral home first. It is thus important to maintain close relationships with all of the local funeral service providers and allied service partners.

All of the growth in the after death care market in the Township will occur in cremation for the next 25 years. Cremation consumers have disposition and memorialization options that do not involve the cemetery. It is therefore important that the cemetery increase public awareness of the value that it provides for cremation consumers to encourage cemeteries as the place that will always be there for visitation, a family continuum for final resting place of loved ones.

The opportunities for marketing Belsyde Cemetery have been subdivided into three marketing opportunity categories: Site, Partnership and Media/Marketing Activities.

11.2. Site Marketing Opportunities

This category includes recommendations for site amenities, enhanced service offerings and staff responsibilities.

11.2.1. Site Amenities

- Ensure that the cemetery is adequately maintained to encourage visitation (and sales).
- Provide aesthetically pleasing cremation gardens with a variety of cremation disposition and memorialization alternatives and price points, as recommended in the Cemetery Design section of this document. Refer to Appendix 2.0 'Belsyde Cemetery Competitive Price Analysis' for price point examples.
- Offer memorialization features/accessories such as memorial benches, and trees. This program may be expanded to offer memorialization of boulders ('Memory Stones'). These features are generally offered on a time-limited 'lease' basis to reflect the impermanent nature and continuing lifecycle costs associated with the benches and trees.

- The cemetery may also offer larger **'In Memory Of'** donations to finance the capital cost of larger long-lived cemetery infrastructure developments such as entry features, sculptures, gazebos, water features and cremation gardens. As distinguished from the memorial features as described previously these donations would not be time-limited and title to the amenity would remain with the Town. Only the naming rights would be sold.

11.2.2. Enhanced Service Offerings

- Temporary grave markers. This public relations device softens the unmarked grave scenario while family awaits the arrival of a final marker for the gravesite. This aspect would be included in the initial service cost.
- Special services related to landscape feature/gardens i.e.: annual plant maintenance program for an annual fee.

11.2.3. Staff Responsibilities

- Ensure that **staff are adequately trained** to deal with visitors in various stages of the grieving process.
- Encourage **staff participation in training** offered by industry organizations such as the Ontario Association of Cemetery and Funeral Professionals (OACFP).
- Encourage **staff participation in local community service organizations** such as Rotary, Kiwanis, Legion, etc. in order to raise critical public awareness of Belsyde Cemetery.

11.3. Marketing Partnership Opportunities

11.3.1. Strategic Partnerships Opportunities

Develop partnerships with stakeholder groups, including:

- Bereaved Families of Ontario
- Local special interest groups, such as the Royal Canadian Legion, horticultural, birdwatching, genealogical and historical societies.
- Educational and youth groups, such as schools, Scouts, Cadets, etc.
- Local funeral homes and other suppliers such as florists.
- Religious and cultural organizations such as churches and community groups.

11.3.2. Event Opportunities

Host promotional events (both onsite and offsite) to promote the cemetery, for example:

- Seasonal and scheduled events such as: Mother's/Father's Day, Decoration Day, Memorial Day, etc.
- Occasional events, such as Doors Open Ontario, butterfly releases, Titanic anniversary memorialization, etc.
- Participate in grief counseling outreach programs.

- After death care seminars with local funeral homes, funeral celebrants, insurance and financial advisors.
- Historic grave walking tours, 'spirit' walks, etc. highlighting the historical figures who rest in the cemetery.
- Horticultural and birdwatching tours led by local society partners.

11.4. Media/Marketing Activities

- **Promotional Content**

- Cemetery staff or the municipality's PR team might write monthly columns in local papers/journals about Belsyde Cemetery or those activities associated with it (i.e.: cremation versus casket burial, etc.).
- Prepare a cemetery brochure outlining the information that the public needs to know about Belsyde Cemetery and encouraging visitation.

- **Media Strategy**

- Place Public Service Announcements (PSA's) advertising cemetery events in the local media such as: the Wellington Advertiser, Fergus-Elora News Express, The Grand 92.9FM, and TV, Cogeco Cable 14. Most will allow public service announcements (PSA's) without charge.
- Create an Internet presence through further development of a cemetery Facebook page to announce upcoming events and an expanded cemetery website. Keep it current with new information.



Figure 45: Williamsburg Cemetery, Kitchener, ON – Monarch Butterfly Release Program. Photo: HLI

12.0 CONCLUSIONS

12.1. Summary

The Belsyde Cemetery Master Plan report provides the Township of Wellington with an overview of the options, methods and best practices for site development to meet the communities' current and future after-death needs.

The expansion study process included

- Analysis of Township's community demographics in relation to existing cemetery amenities;
- Review of existing cemetery inventory and services;
- Preparation of a cemetery Demand/Needs Analysis;
- Site analysis and conceptual planning for Belsyde's cemetery expansion;
- Preparation of proposed cemetery expansion options;
- Preparation of Capital Budget Order of Magnitude Cost Estimates;
- Preparation of a preferred expansion concept plan;
- Competitive Price Analysis;
- Care and Maintenance Fund Adequacy Analysis; and
- Cemetery Best Practices and Marketing.

12.2. Key Recommendations for Priority Proposed Development Areas

Cremation interment inventory is nearly exhausted and limited in the variety of options. Therefore providing cremation inventory is considered a priority for cemetery development.

- **Section C: Design Development of Cremation Garden A and East C – 2015:** Cremation interment inventory is nearly exhausted. To meet current demand for a variety of cremation interment and memorialization options, we recommend design development of Cremation Garden A and a portion of the remaining easterly portion of Section C. Retaining one double row of casket lots will address current needs;
- **Old Division A – Celtic Cross and Plantation Areas:** A variety of both traditional and cremation interment options are possible in this Heritage area. The historical nature of this area does provide for premium pricing of lots. However, there are two key actions that must occur prior to concept design. First is to have the area undergo ground penetrating radar scanning and mapping to determine if there are existing burials. If the area is clear, then creation of memorial marker design criteria to establish maximum heights, monument styles, and sizes to contextually fit with the historical markers is needed prior to design development.
- **Cost Benefit Analysis - 2015:** identifying proposed rate of return on capital investment for the cemetery amenities proposed for Section C and potentially Old Division A development to determine proposed implementation phasing in preparation for the Stakeholder and Public Outreach Program;

- **Stakeholder and Public Outreach Program – 2015/2016:** work with the Township to prepare and present cemetery concepts and schematics for stakeholder and public feedback;
- **Feasibility Study for Cemetery Expansion Lands - 2016/17:** undertake a feasibility study, including a public outreach program, to assess appropriate cemetery expansion land options. The feasibility study would most likely look at either a purchase of new lands or use of Highland Park lands;

12.3. NEXT STEPS

- **Phase 1: Design Development of Cremation Garden A, East Block C and East Block D to Tender Documents – 2015:**
- **Old Division A and B – Celtic Cross and Plantation Areas Design Development - 2015:**
- **Cost Benefit Analysis – 2015:**
- **Stakeholder and Public Outreach Program – 2015:** work with the Township to prepare and present Division A and Section C cemetery concepts and schematics for stakeholder and public feedback;
- **Preparation of Preferred Concepts for Old Division A and Section C work– 2015:** to implement according to guidelines/limits of area established.
- **Construction Detail Design/Tender Documents for Section C – 2015/2016:** to implement according to guidelines/limits of area established.
- **Create Concept development and detail design/schematics for Section D – 2016/17:** to implement according to Township/cemetery management direction, guidelines/limitations of area established per further field investigations and recommendations in preparation for the Stakeholder and Public Outreach Program, provide associated order of magnitude cost estimates for proposed concept designs;
- **Chapel assessment and considerations for development with Cost Benefit Analysis– 2016/17:** to be conducted in conjunction with detail design development of Section D. HLI recommends the Township engages an architect to assist with this scope of work. Includes further field/building investigations, programming, development options with associated order of magnitude cost estimates/potential rates of return on capital invested and proposed phasing with recommendations in preparation for the Stakeholder and Public Outreach Program. Further design development as deemed appropriate by the Township.
- **Cost Benefit Analysis - Section D - 2016/17:** identifying proposed rate of return on capital investment for the cemetery amenities proposed for Section C development to determine proposed implementation phasing in preparation for the Stakeholder and Public Outreach Program;

- **Feasibility Study for Cemetery Expansion Lands - 2016/17:** as outlined above
- **Stakeholder and Public Outreach Program – 2016/2017:** work with the Township to prepare and present Section D cemetery concepts and schematics for stakeholder and public feedback;
- **Construction Detail Design/Tender Documents for Section D – 2017/18:** to implement according to guidelines/limits of area established.
- **Preparation of Section D Marketing Plan – 2017/18:** to promote Belsyde Cemetery existing cemetery and expansion area development;
- **Re-assessment of Demand/Deeds in 10 years:** or when Expansion Area 1 is at 60% capacity, whichever occurs first. Reassessment is recommended to determine the correct mix of Area 2 cemetery amenities to meet Township Center Wellington’s community after-death care needs at that time.

APPENDIX 1.0

Glossary of Cemetery Terms Cemetery Products

1.1 GLOSSARY

Abandoned:	When referring to a cemetery indicates that no interment activity is occurring (see also – Active and Inactive).
Active:	When referring to a cemetery indicates that sales of burial rights is continuing (see also – Abandoned and Inactive).
ADR:	Average Annual Death Rate , usually quoted as annual deaths per thousand population. Measures the rate at which deaths occur in a particular population.
At-Need:	Referring to the purchase of death care services and/or products by the deceased’s survivors or trustees after death has occurred.
Burial:	Any disposition involving below-grade disposition of human remains. Usually full body dispositions but may include cremated remains. Used interchangeably with interment .
Casket:	A container for holding a dead human body for funeral, cremation, interment or entombment purposes.
Columbarium:	A free standing structure or structure incorporated into a retaining wall, or inside walls of a building intended for the inurnment of cremated human remains in compartments (niches).
Combination:	A cemetery with an onsite funeral home.
Cremation:	The irreversible reduction of human remains to residual ashes and bone fragments by thermal and mechanical means.
Cremation Garden:	An area of the cemetery set aside to offer a variety of alternatives for cremation disposition and memorialization, including columbaria and scattering, in an aesthetically pleasing environment.
Cremorial:	A below grade, top-accessed, level pre-installed system of columbarium niches. Typically with a bronze marker, flush to grade.
Crypt:	An individual space within a mausoleum intended for the entombment of human remains, typically above grade.
Death Care:	Any services or products related to the transportation, preparation or final disposition of deceased persons. It includes funeral services,

cremation and transportation, as well as cemetery, casket and memorialization product sales. Also referred to as **after-death care**.

Developable Cemetery Land:	Land within a cemetery that has the appropriate physiographic, geotechnical and hydrological characteristics suitable for cemetery development as casket lots but may also include land suitable for cremation garden and other cemetery developments. This represents the cemetery's remaining potential for future sales inventory development.
Developed Cemetery Land or Lots:	Land or lots within a cemetery that have been surveyed, landscaped, laid out and either sold or available for immediate sale and burial. This represents the cemetery's total current inventory of sold and available interment rights.
Developed – Unsold Cemetery Land or Lots:	A subset of Developed Cemetery Land or Lots that are available for sale. This represents the cemetery's immediately available inventory of saleable interment rights.
Developed – Sold/Unoccupied (aka Delivered) Land or Lots:	A subset of Developed Cemetery Land or Lots for which the interment rights have been sold but not exercised (i.e. interred in). In conjunction with Developed – Sold/Unoccupied Land or Lots this represents the cemetery land and interment rights that must be maintained in perpetuity.
Developed – Sold/Unoccupied Land or Lots:	A subset of Developed Cemetery Land or Lots for which the interment rights have been sold and exercised (i.e. interred in). In conjunction with Developed – Sold/Unoccupied Land or Lots this represents the cemetery land and interment rights that must be maintained in perpetuity.
Disposition:	Any final disposal of human remains, including burial, inurnment, entombment and scattering of cremated remains.
Entombment:	The placement of casketed human remains in a crypt.
Inactive:	When referring to a cemetery indicates that sales of burial rights has ceased (i.e.: "sold out") although interment/ inurnment activity may continue for many years. (see also – abandoned and active).
Interment:	See burial above.
Interment Right:	A right, acquired by purchase, inheritance or transfer, for the interment of human remains or cremated remains in a lot, niche, crypt, etc. Commonly referred to as a "Deed".

Inurnment:	The final disposition of cremated human remains, it includes ground burial (interment) of the urn as well as placement of the urn in a columbarium niche or mausoleum crypt.
Lawn Crypt:	An above-grade crypt over a single or multiple grave lot. Typically faced in granite or other suitable cemetery material. Usually sold to an individual or family.
Lot:	An area of land in a cemetery containing, or set aside to contain, human remains, commonly called a grave.
Marker:	Any product used to identify the deceased in a lot (grave). Typically flat or flush with ground (see Monument).
Mausoleum:	A building or structure, other than a columbarium, used as a place for the interment of casketed full body human remains in compartments (crypts). May also include indoor columbarium niches.
Memorialization:	Any object placed in a cemetery in memory of someone. Typically includes a plaque or engraved surface. May include benches, boulders, and trees with plaques.
Modular Crypt:	Below grade prefabricated modular concrete crypts that are placed then backfilled to grade level.
Monument:	Any product used to identify the deceased in a lot (grave). Typically upright (see Marker).
Niche:	An individual space (typically about 12" x 12" x 12" inside space) within a columbarium intended for the inurnment of cremated human remains. Generally accepts 2 urns.
Open/Close:	Refers to those cemetery services provided at the time of interment, inurnment, or entombment. May include excavation of a lot, reparation of ground surface as well as provision of an awning and chairs.
Ossuary:	A container for the commingled storage of human bones, typically in the form of cremated remains and usually below grade.
Pedestal Columbarium:	A separate, free-standing columbarium in the form of a small pedestal that may contain up to 4 individual niches. Typically sold to a family but may be offered individually
Perpetual Care Trust Fund: (PCF)	A trust fund established for the perpetual care and maintenance of the cemetery. The principal may not be removed but the income may be used to offset the cost of care and maintenance at the cemetery.

Plot:	An area of land in a cemetery containing, or set aside to contain, human remains, containing one or more lots sold as a unit (see above). May be double, triple, quad, etc.
Preneed:	Refers to the purchase of death care services and/or products prior to the death of the rightholder.
Removal:	Transportation of human remains from the place of death to an authorized location. Also in “removal from province” representing those human remains shipped out of province for final disposition (either in cremated state or as casketed full body).
Rows:	A series of interment rights laid out in a line with the long axes adjacent and numbered sequentially. A number of Rows will comprise a Section.
Scattering:	Is the irreversible dispersal of cremated human remains or commingling in a defined area within a cemetery. This includes commingled placement of cremated remains in an ossuary.
Scattering Garden:	A location where cremated remains may be surface scattered or core scattered (placed uncontained into a small excavation). It needs ground covering that is easily maintained with scatterings. Usually offered as part of a Cremation Garden (see also).
Section:	A contiguous developed area of a cemetery, typically bounded by cemetery roads, that has interment rights identified by unique numbers. Older cemeteries may use terminology such as block or division to describe similar areas. A Section is comprised of a number of Rows.
Undevelopable Cemetery Land:	Land within a cemetery that lacks the appropriate physiographic, geotechnical and hydrological characteristics suitable for cemetery development as casket lots. Examples of issues that would invalidate lands for cemetery use include steep slopes, high water table and lack of soil coverage. Some cemetery land classified as Undevelopable for casket lot development may be used for other specific purposes such as cremation garden development. Some Undevelopable cemetery land may also be made Developable through mitigation of problems (e.g. slope reduction, addition of fill or drainage).
Urn:	A container for cremated human remains.
Vault:	Also known as an outer burial container, this is any container in which a casket (or urn) is placed. It protects the casket (or urn) and prevents subsidence problems associated with in ground burials in the cemetery.

2.1 CEMETERY PRODUCTS FOR INTERMENT MEMORIALIZATION

2.2.1 Casket Lots

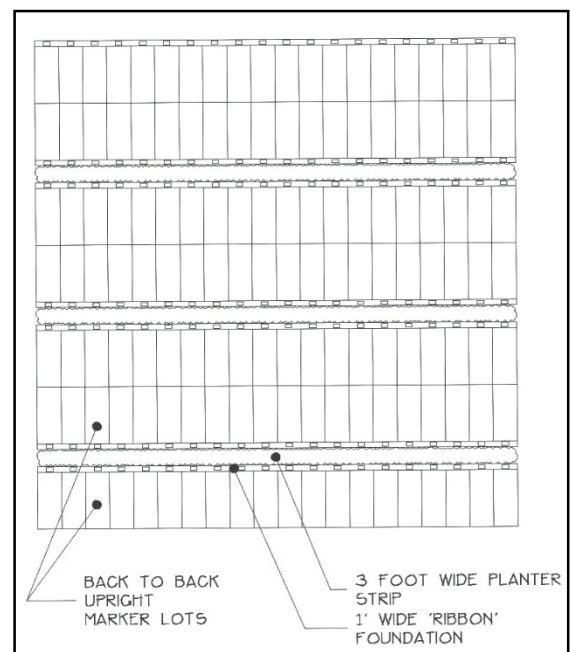
2.2.1.1 Traditional Casket Burial Lots

Traditional casket burial involves excavating a grave, placing the casket therein and then filling, leveling and seeding/sodding the surface. Grave depth of excavation is typically 1.8m for casket placement with a minimum overburden of 0.6m.

Frozen ground makes winter excavation impractical. In anticipation of demand during Yellowknife's difficult winter digging conditions, a common cemetery practice is to excavate the graves in the summer and cover them with plywood. Subsidence, or settlement of the ground surface over the burial, is a concern and can require subsequent filling, leveling and resodding/seeding.

Alternative Upright Marker Casket Lot Layout

- conventional casket/burial plots
- 4' x 10' dimensions
- 3' wide planter strip between back to back markers (for potentilla, dwarf spireas, peonies, daylilies, or dwarf shrub roses). These plants are all dwarf growing, are easy to maintain, offer seasonal colour, interest, etc.
- enhances cemetery's overall aesthetics with use of appropriate plantings.
- provides sense of paths/openness but capitalizes on this space for flat marker or casket burial lots.
- sets up wide mowing swaths for more cost effective turf maintenance.
- allows use of alternating markers (ie: rows of uprights backing up against a (less expensive alternative) row of "pillow blocks" (or even flat marker lots). The intent is to "control" placements of flats within the cemetery without compromising aesthetics or maintenance needs.
- Can be implemented with or without a ribbon foundation



Alternative Upright Casket Lot Layout (HLI design)



Dwarf plant materials in planting strips include spirea, potentilla and peonies. (HLI design)



Concrete ribbon foundation for back-to-back casket lots without planting strip. (HLI design)



Peonies planted between rows of upright markers on ribbon foundations. (HLI design)

2.1.1.2 Below Grade Modular Crypts

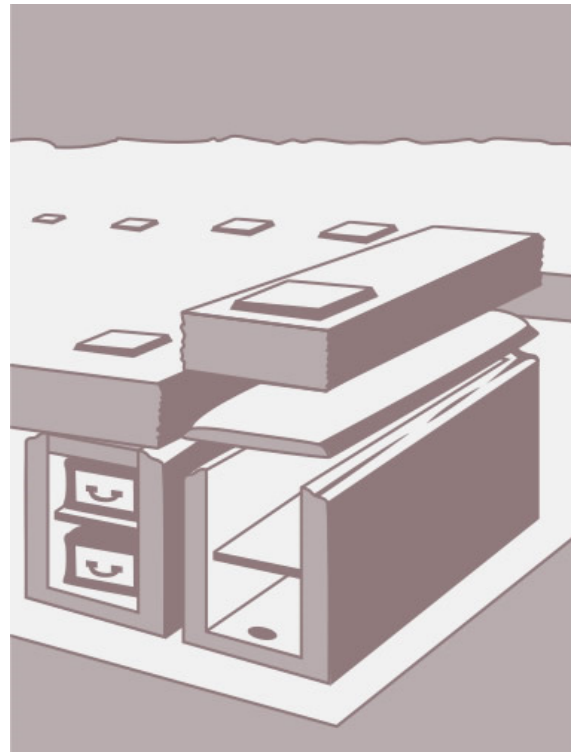
Below grade modular crypts are typically precast concrete components which allow easy opening/closing of graves as well as minimizing perpetual care maintenance. Their installation involves removal of topsoil, leveling (or excavation) of the ground, installation of the crypts, backfilling around them and then a layer of soil with seeding on top. From the surface, below grade crypts look no different than traditional casket lots (although they do not exhibit the subsidence over individual graves that is typical of traditional graves).



Modular crypt installation (Photo credit: web capture)



Modular crypt installation (Photo credit: web capture)



Double depth modular crypt section (Phot credit: web capture)

2.1.1.3 Advantages of Below Grade Modular Crypts

Below grade modular crypts reduce both operational (i.e. opening/closing) and long term care maintenance costs markedly. Opening and closings may be done in winter and summer as there is only a thin layer of overburden/turf on top of each crypt cover. Burial operations would entail removal of the soil cover to expose the crypt cover, which is removed and then replaced after interment. Compared to traditional casket burial (particularly without a burial vault or liner) this system reduces the cost/effort for opening/closing and avoids accidental equipment/burial encroachment on adjacent gravesites. This system also minimizes long term maintenance costs that can occur as a result of subsidence due to grave soil settlement.

2.1.1.4 Constraints on Below Grade Modular Crypts

Below grade crypts generally have a higher capital cost to install than development of traditional casket lots. In the case of Area 1 of Lakeview this higher capital cost may be largely mitigated by the potential for increased costs of importing substantial amounts of fill that otherwise may be necessary to achieve adequate depth of cover for interment purposes.

2.1.1.5 Above Grade Lawn Crypts

Above grade (mausoleum) crypts, commonly referred to as lawn crypts are individual (or sometimes side by side tandem) crypts placed upon a slab on grade foundation. Typically, they may be clad in granite, or consist of structural granite construction, similar to columbaria.



Single lawn crypt



Installation of double lawn crypt

2.1.1.6 Advantages of Above Grade Lawn Crypts

Opening/closing of lawn crypts is analogous to opening a columbarium niche and very much easier than traditional in-ground casket burial. Long-term maintenance is also very low, generally less than that required for a columbarium. These units can effectively be installed on only marginally modified existing grade and would not necessarily entail imported soil to complete their installation.

2.1.1.7 Constraints on Above Grade Lawn Crypts

These units may have a higher capital cost than below grade crypts due to the materials used (typically granite) as well as the requirements for a foundation, although existing site conditions at Lakeview Cemetery may obviate any price spread. Acceptance of /demand for this type of amenity may not be high given the cultural / demographic factors in Yellowknife.

2.1.1.8 Community Mausoleum

A community mausoleum is analogous to a columbarium in that it offers individual crypts in a communal structure. It may be an enclosed indoor structure (with or without heating) or may be outdoors similar to a columbarium.

2.1.1.9 Advantages of Community Mausolea (Indoor or Outdoor)

This type of amenity has the lowest operating (opening/closing) costs of any of the casket disposition methods described above, although lifecycle costs of the structure housing the crypts enters into the cost equation. Entombments may take place at any time, winter or summer. If the mausoleum is

enclosed then it may be heated making committals and visitations much more comfortable in the winter but these ‘comforts’ do add to capital and life cycle costs.



Community mausoleum - exterior



Community mausoleum - interior

2.1.1.10 Constraints on Community Mausolea

Indoor Mausolea generally have the highest capital costs associated with installation depending upon the nature of the mausoleum. Crypt prices are usually set to reflect these higher initial costs and that of perpetual care.

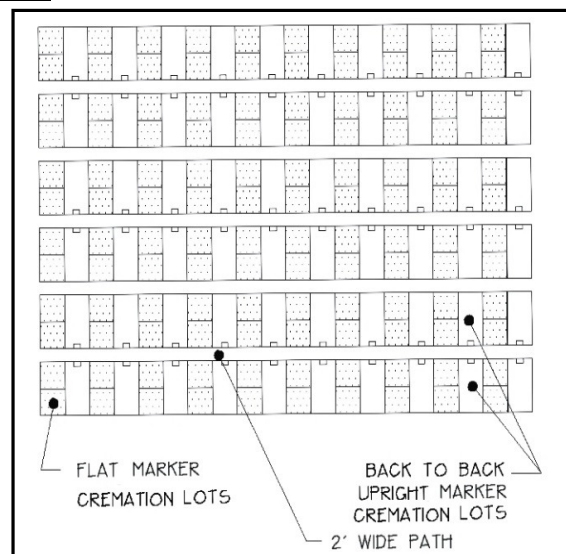
2.2.2 Cremation Interment Options

2.2.1 Traditional In-Ground Cremation Lots

These are similar to traditional casket lots in development, operational and maintenance costs. Due to the smaller excavation size, interments may be performed during the winter months. There is also a reduced requirement for depth of cover when compared to casket burial hence these type of amenities may be developed where insufficient soil cover might otherwise exist for casket burial.

Alternative Upright/Flat Marker Cremation Ground Layouts

- accommodates 2 - 3 interments per plot
- upright and flats are separated by a 2' wide turf path or planting bed
- plot sizes 4' x 6' or 4' x 8' upright marker plot
- 4' x 4' flat marker plot
- doesn't physically and therefore visually "cram" burial plots/markers together.
- mixes uprights and flats for enhanced site aesthetics, "sales appeal" and maintenance ease.
- visitors will find it easier to locate (especially during winter months) grave sites with flat markers due to association with uprights.
- provides enhanced memorial alternatives for client purchase.



Alternative One- Cremation Ground Lot Layout

2.2.2 Advantages of Traditional In-Ground Cremation Lots

These are the simplest and least costly cremation disposition method to develop. The most important requirement is sufficient depth of cover for at least a two-foot deep excavation. Lotting plans can be designed to be land efficient yet still accommodate some form of upright memorial or pillow block style marker. Lotting Plans can also provide for flat marker lots.



Cremation lot section (Design:HLL)

2.2.3 Constraints on Traditional In-Ground Cremation Lots

Traditional in-ground cremation lots are often crowded and offer limited memorialization opportunities (i.e. no upright monuments). Some cremation consumers purchase traditional casket lots to use for cremation interments because of the memorialization alternatives that they afford. Other cremation consumers prefer columbaria niches for their disposition/memorialization alternatives.



Cremation lot section (Design: HLL)

2.2.4 Below Grade Cremorials

Analogous to a columbarium placed horizontally in the ground these are a hybrid cremation disposition and memorialization alternative that offer some of the advantages of both conventional in-ground cremation interment and columbarium niche inurnment.



Cremorial area (Design: HLL)

2.2.5 Advantages of Below Grade Cremorials

Once installed these offer easy access for opening closing as well as very low long-term maintenance requirements.

2.2.6 Constraints on Below Grade Cremorials

As with columbaria, there is a capital cost associated with the installation of this type of amenity. Relative to columbaria, this type of amenity may suffer some greater difficulty in the winter in locating and uncovering the niches beneath the snow, although their locations may be corner-staked during the winter season to offset this aspect.

2.2.7 Community Columbaria

Lakeview Cemetery currently has a community columbarium that has sold 20 of its 100 niches. Demand for columbarium niche inurnment is increasing as the cremation rate and public awareness of the facility both increase. The community columbarium offers individual niches to consumers in a communal outdoor structure.



Columbaria (Design: HLI)



Promontory Green columbaria/cremation garden (Design: HLI)

The picture above of ‘Promontory Green’ in Kelowna, BC features a variety of cremation interment options, including: niche walls, outdoor crypts, in-ground cremation burials, scattering gardens & even casket burials adjacent to the Pergola feature

2.2.8 Advantages of Community Columbaria

Next to *ossuaries* (described in a following section) community columbaria incur the lowest operating (opening/closing) and life cycle maintenance costs of any of the other cremation and casket disposition alternatives outlined here.

2.2.9 Constraints on Community Columbaria

These structures can have significant capital costs associated with purchase and installation. Although demand for these amenities is increasing they will not replace the need for casket disposition for those that prefer it for religious, ethnic, or cultural reasons nor the preference by some choosing cremation for in-ground interment of their cremated remains.

2.2.10 Private/Pedestal Columbaria

Private or pedestal columbaria and family estate columbaria are small individual columbaria offering 2 or 4 niches in an individual free standing columbarium structure. This type of amenity is often purchased by a family (or more than one family) to provide more individualized disposition and memorialization. They may be sited in various locations within the cemetery, either among conventional lots or preferably in an aesthetically designed cremation garden (see Pedestal Columbarium below).

2.2.11 Advantages of Private/Pedestal Columbaria

These offer individual and family inurnment and memorialization opportunities to those who desire / can afford them. Private columbaria have very low operating (opening/closing) and maintenance costs.

2.2.12 Constraints on Private/Pedestal Columbaria

There is a relatively significant capital cost associated with the purchase and installation of this type of amenity. Due to the higher cost of units, the resultant high sale price may limit demand for these amenities. This type of amenity may best be allowed for in the design and them offered on a contingent basis with development of each unit only occurring when ordered/paid for at Lakeview Cemetery as an element within a Cremation Garden setting.

2.2.13 Ossuaries

Ossuaries are for the communal disposition of cremated remains. Typically installed below grade, cremated remains are commingled making the process irreversible.

2.2.14 Advantages of Ossuaries

Ossuaries have relatively low installation costs and the lowest operating (opening/closing) and maintenance costs of any of the other cremation and casket disposition alternatives outlined here. Ossuary commingling of cremated remains requires a slightly higher cost compared to the scattering of cremated remains. This amenity affords high interment density in a very confined land base.

2.2.15 Constraints on Ossuaries

Commingling of cremated remains is an irreversible process and not desirable to some.



Pedestal columbarium (Design: HLI)



In ground ossuary (Design: HLI)



Ossuary feature (Photo Credit: Eickhoff Columbaria Inc.)

There is a relatively modest capital cost associated with the installation of such an amenity.

2.2.16 Scattering Gardens

Scattering Gardens are designed feature areas with multiple alternatives for cremation disposition and memorialization (including surficial scattering or in-ground interment) in an aesthetically pleasing environment. A well-designed scattering garden can be a valuable community asset.

2.2.17 Advantages of Scattering Gardens

Scattering gardens offer a variety of cremation disposition and memorialization alternatives within a relatively compact area hence result in a very efficient use of limited or even otherwise cemetery lands unusable for conventional burial purposes cemetery land. Their many memorialization options and aesthetic design can increase desirability and improve both time to payout and ultimate return.



Cremation garden with multiple interment and memorialization options including mausoleum crypts next to pergola. (Design: HLI)

2.2.18 Constraints on Scattering Gardens

There are no major cost or development constraints for developing a scattering garden per se, as its primary costs relate to a common memorialization feature and some landscaping elements. A scattering garden at Lakeview Cemetery could be handled cost-effectively using indigenous soft and hard landscape elements. It is important to note that once the cremated remains are incorporated into the garden bed, other than hand working the ground, no further disturbance, alteration or redevelopment of the planting bed for any other use is permitted.



Cremation garden with reflection seating area and pedestal niches. (Design: HLI)

2.2.19 Woodland Cremation Garden

Assessment of on-site natural wooded areas suitability to utilize them to develop a woodland memorial garden would result in a highly desirable interment /memorialization areas for cremation dispositions.

2.2.20 Natural Wooded Areas Advantages

Wooded areas can play an important role in providing opportunity for development of alternative cremation interment options. They are especially useful when cemetery lands are within Conservation areas with restrictions to traditional cemetery development. As cremated remains are inert, they can be interred in woodland settings with minimal disturbance environmentally and physically.

Since the cremated remains cannot be disturbed once interred, the woodlands have a further level of protection.



Woodland cremation garden pathway (Photo: HLI)

From a design standpoint, while not suitable for casket burials, wooded areas are ideal places to create “nature walks” with memory stone and individual columbarium cremation lots.

2.2.21 Green Burials

A very old burial approach but contextually new is the currently common but trending ideal for a ‘Green Burial’. While there are many “shades of green”, reference to the Green Burial concept typically entails that burial uses no toxic embalming fluids and only a biodegradable casket or a burial shroud. Natural rocks, wildflowers, shrubs and trees serve as markers. Graves can be located via GPS (Global Positioning System) or a small memorial plaque may be installed. Some cemeteries allow memorialization only on a “common” plaque feature.



Green burial with simple wooden casket (Photo: web capture)



Green burial in a woodland setting. (Photo: web capture)

‘Extreme shades of green’ may dictate a hand dug gravesite. Some consider a cremation burial as ‘green’ while for others it may simply mean being buried near a tree.

APPENDIX 2.0

**Cemetery Background, Statistics and Mapping
Demand/Needs Analysis
Price Comparison**

**TOWNSHIP OF CENTRE WELLINGTON
BELSYDE & ELORA CEMETERY FEES as at JANUARY 1, 2014**

Operator License #: 4671706 Belsyde Cemetery (Site # 04670) & Elora Cemetery (Site # 04645)
Office Address: 1 MacDonald Square, P.O. Box 10, Elora, Ontario N0B 1S0

Contact: C. Redmond Tel: 519-846-9691 ext.240 Email: credmond@centrewellington.ca

1. Sale of Interment Rights - Full Burial Lots

Type	Number	General	Reserve	Care & Maint	Sub-total	13% HST	Total
Adult	single	\$939.13	\$116.98	\$704.07	\$1,760.18	\$228.82	\$1,989.00
Adult	double	\$1,878.25	\$126.18	\$1,336.28	\$3,340.71	\$434.29	\$3,775.00
Child - up to 8 years	single	\$276.22	\$18.47	\$196.46	\$491.15	\$63.85	\$555.00

Each Adult Casket Lot includes the right to inter one (1) casket (as the first interment only) as well as up to four (4) cremated remains. Each Child Lot includes the right to inter one (1) child casket OR one (1) child cremated remains. Each Adult Casket Lot permits the placement of one (1) upright monument OR one (1) flat marker subject to the provisions of the Cemetery Bylaw. Each Child lot *permits the placement of only one (1) flat marker.*

Foundations*

Single lot price	\$287.61	\$37.39	\$325.00
Double lot price	\$575.22	\$74.78	\$650.00

*This per grave charge will be paid at time of sale on lots with pre-poured foundations.

2. Sale of Interment Rights - Cremation Lots (Elora ONLY)

All lots	double	\$624.24	\$106.91	\$487.43	\$1,218.58	\$158.42	\$1,377.00
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Each Cremation Lot includes the right to inter two (2) cremated remains.

Each Cremation Lot permits the placement of one (1) flat marker subject to the provisions of the Cemetery Bylaw.

3. Sale of Interment Rights - Columbarium

Upper two rows	\$1,564.60	\$276.11	\$1,840.71	\$239.29	\$2,080.00
Middle two rows	\$1,471.32	\$259.65	\$1,730.97	\$225.03	\$1,956.00
Lower two rows	\$1,381.06	\$243.72	\$1,624.78	\$211.22	\$1,836.00
Columbarium Lettering supplied only by Township of Centre Wellington *		\$346.02	\$44.98	\$391.00	
Columbarium Image in addition to lettering		\$46.02	\$5.98	\$52.00	

* Paid at time of Columbarium niche purchase

4. Scattering - No Interment Rights

	\$25.00	\$25.00	\$50.00	\$6.50	\$56.50
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Each Scattering fee includes the required \$25 contribution to the Care & Maintenance Fund

4. Interment - (Charge to Open & Close Lots)

Basic Charge - Weekdays 9 am - 3:30 pm**

Adult	\$838.05	\$108.95	\$947.00
Child - up to 8	\$368.14	\$47.86	\$416.00
Infant - up to 1	\$238.94	\$31.06	\$270.00
Cremation	\$359.29	\$46.71	\$406.00
Columbarium	\$234.51	\$30.49	\$265.00

Saturday and/or Emergency Charge 9am - 12:00 pm**

Adult	\$1,307.08	\$169.92	\$1,477.00
Child - up to 8	\$552.21	\$71.79	\$624.00
Infant - up to 1	\$368.14	\$47.86	\$416.00
Cremation	\$538.94	\$70.06	\$609.00
Columbarium	\$280.53	\$36.47	\$317.00

** Late Arrival Charge

\$111.50	\$14.50	\$126.00
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Double Depth - 25% Surcharge @ Belsyde Cemetery applies only to purchases prior to Oct 1, 2002

5. Disinterment

All cases - Double the applicable fee for single depth and triple for double depth

6. Monuments & Markers - Care & Maintenance & Service Fees

Flat marker larger than 1110 cm squared (172 square inches)	\$50.00	\$6.50	\$56.50
Upright monument up to 1.22 metres (4 feet) in height and width	\$100.00	\$13.00	\$113.00
Upright monument larger than 1.22 metres (4 feet) in height or width	\$200.00	\$26.00	\$226.00
Installation Fee for flat markers	\$57.52	\$7.48	\$65.00
Staking/Inspection Fee	\$46.02	\$5.98	\$52.00

7. Other Charges

Death Registrations - Burial Permits - In-Town	\$30.00	\$30.00
Death Registrations - Burial Permits - Out-of-Town	\$40.00	\$40.00
Record and/or Title Change/Transfer or Certificate replacement	\$80.00	\$80.00
Requests for Genealogical Data - per request	\$20.00	\$20.00



Belsyde Cemetery Forecast Demand / Land Needs

Dispositions/Unit Sales/Land Use Forecast - Status Quo Scenario												
Year	Annual Casket Dispositions	Annual Casket Lot Sales	Cumulative Casket Lot Sales	Cumulative Casket Lot Land Use (Ac.)	Annual Cremation Ground Dispositions	Annual Cremation Ground Lot Sales	Cumulative Cremation Ground Lot Sales	Annual Cremation Niche Dispositions	Annual Cremation Niche Sales	Cumulative Cremation Niche Sales	Cumulative Outdoor Niche Sales	Total Cumulative Land Use (Ac.)
2014	35	15	15	0.02	35	1	1	13	10	10	10	0.02
2015	29	16	31	0.04	44	14	15	10	9	19	19	0.06
2016	28	15	46	0.06	45	14	29	10	9	28	28	0.09
2017	27	15	61	0.08	45	14	43	10	9	37	37	0.12
2018	26	14	75	0.10	45	15	58	10	9	46	46	0.16
2019	25	13	88	0.12	46	15	73	10	9	55	55	0.19
2020	25	13	101	0.13	46	15	88	11	9	64	64	0.22
2021	24	12	113	0.15	46	16	104	11	9	73	73	0.25
2022	23	11	124	0.17	46	16	120	11	9	82	82	0.28
2023	22	11	135	0.18	46	17	137	11	9	91	91	0.31
2024	21	10	145	0.19	46	17	154	11	9	100	100	0.34
2025	21	10	155	0.21	46	17	171	11	9	109	109	0.36
2026	20	9	164	0.22	46	18	189	12	10	119	119	0.39
2027	19	9	173	0.23	46	18	207	12	10	129	129	0.42
2028	18	9	182	0.24	46	18	225	12	10	139	139	0.45
2029	18	8	190	0.25	46	19	244	12	10	149	149	0.48
2030	17	8	198	0.26	46	19	263	12	10	159	159	0.50
2031	17	8	206	0.27	46	20	283	12	10	169	169	0.53
2032	16	7	213	0.28	46	20	303	12	10	179	179	0.56
2033	15	7	220	0.29	46	21	324	12	10	189	189	0.58
2034	15	7	227	0.30	46	21	345	12	10	199	199	0.61
2035	14	7	234	0.31	46	21	366	13	10	209	209	0.64
2036	14	6	240	0.32	46	22	388	13	10	219	219	0.67
2037	13	6	246	0.33	46	22	410	13	10	229	229	0.69
2038	13	6	252	0.34	46	23	433	13	10	239	239	0.72



Belsyde Cemetery Forecast Demand / Land Needs

Dispositions/Unit Sales/Land Use Forecast - Proactive Scenario												
Year	Annual Casket Dispositions	Annual Casket Lot Sales	Cumulative Casket Lot Sales	Cumulative Casket Lot Land Use (Ac.)	Annual Cremation Ground Dispositions	Annual Cremation Ground Lot Sales	Cumulative Cremation Ground Lot Sales	Annual Cremation Niche Dispositions	Annual Cremation Niche Sales	Cumulative Cremation Niche Sales	Cumulative Outdoor Niche Sales	Total Cumulative Land Use (Ac.)
2014	38	19	19	0.03	35	4	4	15	14	14	14	0.03
2015	37	19	38	0.05	44	17	21	12	11	25	25	0.07
2016	37	18	56	0.07	45	17	38	12	11	36	36	0.11
2017	37	18	74	0.10	45	18	56	13	11	47	47	0.15
2018	36	18	92	0.12	45	18	74	13	11	58	58	0.20
2019	36	17	109	0.15	46	19	93	14	11	69	69	0.23
2020	35	17	126	0.17	46	19	112	14	12	81	81	0.28
2021	35	17	143	0.19	46	20	132	14	12	93	93	0.32
2022	34	16	159	0.21	46	20	152	14	12	105	105	0.36
2023	34	16	175	0.23	46	21	173	15	12	117	117	0.40
2024	34	16	191	0.25	46	21	194	15	12	129	129	0.44
2025	33	15	206	0.27	46	22	216	15	12	141	141	0.48
2026	33	15	221	0.29	46	23	239	15	12	153	153	0.52
2027	32	15	236	0.31	46	23	262	15	12	165	165	0.56
2028	32	14	250	0.33	46	24	286	16	12	177	177	0.59
2029	32	14	264	0.35	46	24	310	16	12	189	189	0.63
2030	32	14	278	0.37	46	25	335	17	12	201	201	0.67
2031	31	13	291	0.39	46	25	360	17	12	213	213	0.71
2032	31	13	304	0.41	46	26	386	18	13	226	226	0.75
2033	31	13	317	0.42	46	27	413	18	13	239	239	0.79
2034	31	12	329	0.44	46	27	440	19	13	252	252	0.83
2035	31	12	341	0.45	46	28	468	19	13	265	265	0.87
2036	31	12	353	0.47	46	29	497	20	13	278	278	0.91
2037	30	11	364	0.49	46	29	526	21	13	291	291	0.95
2038	30	11	375	0.50	46	30	556	21	13	304	304	0.99



Belsyde Cemetery Competitive Price Analysis

Prices	Centre Wellington	Kitchener	Waterloo	Guelph	Guelph Eramosa	Cambridge	Woolwich	Grand Valley	Mapleton	Wellington North
Data retrieved	2014-11-28	2015-02-27	2015-02-27	2015-02-27	2015-02-27	2015-02-27	2015-02-27	2015-02-27	2015-02-27	2015-02-27
Interment Rights										
Casket										
Upright Monument Single	\$1,760	\$2,255-\$3,535	\$1,950-\$3,050	\$1,100-\$3,675	\$2,000	\$1,811	\$1,069	\$1,000	\$700-\$1,000	\$800
Upright Monument Double	\$3,341	\$4,004-\$5,362	\$4,300-\$6,500	\$3,700-\$7,350		\$3,287		\$2,000		
Flat Marker Single		\$1,888	\$1,950-\$2,150			\$1,399				
Flat Marker Double		\$337-\$698	\$560-\$1,700							
Child		\$233	\$405				\$600			
Cremation										
Flat Marker Single	\$1,219	\$233-\$2,498	\$1,300-\$3,100	\$1,300-\$3,000	\$1,175	\$1,247	\$251	\$500	\$350-\$525	
Columbarium Niche* - low price	\$2,205	576**	\$2,300			\$2,252				\$1,000
Columbarium Niche* - high price	\$2,421	6079**	\$5,600							
*Columbarium Niche price includes plaque & first placement										
** niche only										
Scattering - No interment rights	\$25	\$272-\$281	\$490							
Foundations										
Single Lot	\$288	\$551	\$27/cuft			\$222+		\$425+	Cost+C&M	
Double Lot	\$575									
Open/Close										
Weekdays										
Adult Casket	\$838	\$1,210-\$1554	\$1,110	\$990	\$990	932-974	\$525-\$1,253	\$700	\$400	\$500
Child Casket	\$368	\$368	\$360	\$360	\$390	\$356	\$361	\$300	\$250	\$250
Infant Casket	\$239	\$0	\$200	\$200		\$252	\$245	\$200	\$250	\$150
Cremation Ground	\$359	\$429	\$175	\$180-\$495	\$480	\$370	\$239	250-300	\$150	\$250
Columbarium Niche**	\$235	\$576	\$420			\$297	\$251			\$150
**Columbarium Niche 2nd & subsequent placements										
Late Arrival Surcharge	\$112	\$128 p 1/2 hr	\$95			\$103				\$100
Saturday										
Adult Casket	\$1,307	\$1,210-\$1554	as above				\$544-\$1,443	\$1,050	\$700	\$800
Child Casket	\$552	\$368					\$551	\$450	\$450	\$450
Infant Casket	\$368	\$0					\$435	\$300	\$450	\$450
Cremation Ground	\$539	\$429					\$429	\$375 - \$450	\$350	\$450
Columbarium Niche**	\$281	\$576					\$441			
Late Arrival Surcharge		\$128 p 1/2 hr								
Disinterment										
Casket	2x/(3x)(DblDp)	\$2,655-\$3,390	\$400-\$2,220					\$1,242-\$1,470	2X	250-350
Cremation Ground	2x	\$248-\$399	\$420-\$1,000			\$363		\$1,125-\$1,350		
Service Fees										
Monuments										
Installation Fee for Flat Markers	\$58	\$201-\$297				157-282			Cost+C&M	
Staking / Inspection Fee	\$46	\$227	\$180				\$65		\$50	
Upright monuments		\$306							Cost+C&M	
Other Charges										
Burial Permit - Resident	\$30									
Burial Permit - Non-Resident	\$40									
Transfer of Reissue Certificate	\$80		\$140				\$35			
Genealogical Data Request	\$20									
Notes										
Extra winter charges in Mapleton & Woolwich										

APPENDIX 3.0

**Expansion Master Plan, Concepts 1 & 2
Order of Magnitude Capital Cost Estimates
Chapel Floor Plan**

**Belsyde Cemetery - Revenues Per Interment Type
 Based on Current 2015 Price List**

Fergus, Ontario

Date: December 11, 2015

Item	Unit Price	Cost
1.0 <u>Single Adult Casket Lot Revenues</u>		
1.1 Total Interment Right Sale Revenue		
General Revenue	\$ 939.13	
Capital Reserve	\$ 116.98	
CMF at 40%	\$ 704.07	
1.2 Foundation \$287.61 x 75% uptake (required for lots with pre-poured foundations)	\$ 215.71	
1.3 Staking/Inspection \$46.02 x 75% uptake	\$ 34.52	
1.4 Flat Marker Installation \$57.57 x 25% uptake	\$ 14.39	
1.5 Flat Marker CMF \$50.00 x 25% uptake	\$ 12.50	
1.6 Upright/Pillow Monument CMF \$100.00 x 75% uptake	\$ 75.00	
1.9 Open/Close - regular	\$ 838.05	
	Subtotal 1.0	\$2,950.35
	Less CMF contributions	\$791.57
	TOTAL UNENCUMBERED CASH FLOW 1.0	\$2,158.78
2.0 <u>Cremation Ground Lot Revenues</u>		
2.1 Total Interment Right Sale Revenue		
General Revenue	\$ 624.24	
Capital Reserve	\$ 106.91	
CMF at 40%	\$ 487.43	
2.2 Foundation \$287.61 x 75% uptake	\$ 215.71	
2.3 Staking/Inspection \$46.02 x 75% uptake	\$ 34.52	
2.4 Flat Marker Installation \$57.57 x 25% uptake	\$ 14.39	
2.5 Flat Marker CMF \$50.00 x 25% uptake	\$ 12.50	
2.6 Upright/Pillow Monument CMF \$100.00 x 75% uptake	\$ 75.00	
2.7 Open/Close - regular \$359.29 x 125% uptake (ie. 1/4 of lots get double occupancy)	\$ 449.11	
	Subtotal 2.0	\$2,019.81
	Less CMF contributions	\$574.93
	TOTAL UNENCUMBERED CASH FLOW 2.0	\$1,444.88
3.0 <u>Columbarium Niche Revenues</u>		
3.1 Total Interment Right Sale Revenue		
General Revenue	\$ 1,472.33	
Capital Reserve - not currently practiced (see recommendations in MP)	-	
CMF at 15%	\$ 259.82	
3.2 Lettering	\$ 346.02	
3.3 Image \$46.02 x 25% uptake	\$ 11.51	
3.7 Open/Close - regular \$234.51 x 150% uptake (ie. 1/2 lots get double occupancy)	\$ 351.77	
	Subtotal 1.0	\$2,441.45
	Less CMF contributions	\$259.82
	TOTAL UNENCUMBERED CASH FLOW 3.0	\$2,181.63

Notes:

- The Revenue information above is used in the determining the potential Return on Investment (ROI) for the Order of Magnitude Cost Estimates.
- The calculated ROI amounts for each type of interment option used in the Order of Magnitude Cost Estimates subtract the CMF funds to represent the dollar value of unencumbered cash flow directly available to the Township to offset Cemetery development costs.
- The total revenue including the CMF contribution reflects the true total value of the interment right sale to the Township.

Belsyde Cemetery - Old Division A and B - Celtic Cross and Plantation Area
Order of Magnitude Cost Estimate

Fergus, Ontario

Date: December 11, 2015

Item	QTY	Units	Unit Price	Cost
1.0 <u>Start Up: /Mobilization/Layout for Construction</u>	Subtotal 1.0			
	1	ls	\$ 5,000.00	\$5,000.00
2.0 <u>Ground Penetrating Radar Readings and Analysis</u>	Subtotal 2.0			
	1	ls	\$ 12,000.00	\$12,000.00
3.0 <u>Rough Grading</u>				
3.1 Strip/Stockpile Topsoil 27,650 sqft x .5 = 13,825 cu ft / 27 = 512cu yds	513	cuyds	\$ 6.00	\$3,078.00
3.2 Rough Grade O.M. Earth Cut/Haul to ball fields & shape 512 cu yds ** Strip ball fields prior to berming	513	cuyds	\$ 6.00	\$3,078.00
3.3 Replace Topsoil	513	cuyds	\$ 6.00	\$3,078.00
3.4 Silt Fence:	1528	lft	\$ 5.00	\$7,640.00
	Subtotal 3.0			\$16,874.00
4.0 <u>Softscape Features</u>				
Seeding (turf)				
- Ecolawn c/w fine grading & hydraulic mulch & tackifier (open interment areas)	30000	sqyd	\$ 2.00	\$60,000.00
Trees (50mm caliper, deciduous)	12	ea.	\$ 400.00	\$4,800.00
Trees (50mm caliper, conifers for Celtic Cross)	10	ea.	\$ 750.00	\$7,500.00
Shrubs/Vines Allowance		ls		\$5,000.00
Herbaceous (Perennials)		ls		\$4,000.00
	Subtotal 4.0			\$81,300.00
5.0 <u>Site Amenities</u>				
5.1 Maintenance Stations c/w hose bib, SOG, Garbage Receptacle 800 lf pvc 11 hose bib		ls		\$15,000.00
5.2 Benches (Memorial) - 5' benches	5	ea	\$ 2,000.00	\$10,000.00
5.3 Signs				
Heritage Cemetery Interpretive Sign (1)	2	ea	\$ 3,500.00	\$7,000.00
Garden Identification Signs	4	ea	\$ 1,500.00	\$6,000.00
Section Signs	3	ea	\$ 500.00	\$1,500.00
Regulatory - by Township				
	Subtotal 5.0			\$39,500.00
	Sub-total			\$156,202.00
	Contingency 20%			\$31,240.40
*Return on Investment: A/B 2015 Casket lots \$1,942,902.00				
OR Cremation lots \$1,878,344.00 per ROI-PH1-2015				
	Grand Total			\$187,442.40 *

Notes:

1. Contingency excludes taxes; detail design, tender and construction documentation consulting costs, as well as,
2. Order of Magnitude Capital Cost Estimate assumes all site development and cremation features are supplied and installed at once for the entire project.
3. Refer to Potential Return on Investment Spreadsheet for revenue projections.

**Belsyde Cemetery - Old Division A and B - Celtic Cross and Plantation Area
 Potential Return on Investment (ROI)**

Fergus, Ontario

Date: December 11, 2015

1.0 Potential Revenue:

- 1.1 Pricing is Based on Current 2015 Price List for interment values. Refer to Revenues per Interment Type spreadsheet.
- 1.2 Quantities for interment types are based on the Preferred Master Plan Concept and the Order of Magnitude Cost Estimate.

2.0 Interment Type:

- 2.1 The potential ROI for this area is calculated as an either/or scenario.
- 2.2 The actual type and mix of interments will be determined during the detail design phase.

2.3 Traditional Casket:

900 in-ground casket burials * (tarriff + opening/closing \$2950.35 - \$791.57 [40% CMF]= \$2,158.78 ea)

	900	ea	\$ 2,158.78		\$1,942,902.00
					\$1,942,902.00

* adult, single resident, weekday

OR

2.4 Cremation:

1300 in-ground cremation burials incl. tarriff + opening/closing \$2,019.81 - \$574.93 [40% CMF]= \$1,444.88 ea

					OR
	1300	ea	\$ 1,444.88		\$1,878,344.00
					\$1,878,344.00

Note: Markers are paid for by the plot owner and pricing is not included in the cost estimates.

**Belsyde Cemetery - Block C + Eden Cremation Garden - Phase 1
 Order of Magnitude Cost Estimate**

Fergus, Ontario

Date: December 11, 2015

Item	QTY	Units	Unit Price	Cost
1.0 Start Up: /Mobilization/Layout for Construction	1	ls	\$ 5,000.00	\$5,000.00
Subtotal 1.0				
2.0 Rough Grading				
2.1 Strip/Stockpile Topsoil 3,399 sqft x .5 = 1,699.50 cu ft / 27 = 63 cu yds	63	cuyds	\$ 6.00	\$378.00
Subtotal 63 cu yds				
2.2 Replace Topsoil				\$0.00
2.3 Silt Fence:	102	lft	\$ 5.00	\$510.00
Subtotal 2.0				\$888.00
3.0 Columbaria				
72 Niche columbaria	216	ea	\$ 500.00	\$108,000.00
314 Niches for centre columbaria	314	ea	\$ 500.00	\$157,000.00
Subtotal 3.0				\$265,000.00
4.0 Hardscape				\$0.00
Coloured and textured concrete	2900	sqft	\$ 27.50	\$79,750.00
Subtotal 4.0				\$79,750.00
5.0 Softscape Features				\$0.00
4 season interest shrubs and perennial - scattering gardens	850	sqft	\$ 42.00	\$35,700.00
Medium to Small Ornamental Trees (deciduous)	5	ea.	\$ 500.00	\$2,500.00
Subtotal 5.0				\$38,200.00
6.0 Site Amenities				
6.1 Fountain	1	ea	\$ 6,000.00	\$6,000.00
6.2 Maintenance Stations c/w hose bib, SOG, Garbage Receptacle 800 lf pvc 11 hose bib	1	ls	\$ 3,000.00	\$3,000.00
6.3 Benches (Memorial) - 5' benches	3	ea	\$ 2,000.00	\$6,000.00
6.4 Planters (Memorial)	10	ea	\$ 1,000.00	\$10,000.00
6.5 Memory Stones	12	ea	\$ 350.00	\$4,200.00
6.6 Signs				
Garden Identification Sign	1	ea	\$ 1,500.00	\$1,500.00
Section Signs	1	ea	\$ 500.00	\$500.00
Regulatory - by Township				
Subtotal 6.0				\$31,200.00
			Sub-total	\$420,038.00
			Contingency 20%	\$84,007.60
			Grand Total	\$504,045.60 *

*Return on Investment: Block C \$1,579,180.58 per 3.0 ROI-PH1-2015

Notes:

1. Contingency excludes taxes; detail design, tender and construction documentation consulting costs, as well as, structural
2. Order of Magnitude Capital Cost Estimate assumes all site development and cremation features are supplied and installed at once for the entire project.
3. Columbarium niches and memorial amenities do not include memorial plaques and engraving.
4. Refer to Phase 1: Potential Return on Investment Spreadsheet for revenue projections.

Belsyde Cemetery - Preferred Concept Block D - Phase 1
Order of Magnitude Cost Estimate

Fergus, Ontario

Date: December 11, 2015

Item	QTY	Units	Unit Price	Cost	
1.0 Start Up: /Mobilization/Layout for Construction	Subtotal 1.0	1	ls	\$ 5,000.00	\$5,000.00
2.0 Rough Grading					
2.1 Strip/Stockpile Topsoil 115' x 180.5= 20,757.5 sqft x .5 = 10,378.75cu ft / 27 = 384.4 cu yds	384.4	cuyds	\$ 6.00	\$2,306.40	
2.2 Rough Grade O.M. Earth Cut/Haul to ball fields & shape 216 cu yds ** Strip ball fields prior to berming	385	cuyds	\$ 6.00	\$2,310.00	
2.3 Replace Topsoil	384.4	cuyds	\$ 6.00	\$2,306.40	
2.4 Silt Fence:	860	lft	\$ 5.00	\$4,300.00	
Subtotal 2.0					\$11,222.80
3.0 Parking Nodes (1) Asphalt					
4 cars with 1 H/C spaces: including granular bases, 2 asphalt lifts c/w bumper curbs	94	sqyd	75.00	\$7,050.00	
	4	ea.	150.00	\$600.00	
Subtotal 3.0					\$7,650.00
9.0 New Roadways					
Excavation, granular bases and two asphalt lifts - 4,445.15sq.ft.	494	sqyd	75.00	\$37,050.00	
Subtotal 4.0					\$37,050.00
10.0 Softscape Features					\$0.00
Seeding (turf)					
- Ecolawn c/w fine grading & hydraulic mulch & tackifier (open interment areas)	385	sqyd	\$ 2.00	\$770.00	
Trees (50mm caliper, deciduous)	11	ea.	\$ 400.00	\$4,400.00	
Shrubs/Vines Allowance		ls		\$2,000.00	
Herbaceous (Perennials)		ls		\$1,000.00	
Subtotal 5.0					\$8,170.00
11.0 Site Amenities					
11.2 Maintenance Stations c/w hose bib, SOG, Garbage Receptacle 800 lf pvc 4 hose bib fittings		ls		\$9,000.00	
11.3 Benches (Memorial) - 5' benches	2	ea	\$ 2,000.00	\$4,000.00	
11.4 Signs					
Interpretive Cemetery Identification Sign (1)	1	ea	\$ 3,500.00	\$3,500.00	
Section Signs	1	ea	\$ 500.00	\$500.00	
Regulatory - by Township					
Subtotal 6.0					\$17,000.00
			Sub-total		\$86,092.80
			Contingency 20%		\$17,218.56
			Grand Total		\$103,311.36 *
*Return on Investment: Block D Phase 1				\$578,533.041 per (4.0) on ROI-PH1-2015	

Notes:

1. Contingency excludes taxes; detail design, tender and construction documentation consulting costs, as well as,
2. Order of Magnitude Capital Cost Estimate assumes all site development and cremation features are supplied and installed at once for the entire project.
3. Does not include the costs for concrete ribbon strips.
4. Refer to Phase 1: Potential Return on Investment Spreadsheet for revenue projections.

**Belsyde Cemetery - Preferred Concept
 Potential Return on Investment (ROI) - Phase 1 Works**

Fergus, Ontario

Date: December 11, 2015

1.0 Potential Revenue:

- 1.1 Pricing is Based on Current 2015 Price List for interment values. Refer to Revenues per Interment Type spreadsheet.
- 1.2 Quantities for interment types are based on the Preferred Master Plan Concept and the Order of Magnitude Cost Estimates for each area.

2.0 Interment Types:

- 2.1 The actual mix and quantities of interment types will be determined during the detail design phase.

3.0 Block C + Eden Cremation Garden

3.1 48 in-ground casket burials * (tarriff + opening/closing \$2950.35 - \$791.57 [40% CMF]= \$2,158.78 ea)	48	ea	\$ 2,158.78	\$103,621.44
3.2 136 in-ground cremation incl. tarriff + opening/closing \$2,019.81 - \$574.93 [40% CMF]= \$1,444.88 ea	136	ea	\$ 1,444.88	\$196,503.68
3.3 630 columbaria burials tarriff + opening/closing \$2,441.45- \$259.82 [40% CMF]= \$2,181.63 ea	630	ea	\$ 2,181.63	\$1,374,426.90
3.4 scattering gardens* (tarriff + opening/closing activity - scattering \$55 - 22.00=\$33.00) * adult, single resident, weekday	250	ea	\$ 33.00	\$8,250.00
			Subtotal	<u>\$1,579,180.58</u>

4.0 Preferred Concept Block D - Phase 1

4.1 Traditional Casket:

268 in-ground casket burials * (tarriff + opening/closing \$2950.35 - \$791.57 [40% CMF]= \$2,158.78 ea) * adult, single resident, weekday	268		\$ 2,158.78	\$578,553.04
			Subtotal	<u>\$578,553.04</u>

5.0 Potential ROI for Phase 1

TOTAL \$2,157,733.62

Note: Markers are paid for by the plot owner and pricing is not included in the cost estimates.

Belsyde Cemetery - Preferred Concept Block D - Phase 2
Order of Magnitude Cost Estimate

Fergus, Ontario

Date: December 11, 2015

Item	QTY	Units	Unit Price	Cost
1.0 Start Up: /Mobilization/Layout for Construction				
Subtotal 1.0	1	ls	\$ 5,000.00	\$5,000.00
2.0 Rough Grading				
2.1 Strip/Stockpile Topsoil 72 x 196 = 14,112.0 sqft x .5 = 7056 cu ft / 27 = 261 cu yds 308 x 196 = 60,368 sqft x .5 = 30,184 cu ft / 27 = 1,117.9 cu yds Subtotal 1378.9u yds	1379	cuyds	\$ 6.00	\$8,274.00
2.2 Rough Grade O.M. Earth Cut/Haul to ball fields & shape 2500 cu yds ** Strip ball fields prior to berming	2115	cuyds	\$ 6.00	\$12,690.00
2.3 Replace Topsoil	1379	cuyds	\$ 6.00	\$8,274.00
2.4 Silt Fence:	1090	lft	\$ 5.00	\$5,450.00
Subtotal 2.0				\$34,688.00
3.0 Construct Retaining Walls				
Precast Wall No. 1 (upper wall): 103 fyds @ \$550	103	fyds	\$ 550.00	\$56,650.00
Cast-in-place Wall No. 2 (columbaria wall): 110 fyds@ 550	110	fyds	\$ 454.00	\$49,940.00
Subtotal 3.0				\$106,590.00
4.0 Niche Wall approx 500 niches (400 wall + 100 canted)	500	ea	\$ 445.00	\$222,500.00
Subtotal 4.0				\$222,500.00
5.0 Gazebo Columbarium Feature 224 niches, foundation and walkway				\$240,000.00
Subtotal 5.0				\$240,000.00
6.0 Niche wall walkway and bench pads				\$0.00
Concrete pathways 110LF x 6' wide 660 sqft @ \$18.40/sqft	660	sqft	\$ 18.40	\$12,144.00
Concrete bench pads for 5' bench with wheelchair	210	sqft	\$ 18.40	\$3,864.00
Subtotal 6.0				\$16,008.00
7.0 Woodland Walk - Limestone screenings Limestone screenings pathway 400LF x 4' wide 1920 sqft @ \$18.40/sqft	1920	sqft	\$ 18.40	\$35,328.00
Subtotal 7.0				\$35,328.00
8.0 Parking Nodes (2) Asphalt 4 cars with 1 H/C spaces: including granular bases, 2 asphalt lifts c/w bumper curbs	94	sqyd	75.00	\$7,050.00
	4	ea.	150.00	\$600.00
Subtotal 8.0				\$7,650.00
9.0 New Roadways Excavation, granular bases and two asphalt lifts	985	sqyd	75.00	\$73,875.00
Subtotal 9.0				\$73,875.00
10.0 Softscape Features				\$0.00
Seeding (turf)				
- Wildflower mix c/w fine grading & erosion control blank (sloped areas)	1200	sqyd	\$ 10.65	\$12,780.00
- Ecolawn c/w fine grading & hydraulic mulch & tackifier (open interment areas)	5750	sqyd	\$ 2.00	\$11,500.00
Trees (50mm caliper, deciduous)	40	ea.	\$ 400.00	\$16,000.00
Shrubs/Vines Allowance		ls		\$4,000.00
Herbaceous (Perennials)		ls		\$3,000.00
Subtotal 10.0				\$47,280.00
11.0 Site Amenities				
11.1 Arbours c/w pad	2	ea	\$ 2,500.00	\$5,000.00
11.2 Maintenance Stations c/w hose bib, SOG, Garbage Receptacle 800 lf pvc 11 hose bib fittings		ls		\$26,000.00
11.3 Benches (Memorial) - 5' benches	2	ea	\$ 2,000.00	\$4,000.00
11.4 Signs				
Interpretive Cemetery Identification Sign	1	ea	\$ 3,500.00	\$3,500.00
Garden Identification Signs	3	ea	\$ 1,500.00	\$4,500.00
Section Signs	1	ea	\$ 500.00	\$500.00
Regulatory - by Township				
Subtotal 11.0				\$43,500.00
			Sub-total	\$832,419.00
			Contingency 20%	\$166,483.80
			Grand Total	\$998,902.80 *

*Return on Investment: Block D Phase 2 \$4,139,354.12 per ROI-PH2-2015

Notes:

- Contingency excludes taxes; detail design, tender and construction documentation consulting costs, as well as, structural engineering.
- Order of Magnitude Capital Cost Estimate assumes all site development and cremation features are supplied and installed at once for the entire project.
- Columbarium Walls # 1, 2 and 5 include: back side clad in 1.25" thick Black Granite, scored as markers for Ground Cremation interment lots.
- Columbarium Walls do not include memorial plaques and engraving.
- Refer to Phase 2: Potential Return on Investment Spreadsheet for revenue projections.

**Belsyde Cemetery - Preferred Concept
 Potential Return on Investment (ROI) - Block D Phase 2 Works**

Fergus, Ontario

Date: December 11, 2015

1.0 Potential Revenue:

- 1.1 Pricing is Based on Current 2015 Price List for interment values. Refer to Revenues per Interment Type spreadsheet.
- 1.2 Quantities for interment types are based on the Preferred Master Plan Concept and the Order of Magnitude Cost Estimates for each area.

2.0 Interment Types:

- 2.1 The actual mix and quantities of interment types will be determined during the detail design phase.

3.0 Block D Phase 2

696 in-ground casket burials * (tarriff + opening/closing \$2950.35 - \$791.57 [40% CMF]= 3.1 \$2,158.78 ea)	696	\$	2,158.78	\$1,502,510.88
1300 in-ground cremation burials incl. tarriff + opening/closing \$2,019.81 - \$574.93 [40% 3.2 CMF]= \$1,444.88 ea	724	ea	\$ 1,444.88	\$1,046,093.12
724 columbaria burials tarriff + opening/closing \$2,441.45- \$259.82 [40% CMF]= 3.3 \$2,181.63 ea	724	ea	\$ 2,181.63	\$1,579,500.12
3.4 scattering gardens* (tarriff + scattering \$50 - 25.00 (CMF)=\$25.00) * adult, single resident, weekday	450	ea	\$ 25.00	\$11,250.00
			TOTAL	<u>\$4,139,354.12</u>

Note: Markers are paid for by the plot owner and pricing is not included in the cost estimates.

A.3.1 Belsyde Expansion Lands – Section ‘D’ Concepts 1 and 2

The land identified for future expansion by the Township of Centre Wellington is located in the cemetery’s SE corner abutting the backs of single family residences. When assessing these lands Hilton Landmarks used the criteria noted above and categorized the key aspects noted below for both land use concepts.

- | | | |
|-----|--|------------|
| i) | Development Site Total Acreage | 14.8 acres |
| ii) | Net useable lands (impacted by existing interments, topography, surficial drainage needs, road access, trees) for expansion purposes | 1.3 acres |

A.3.1.1 Infrastructure:

- a) **Existing burials:** Burials have occurred in the first two rows of casket gravesites in the NW corner of Block ‘D’, about 20 graves in total on the flattest portion of this area will remain undisturbed and in that context be integrated with future development of Block ‘D’. Casket burials in Block ‘C’ paralleling Block ‘D’ reflect for the most part those casket lots proposed in both concepts for Block ‘D’.
- b) **Cemetery Roadway:** It is proposed that the alignment will remain the same but be widened to better accommodate ease of vehicular flows. The road would be widened to about six metres (20 feet).
- c) **Parking:** A limited number of parking is proposed to accommodate higher visitor numbers attributed to higher interment densities associated with the Block ‘C’ cremation gardens and those proposed in Block ‘D’. Those bays help vehicular traffic flows by keeping parked vehicles off the cemetery roadway – especially in winter conditions.
- d) **Site Drainage:** Both concepts have sufficient topography to facilitate good surficial drainage. Existing drainage is expedited from Block ‘D’ with overland flow out the East end of this expansion land, flowing to an existing storm system directing water off site to the East.
- e) **Retaining Walls:** Both proposed concepts require retaining elements to facilitate reducing steep grades to an acceptable workable degree. Existing grades cross sections illustrate Block ‘D’ has an average gradient of 14.4% with grades ranging from as low as 5.5% to a high of 25% at the West end of Block ‘D’ to an average gradient of some 12.4% at the more Easterly end of Block ‘D’. Refer to figures A3.8, A3.9 and A3.10 – for sections illustrating the existing grades.

Concept 1 – Fig. A3.3, February 18, 2015: proposes a precast retaining wall approximately 125’ long ranging in height from 5.7’ to 6.4’ tall to help soften Block ‘D’s overall grading circumstances to approximately a 6.3% cross slope which will accommodate development of the area for casket graves.

Concept 2 – Fig. A3.6 February 18, 2015 proposes the use of two precast retaining walls to facilitate softening of Block 'D's cross slope to accommodate casket burials, maintenance equipment access and safe visitor access. It will also facilitate integration of lots already developed/assigned in Block 'D' and an opportunity for a cremation garden development featuring a Gazebo Columbarium structure and associated garden approximating 2,700 sq.ft. to accommodate 'Memory Stone' lots, pedestal/estate style freestanding columbaria and perhaps some in-ground upright market cremation lots, in memoriam benches and appropriate plantings to complete this garden.

The first retaining wall reflects that wall illustrated in Concept 1. The lower wall is a curved arc at the West end of Block 'D' to both accommodate flattening the grades and capitalize on grade change to incorporate a columbarium niche wall housing approximately 100 niches. This curved wall ranges from a 6" wall height to about 4' high. The wall's middle section will consist of cast in place concrete as the structure to which niche units will be both affixed and supported. 'Wing' walls on either side of the niches will be constructed of pre-cast concrete blocks engineered for such purposes and matching the retaining wall higher up the hillside.

- f) **Maintenance Stations:** These cemetery elements consist predominantly of a 4" x4" supported water pipe and hose bib, complete with a hook to hang a plastic watering can. The base would be a cast in place concrete slab or even suitably installed heavy precast concrete slabs to reduce associated maintenance needs (trim mowing and bare earth) around these elements and a buffer distance for the standpipe away from mowing equipment to mitigate potential damage to both equipment and amenity. These stations are typically installed approximately 75' O.C. to minimize carrying distance of heavy water cans for elderly visitors tending 'loved ones' gravesites. Water connections are typically 1 1/2" diameter max. PVC piping and winter maintenance would entail blowing the lines free of water.
- g) **Existing Trees:** These features do not compromise burials in the proposed development of Block 'D'. Primarily they consist of a double row of semi-mature coniferous trees along the site's southerly border abutting the residences. Trees are of a size that will not compromise site re-grading activities. We propose that only the row of trees nearest the South property line be retained and protected in place and the lower, downhill row of the conifers be removed in both concepts.

A.3.1.2 Grading Implications

Concept 1 and Concept 2 have virtually eliminated slope constraints of Block 'D' as it exists through incorporation of retaining walls and site re-grading activities. Grades in

each concept are made conducive to creating and managing casket grave inventories.

- a) **Modifications to the site:** Both concepts require retaining elements as noted, then cut and to some degree cut/fill operations to ameliorate adverse grade conditions. This has been summarized in previous text.
- b) **Accessibility:** This site need reflects both those of operations and of visitors whether arriving for a graveside funeral service or private reflection at a loved one's gravesite. It is inherent that opening closing equipment (backhoe) can be accommodated all year round and that a casket can be fairly comfortably carried from the cemetery road to the place of final rest. Pallbearers will encounter this task year round as well so maximum casket carrying distances (50M) from a cemetery road should not be exceeded.

The cemetery road width between Block 'C' and 'D' as noted previously has been widened to facilitate easier vehicular flow through traffic when required and off road parking will enhance this matter even further.

Operations equipment accessibility and mowing activities are enhanced by the use of back to back monument placements as proposed in these concepts. In addition, ribbon or strip foundations for monuments could include a flush to grade mowing strip, very much reducing maintenance operations.

A.3.1.3 Interment Inventories

Concept 1: This concept illustrates approximately 1400 casket lots, about 100 cremation in-ground lots and 224 niches. While this concept does not provide cremation inventory adequate to meet study forecast needs there is still inherent with this plan ample land base to more fully develop Cremation Inventory needs. In addition, the existing cremation garden containing the dome columbarium units (Block 'C') has provision for placement of future columbarium inventory which will go a long way to meet forecast needs if installed on an ongoing basis. This existing garden is the most logical location to enhance anticipated niche inventories.

Concept 2 provides ample casket lot inventory to readily meet forecast needs for same (some 1160+ lots). The area between the proposed cremation garden and curvilinear retaining wall is currently shown as in-ground casket lots. However this area can be revised to show in-ground, back-to-back cremation lots to meet demand as needed. In addition, as noted, columbarium inventories can be readily added to Belsyde's existing Cremation Garden.

As this concept stands it provides for some 300 cremation in-ground lots and about 320 niches.

Auxiliary expansion of interment inventory can be capitalized on in the historic 'Celtic Cross' development in 'Old Division A' and 'Old Division B' sections of Belsyde

Cemetery. This needs to be executed in a manner reflecting the existing scales and designs of the existing memorialization features located here. Field staff also indicate 'Division A' soils are very cobbly in nature and this side of the 'Cross' is apparently best considered for Cremation Interments. 'Old Division B' soils apparently are better suited to accommodate casket interments. In any event, this section of Belsyde should only be developed very carefully to maintain the historic value and integrity of its current status.

Under this auxiliary category of expansion lands, serious consideration should be given to reallocating the parkland currently dedicated to ball diamond/playing fields on Belsyde's most westerly end. Approximately 4.6+ acres are available here and are a natural extension for the Cemetery's expansion. Disregarding current land use and potential public rancor in its re-allocation, these lands are already owned by the Township of Centre Wellington, have excellent physiographic characteristics for cemetery use, excellent public road access and lend themselves to a more cost effective development basis than Block 'D'. The proposed development concepts would anticipate some fill materials from Block 'D' being hauled to and spread on the playing field site in any event to reduce the cost of hauling 'cut' materials offsite.

A.3.1.4 Amenities

- a) **Signage:** To best represent Belsyde's physical presence in the Township's urban fabric effect, facility identification signs should be in place at the Thistle Street Entry and assuming the playing field lands are used for cemetery expansion purposes, at what is proposed as the main entry off St. David Street South. Entry signs should identify the cemetery by name and its founding date. Regulatory signage may identify key cemetery 'rules/regulations' pertinent to access times etc. and contact phone number etc. In addition Stop signs should be at all street egress points.

A 'Service Only' sign would be placed at the Princess St./Highland Rd. entry/egress at McAlister Street to a proposed service zone.

Naming the cemetery roads helps visitors orient themselves to a loved one's burial site, as would appropriate Section Signage. All internal/wayfinding signs should be standardized in terms of appearance, sizes, materials, colours, heights etc. All signs should be of a durable material.

Feature Signs should identify items such as the Chapel, and perhaps the lands in front of same as 'Chapel Court'. Cremation Gardens should ideally be named as well – such aspects can add considerably to a development's sense of place, of dignity, of time and culture and 'rings a bell' for those visiting the cemetery. It can very much enhance cognitive recall for those exposed to the cemetery or its facets thereof.

- b) **Features:** Both concepts propose a Cremation Garden complete with a Gazebo Structure to enhance overall setting and reinforce the Garden's presence within the cemetery context. This structure can accommodate a small group of people during rainy weather but is otherwise open to the elements.

Concept 2 offsets the Gazebo and Cremation Garden from the Cremation Garden existing in Block 'C', whereas Concept 1 aligns the proposed Gazebo and Cremation Garden with that of Block 'C's Cremation Garden.

Concept 2 capitalizes on existing steeper grades on the West end of Block 'D' and enhances existing trees to form a 'Woodlot' and creates a 'Woodland' path Cremation Garden along a switchback trail. On either side of the trail in-ground cremation lots featuring 'Memory Stones' and/or Pedestal or Estate Columbarium units would be placed.

In front of the proposed 100+ niche wall an arbour complete with a yard swing would provide a spot for quiet reflection year round for those visiting this special area.

Water is always a favoured feature and a simple cascading fountain might be well placed here with hydro and water accessible from the nearby Chapel. Often these features are developed with funds provided "in Memory of".

- c) **Memorialization Opportunities:** Memorialization this may be done on individual (plaques, markers, monuments, etc.) or communal (book of memories, memorial walls, etc.) memorials. Disposition (scattering/inurnment and memorialization are two separate and distinct operations. Particularly in the case of cremation, they need not occur together in either time or location.

Memorialization opportunities abound beyond the traditional monuments of in-ground burials and plaques/inscriptions on columbarium niche shutters. They can be in the form of Memorial Trees, three season floral plantings, Spring (bulbs), Summer (geraniums or other bedding plants), Fall (hardy mums). Birdbaths, sundials, bird and bat houses can accessorize Cremation Gardens all as 'In Memorial' dedications.

Memorial Benches can be strategically located in various places throughout Belsyde and revenues generated by a 'Term Lease' program or outright 'sale' of such memorial opportunities. The recommended approach is to lease to re-offer such amenities on a revolving basis once the initial grieving period wanes (5-7 years) on a first right of refusal premise for those initially leasing such a memorial feature.

All of these memorializations are covered by the Centre Wellington Cemetery Bylaw, as currently proposed. Management should track the details of

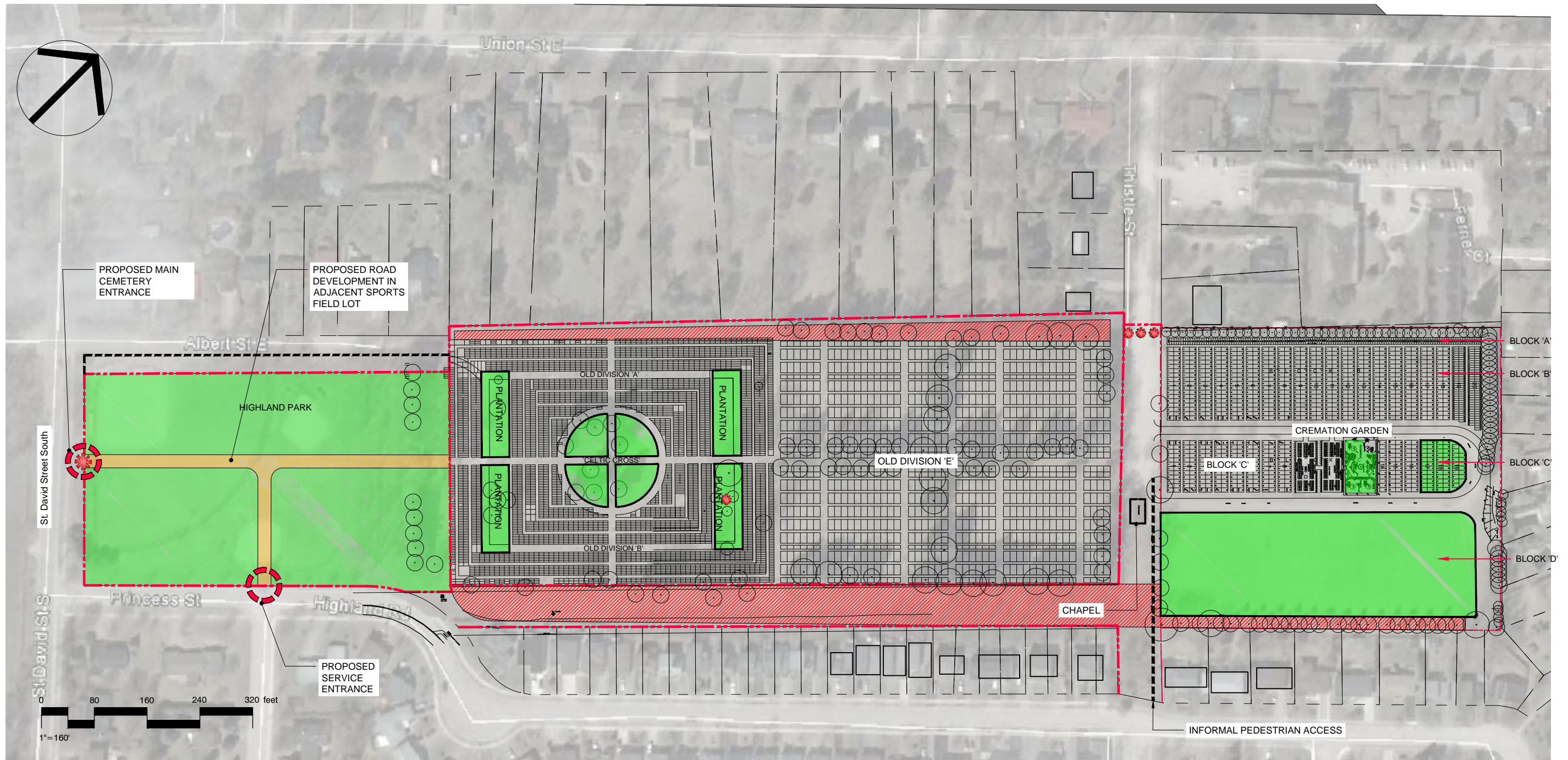
memorialization (ownership, location, specifics, etc.). Most full-featured cemetery management software packages can handle this task with ease.

- d) **Scattering Gardens:** This option can be offered to those choosing cremation using a few approaches:
- i) “Scattered” (a form of disposition and placed with discretion by cemetery personnel in a controlled manner) in planter beds; remains would be commingled and irretrievable.
 - ii) Placed in an above ground or below ground vault in a standardized and designated urn (by name or number or both) which renders the cremated remains retrievable at some future date if desired by survivors. We do not recommend this practice in this Master Plan.
 - iii) Placed in a below ground ossuary, (a chamber) in an irretrievable commingled manner.

Usually for all three approaches a common monument is provided memorializing those whose remains lie therein. Scattering gardens are often one facet of an overall Cremation Garden.

With respect to cremation disposition, specifically ossuary disposition, there are two general ways in which this can be effected. A conventional ossuary is used to contain commingled cremated remains hence the process is irreversible. This means of disposition is considered scattering under the FBCSA and is covered under the currently proposed Centre Wellington Cemetery Bylaw. Management of this facility would be effectively the same as that for scattering, the only difference being the location recorded (i.e. ossuary versus scattering garden). Again, this recording capability is common among modern cemetery management software systems. This is the recommended form of ossuary development in the Master Plan.

- e) **Plantings:** Plantings vary within the cemetery setting. Trees may provide the “landscape infrastructure” much akin to the mature Norway Spruce lining the E/W cemetery road in Belsyde. Deciduous/Coniferous species of various species/size ranges etc. can be used to screen areas, provide windbreaks, shelter or enclose a ‘garden’ area or delineate sections within the cemetery. Ornamental species of woody and herbaceous plants considerably enhance entry settings, specialty garden areas and other key nodes within a cemetery. Conventional turf grass is the preferred ground cover for interment areas. Sloped areas may use alternate ground cover species, both woody and/or herbaceous (ornamental, perennials, vines etc.).



- PROPERTY LINE
- DENOTES UNDEVELOPED, AVAILABLE LAND (6.20 ACRE)
- DENOTES UNAVAILABLE LAND (2.15 ACRES)
- EXISTING TREES

EXISTING CEMETERY LAND:	14.8 ACRES
PROPOSED NEW CEMETERY LAND (HIGHLAND PARK):	4.1 ACRES
PROPOSED CEMETERY LANDS:	18.9 ACRES



Fig. A3.1 Available Burial Land

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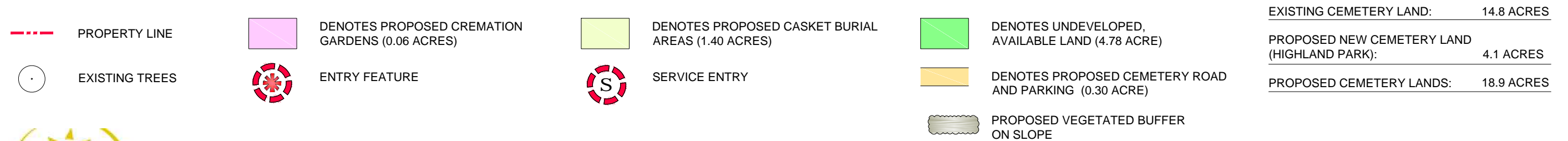
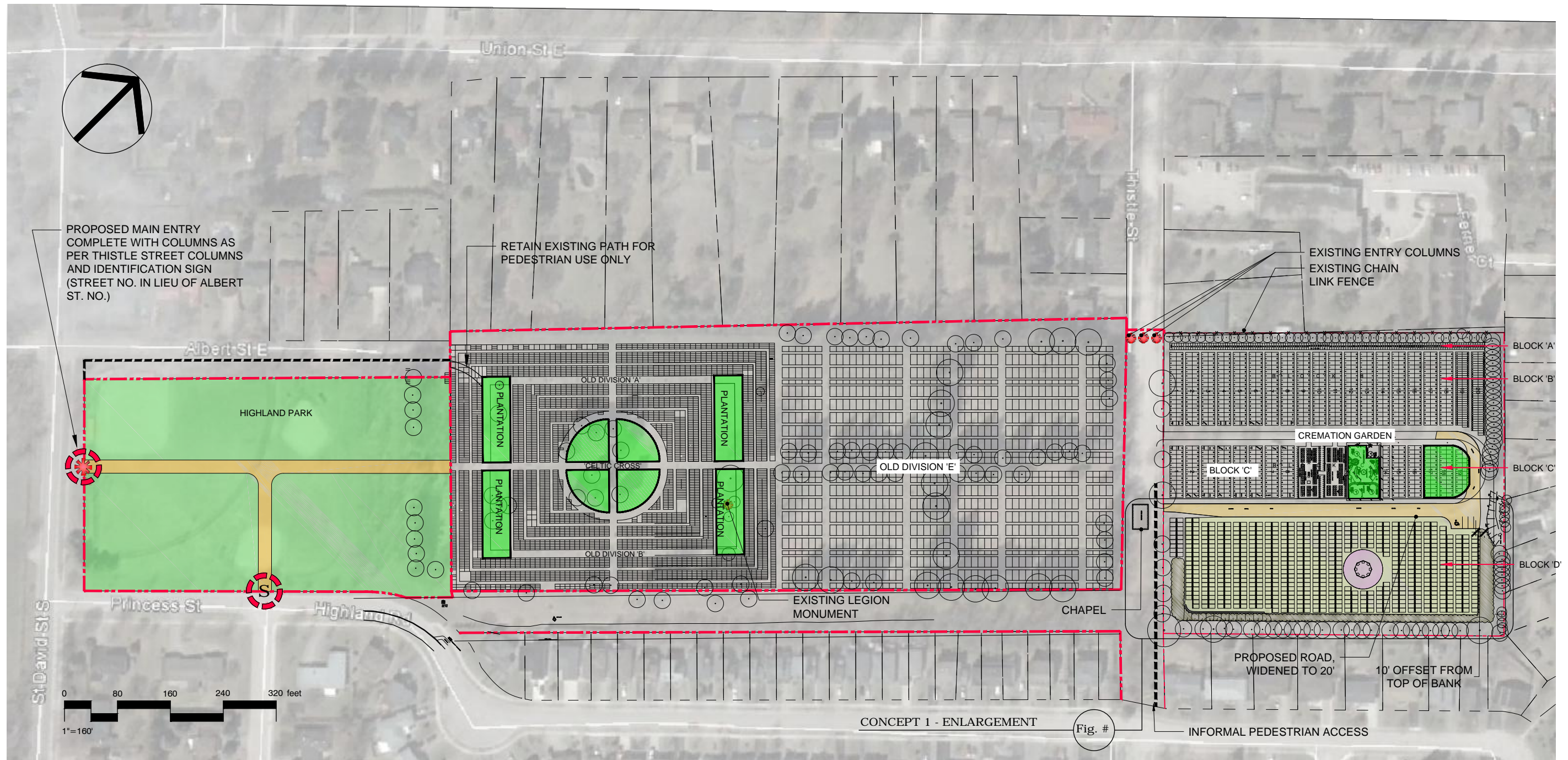
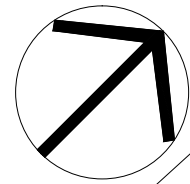


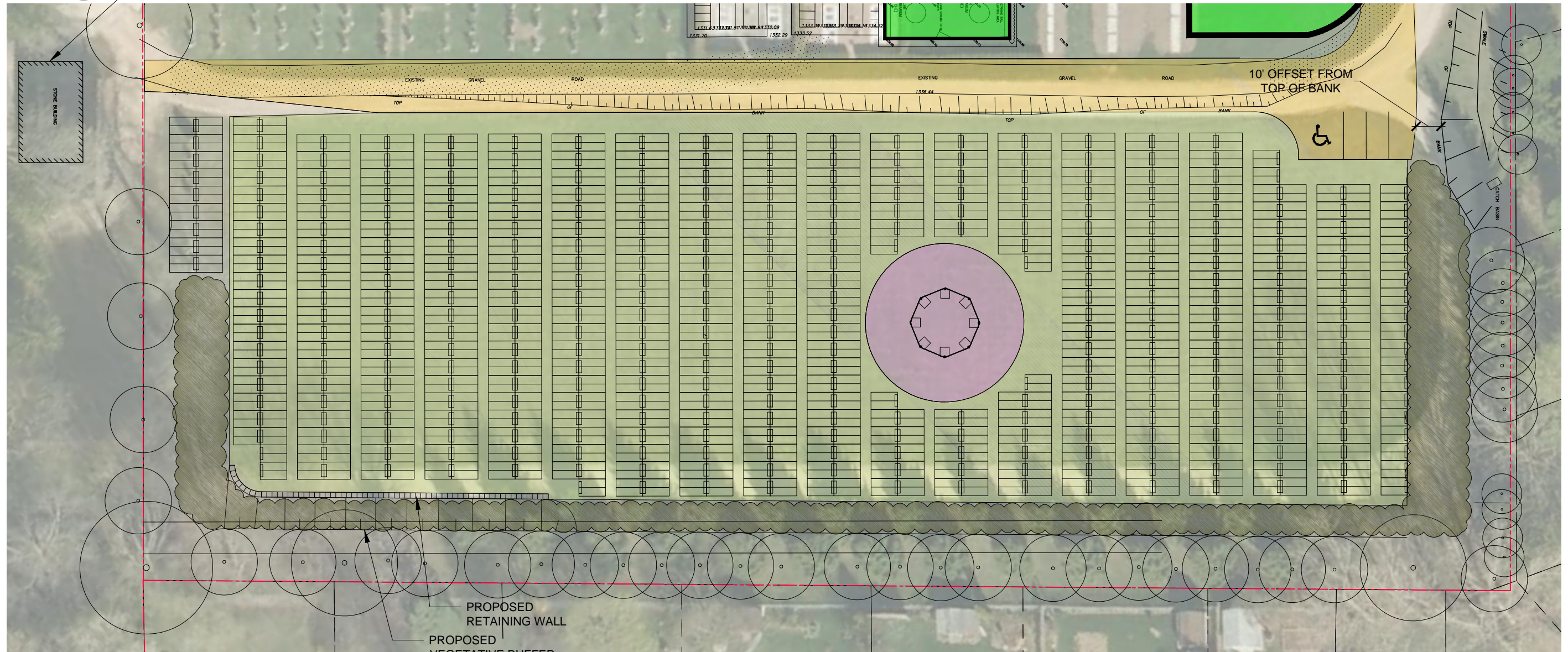
Fig. A3.2

Concept 1 - Overall

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EXISTING CHAPEL



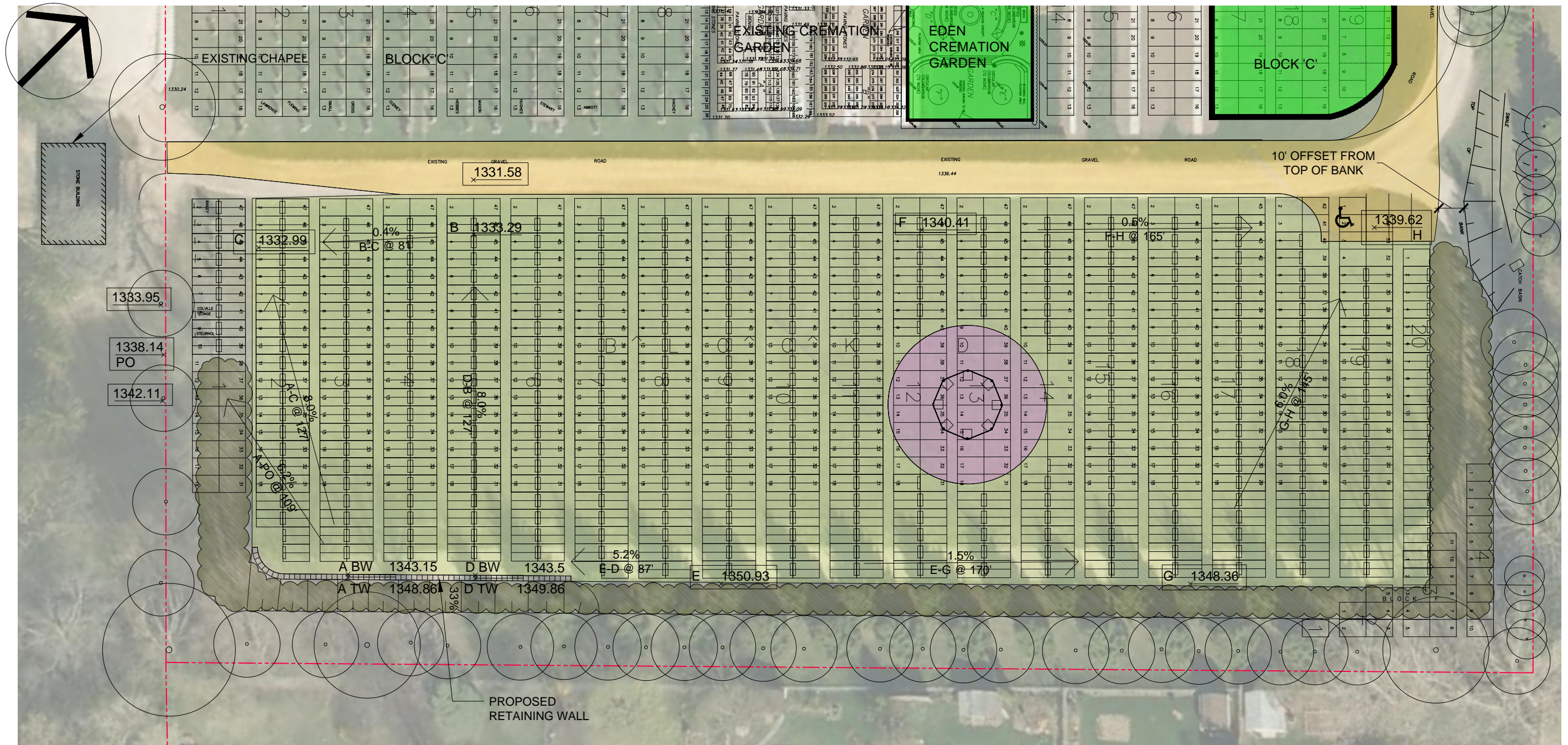
- - - PROPERTY LINE
- EXISTING TREES
- DENOTES PROPOSED CASKET BURIAL AREAS (1.40 ACRES)
- DENOTES PROPOSED CREMATION GARDENS (0.06 ACRES)
- IN-GROUND CASKET BURIAL LOTS
701 DOUBLES (1402 INTERMENTS)
- DENOTES PROPOSED 20' WIDE ROAD (0.30 ACRE)
- PROPOSED VEGETATED BUFFER ON SLOPE

EXISTING CEMETERY LAND:	14.8 ACRES
PROPOSED NEW CEMETERY LAND (HIGHLAND PARK):	4.1 ACRES
PROPOSED CEMETERY LANDS:	18.9 ACRES



Fig. A3.3 Concept 1 Enlargement

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F 1340.41 EXISTING GRADE
 F 1340.41 PROPOSED GRADE

BW 1340.41 PROPOSED GRADES AT TOP AND BOTTOM OF WALL
 TW 1344.41
 5.16% SLOPE BETWEEN IDENTIFIED GRADES
 E-D @ 87'

PROPOSED VEGETATED BUFFER ON SLOPE

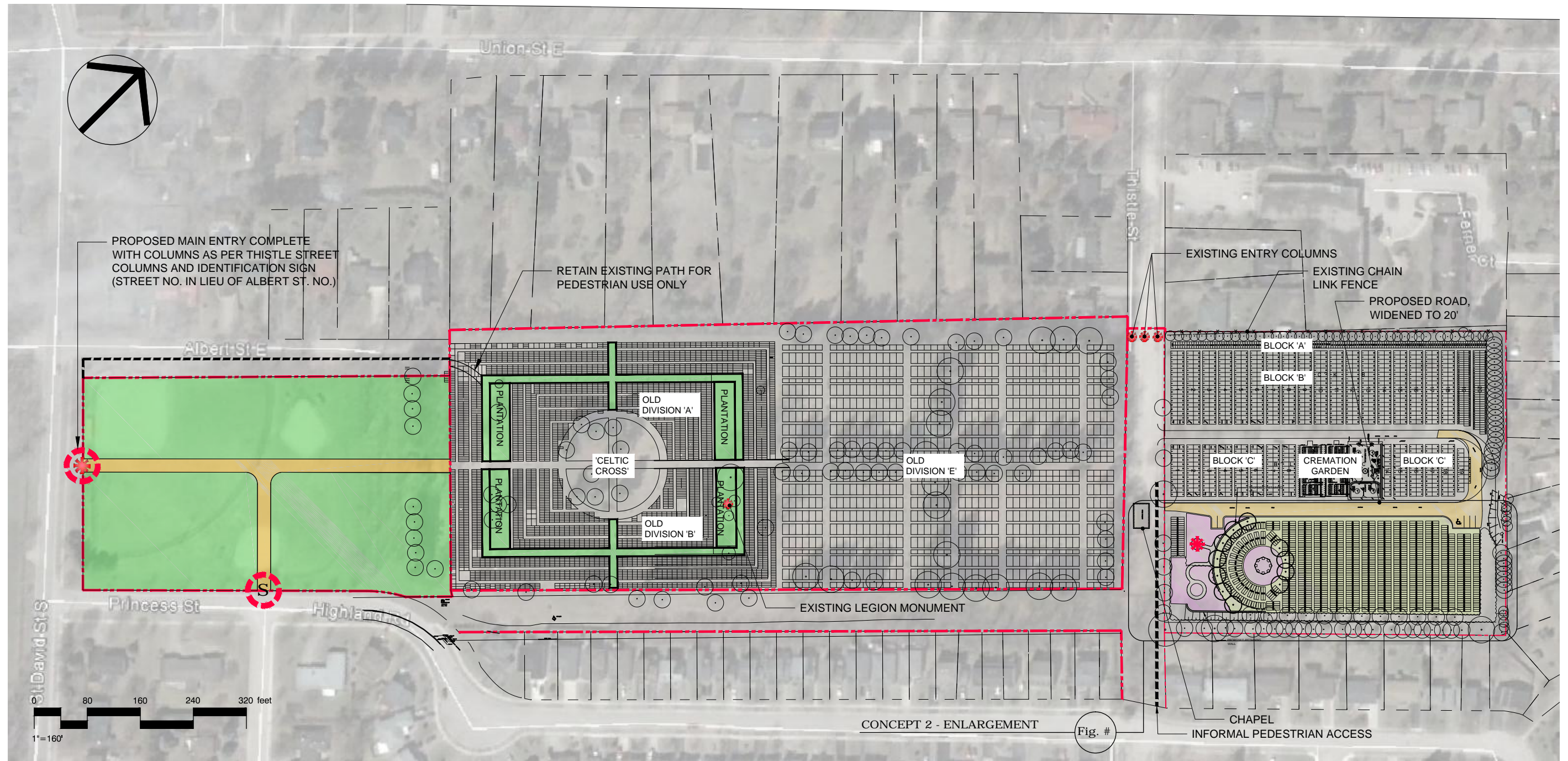
DENOTES PROPOSED CASSET BURIAL AREAS (1.40 ACRES)
 DENOTES PROPOSED CREMATION GARDENS (0.06 ACRES)
 IN-GROUND CASSET BURIAL LOTS 701 DOUBLES (1402 INTERMENTS)

EXISTING CEMETERY LAND:	14.8 ACRES
PROPOSED NEW CEMETERY LAND (HIGHLAND PARK):	4.1 ACRES
PROPOSED CEMETERY LANDS:	18.9 ACRES



Fig. A3.4 Concept 1 Enlargement Grades

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






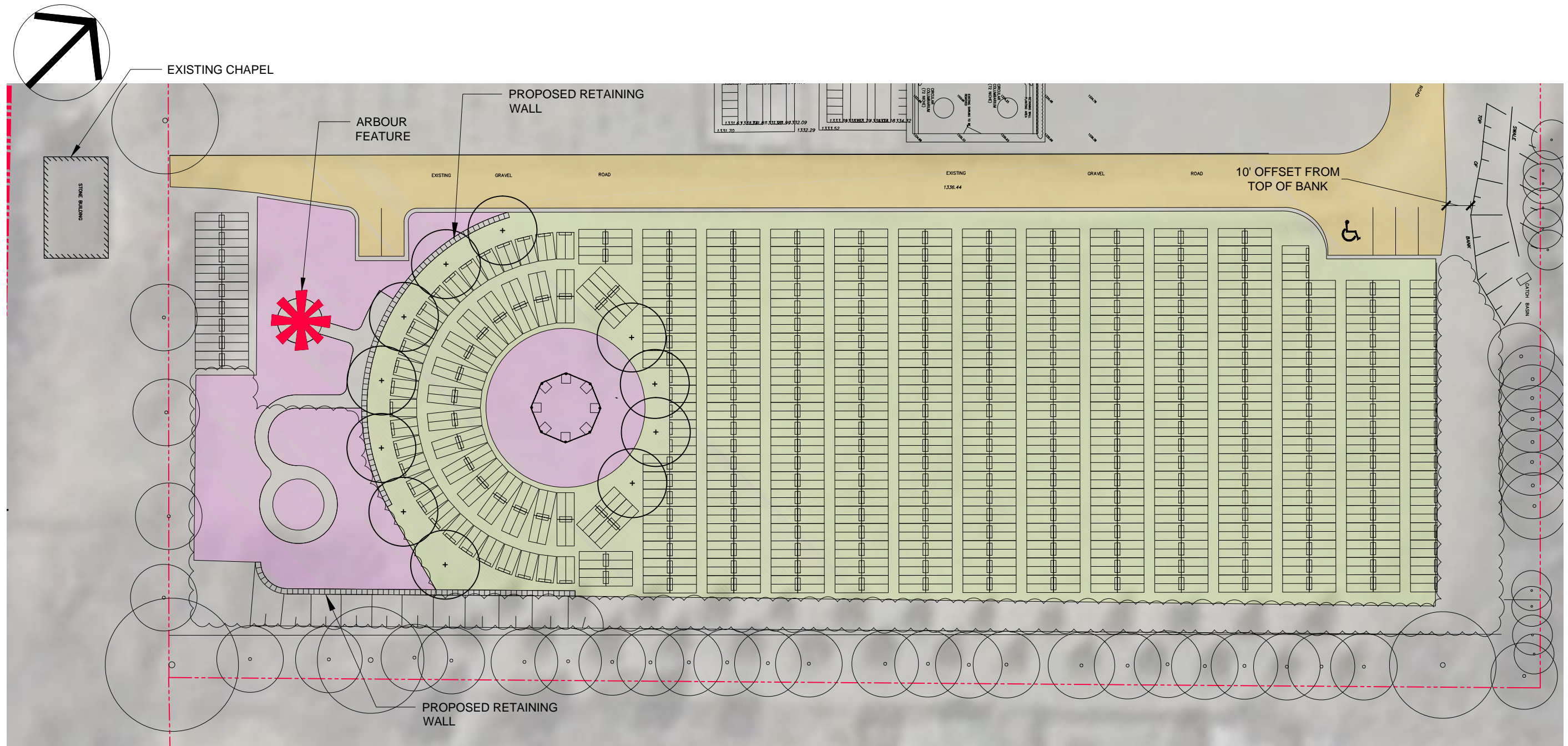
 PROPERTY LINE	 DENOTES PROPOSED CREMATION GARDENS (0.23 ACRES)	 DENOTES PROPOSED CASKET BURIAL AREAS (1.20 ACRES)	 DENOTES UNDEVELOPED, AVAILABLE LAND (4.85 ACRE)	EXISTING CEMETERY LAND: 14.8 ACRES
 EXISTING TREES	 ENTRY FEATURE	 SERVICE FEATURE	 DENOTES CEMETERY ROAD AND PARKING (0.30 ACRE)	PROPOSED NEW CEMETERY LAND (HIGHLAND PARK): 4.1 ACRES
				PROPOSED CEMETERY LANDS: 18.9 ACRES



Fig. A3.5 Concept 2 - Overall

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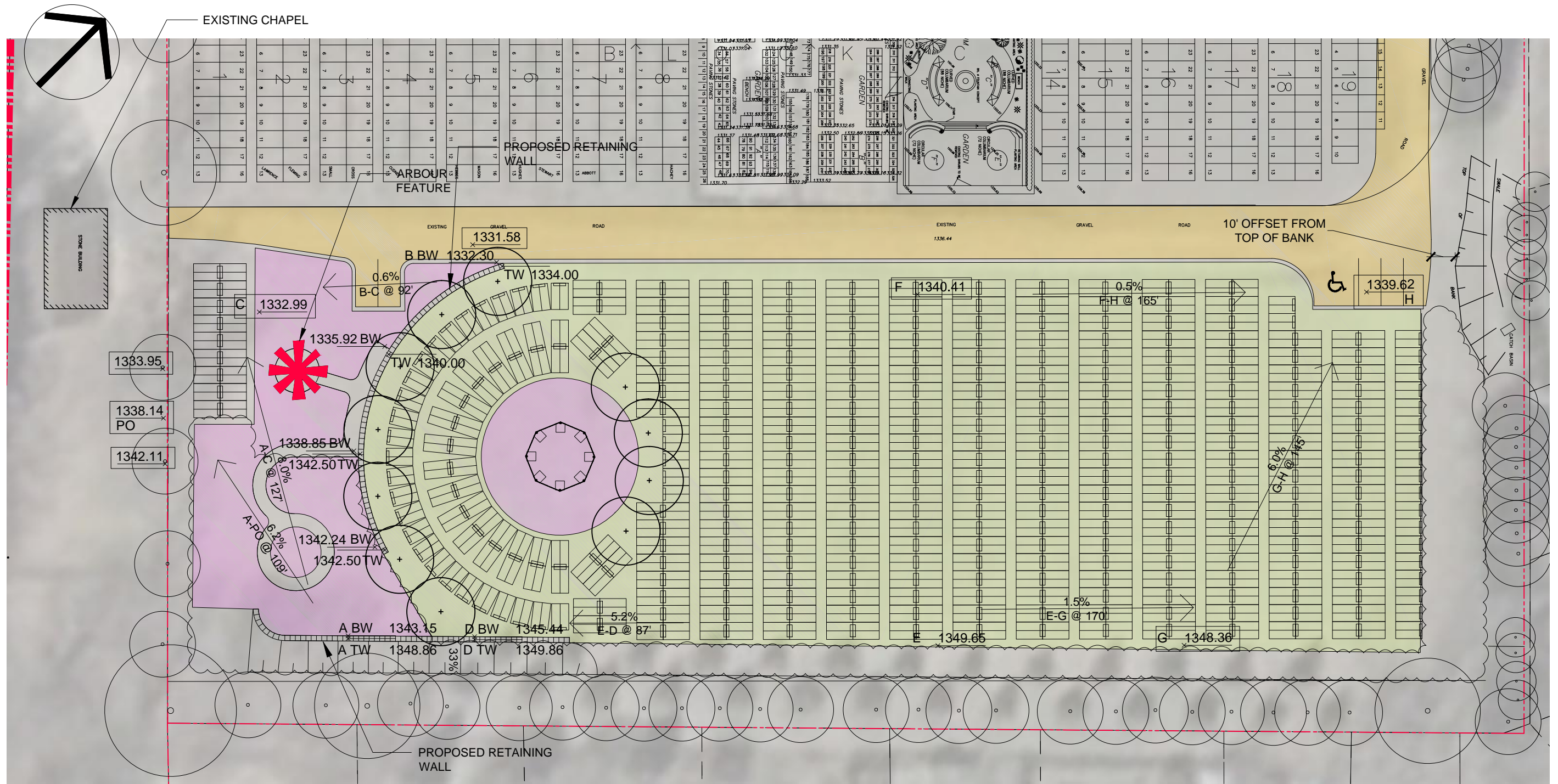
	PROPERTY LINE		DENOTES PROPOSED CASKET BURIAL AREAS (1.20 ACRES)		DENOTES PROPOSED 20' WIDE ROAD (0.30 ACRE)
	EXISTING TREES		DENOTES PROPOSED CREMATION GARDENS (0.23 ACRES)		PROPOSED VEGETATED BUFFER ON SLOPE
			IN-GROUND CASKET BURIAL LOTS 582 DOUBLES (1164 INTERMENTS)		

EXISTING CEMETERY LAND:	14.8 ACRES
PROPOSED NEW CEMETERY LAND (HIGHLAND PARK):	4.1 ACRES
PROPOSED CEMETERY LANDS:	18.9 ACRES



Fig. A3.6 Concept 2 Enlargement





F 1340.41 EXISTING GRADE
 F 1340.41 PROPOSED GRADE

BW 1340.41 PROPOSED GRADES AT TOP AND BOTTOM OF WALL
 TW 1344.41
 ← 5.16% E-D @ 87' SLOPE BETWEEN IDENTIFIED GRADES
 ☁️ PROPOSED VEGETATED BUFFER ON SLOPE

■ DENOTES PROPOSED CASSET BURIAL AREAS (1.20 ACRES)
 ■ DENOTES PROPOSED CREMATION GARDENS (0.23 ACRES)
 ▤ IN-GROUND CASSET BURIAL LOTS 582 DOUBLES (1164 INTERMENTS)

EXISTING CEMETERY LAND: 14.8 ACRES
 PROPOSED NEW CEMETERY LAND (HIGHLAND PARK): 4.1 ACRES
 PROPOSED CEMETERY LANDS: 18.9 ACRES



Fig. A3.7 Concept 2 Enlargement Grades

Hilton **LANDMARKS** Inc.
 Cemetery Consultants, Planning and Design

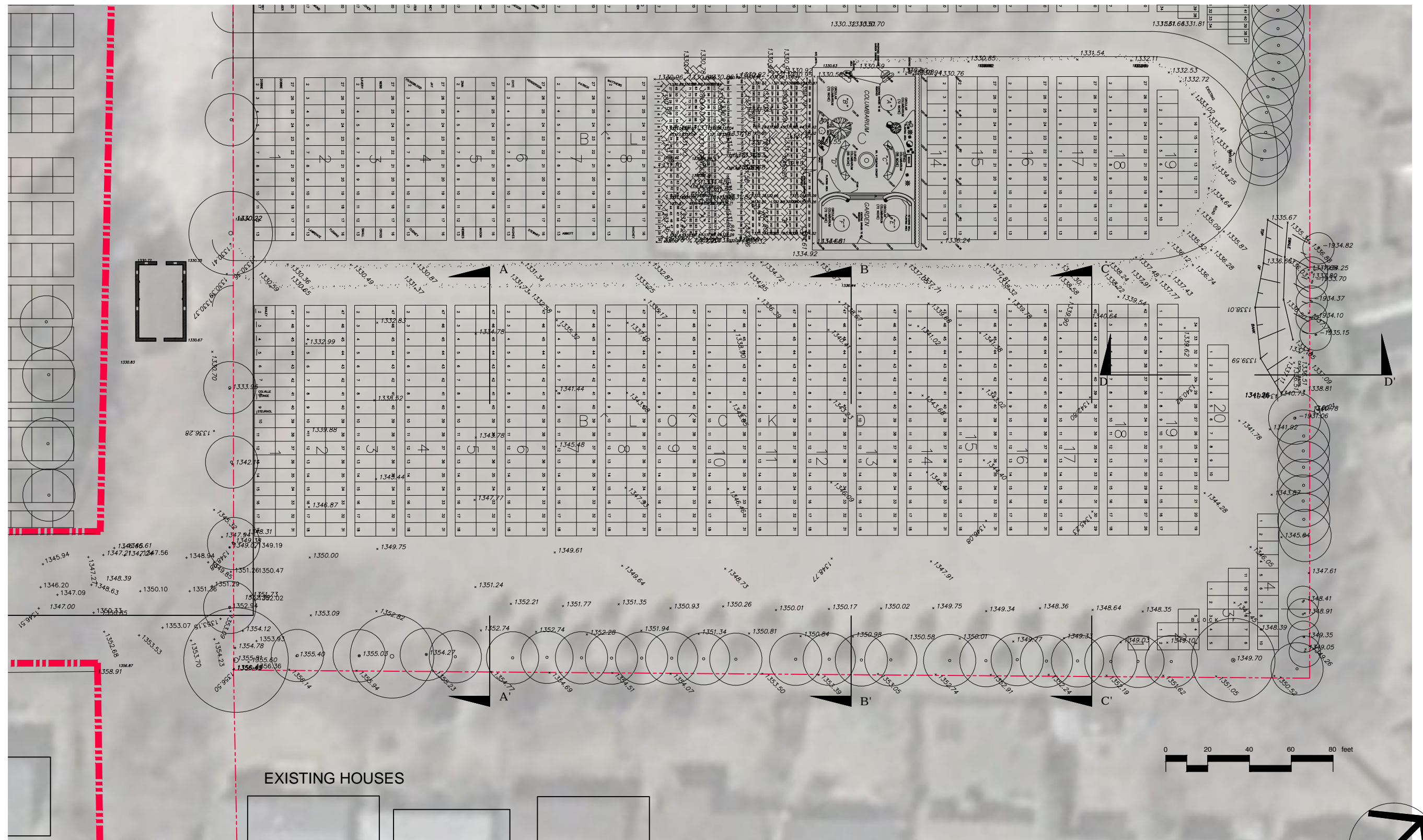
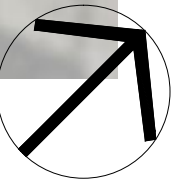
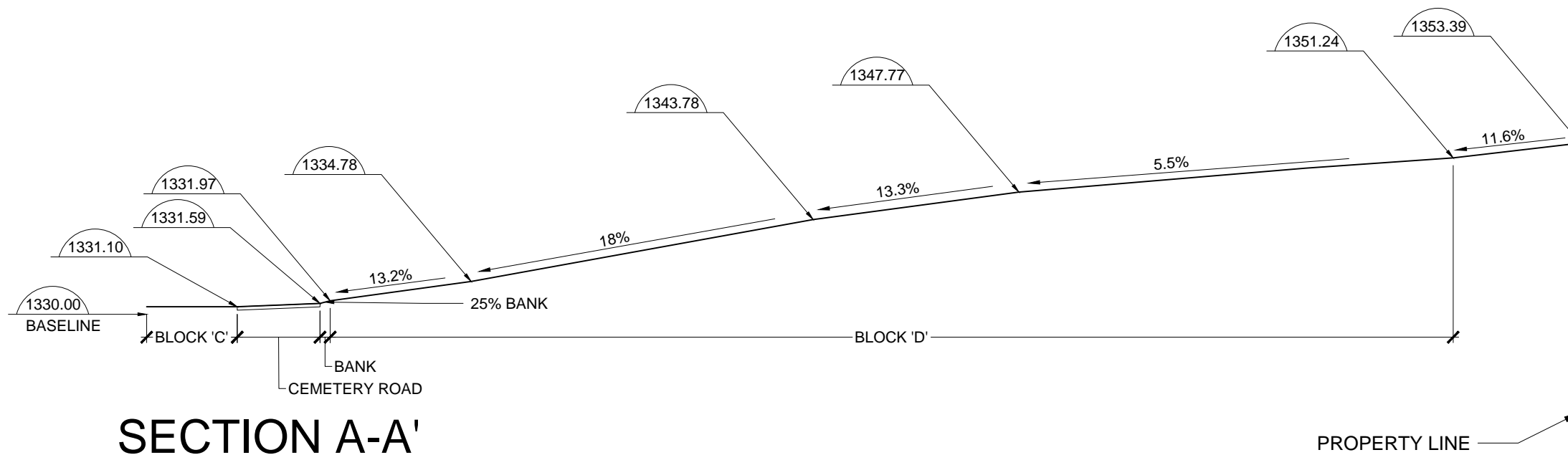


Fig. A3.8

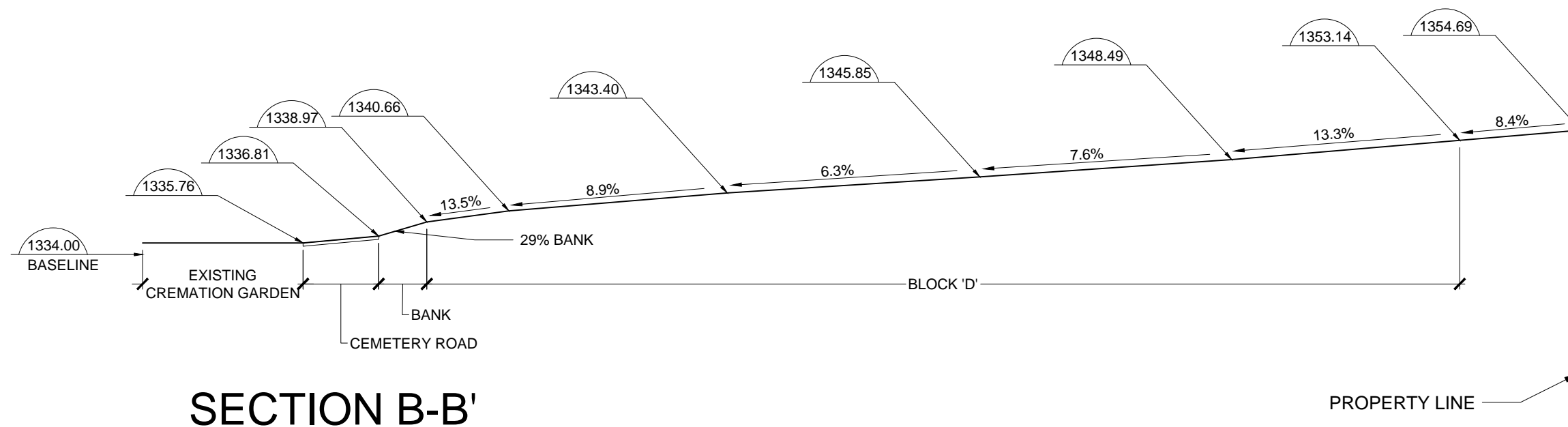
Existing Conditions: Section Key Plan



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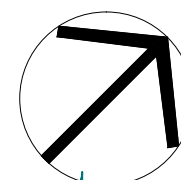
SECTION A-A'



SECTION B-B'



Existing Conditions: Fig. A3.9 Sections A-A' and B-B'



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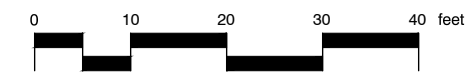
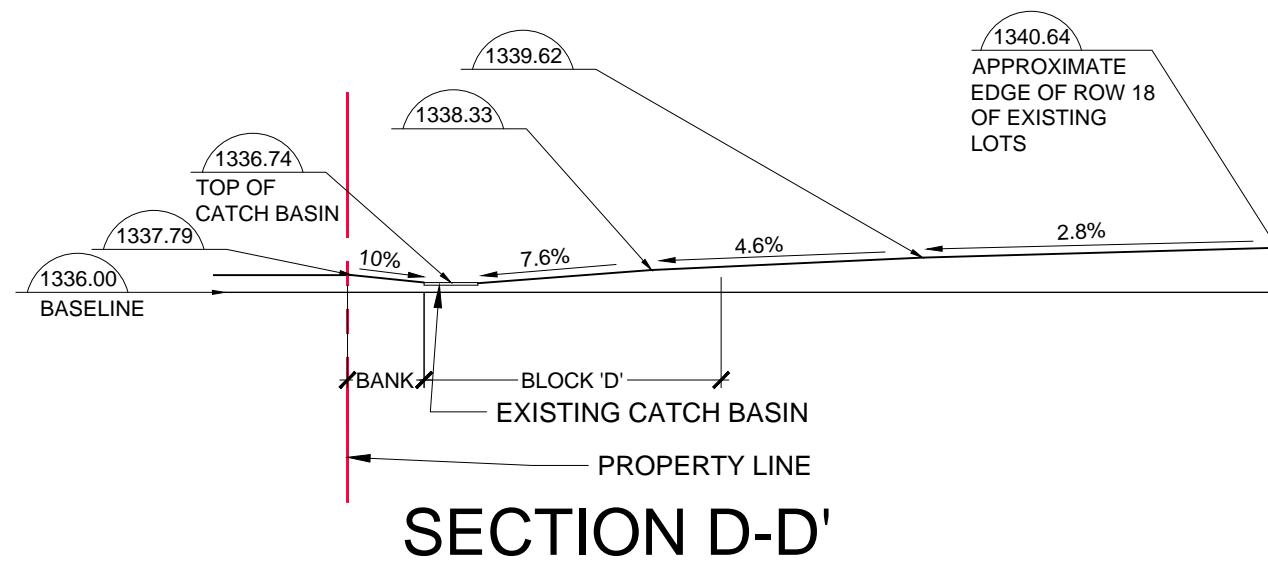
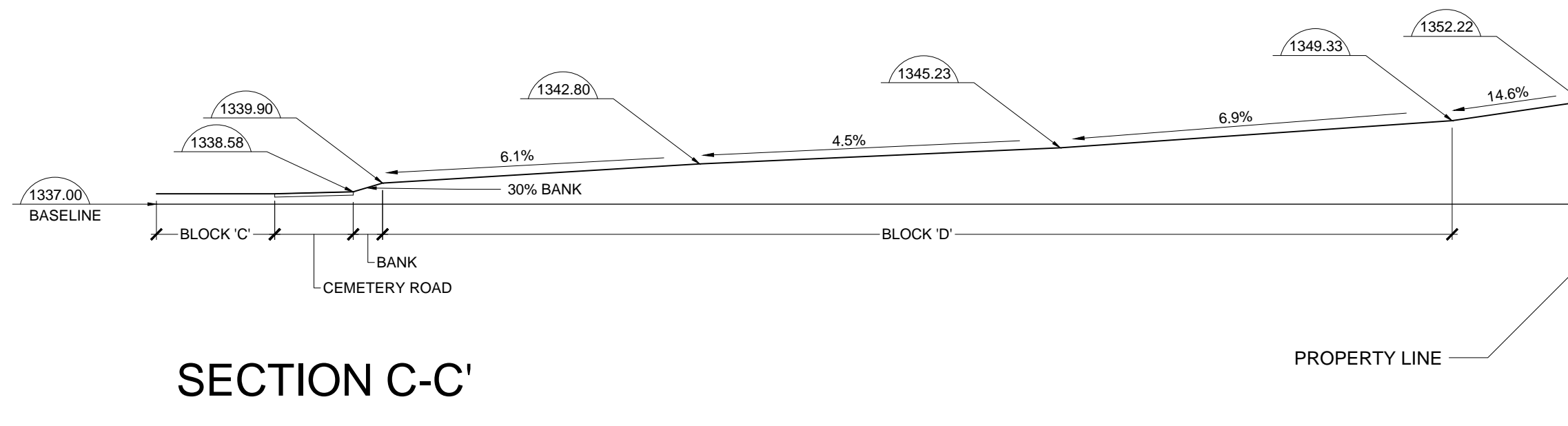
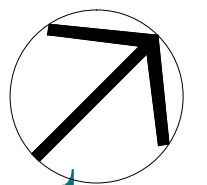


Fig. A3.10 Existing Conditions: Sections C-C' and D-D'



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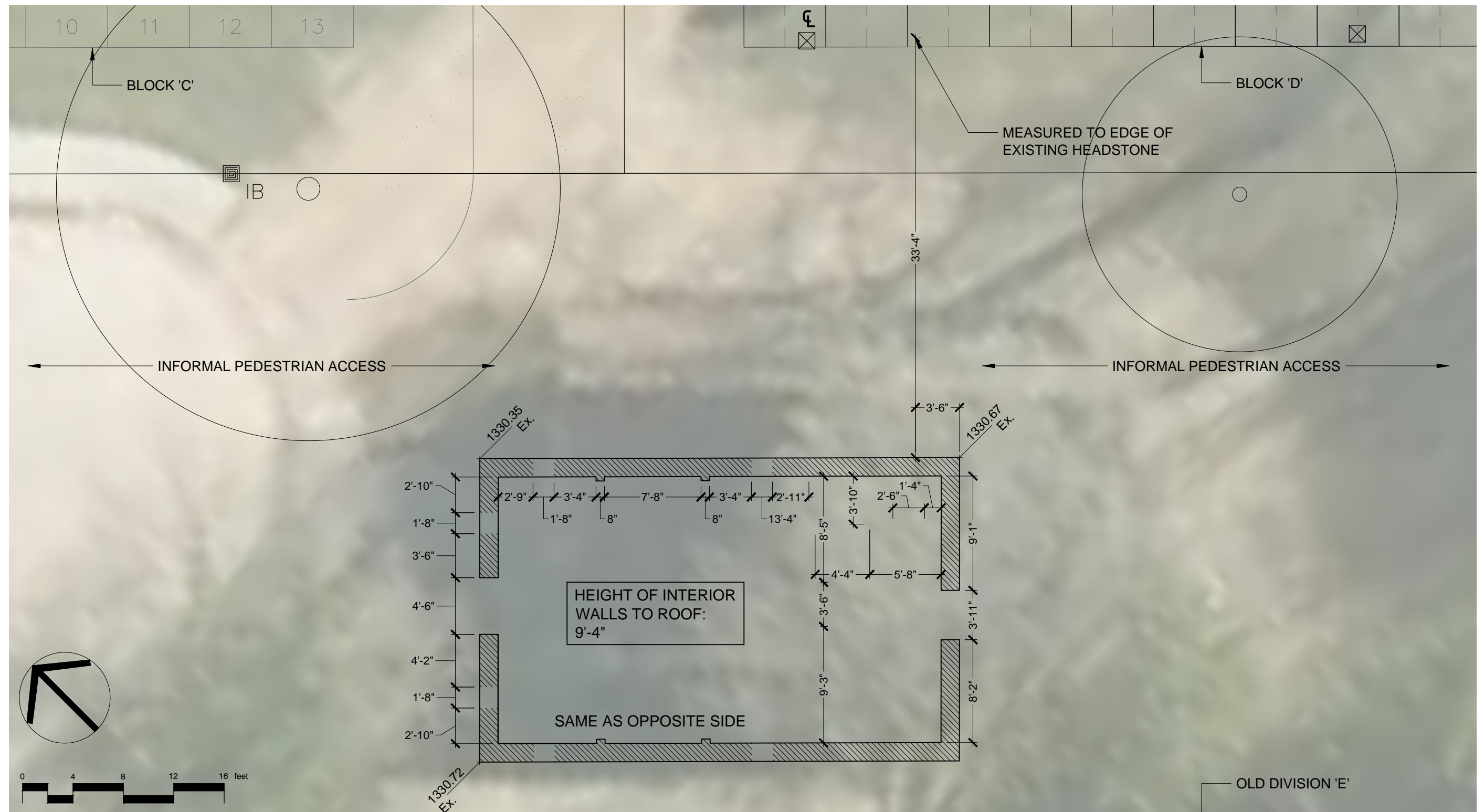


Fig. A3.11

Chapel Plan Interior

Hilton
LANDMARKS Inc.
Cemetery Consultants, Planning and Design

APPENDIX 4.0

Centre Wellington Cemetery By-Law Interment Rights Interment Rights Certificate

THE CORPORATION OF THE TOWNSHIP OF CENTRE WELLINGTON

BY-LAW 2009-004

Being a By-law to control cemeteries owned by the Corporation of the Township of Centre Wellington or located within the Corporation's limits and to Repeal By-law 2000-10

WHEREAS the Corporation owns and operates Belsyde Cemetery and Elora Cemetery and Council wishes to establish new Rules and Regulations for the management and use of cemeteries pursuant to the provisions of the Cemeteries Act, R.S.O. 1990, C.4.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF CENTRE WELLINGTON HEREBY ENACTS AS FOLLOWS:

1. **INTERPRETATION**

For the purpose of this By-law the following terms shall have the corresponding meanings:

"Act" means the Cemeteries Act, R.S.O. 1990 C.4, as amended

"Adult Grave" means any burial space measuring not less than 3.05 metres (10 feet) by .91 metres (3 feet) and intended for the burial of adults;

"Care and Maintenance Fund" means the trust fund established pursuant to s.35 of the Act, with respect to the Cemeteries;

"Cemetery" means Belsyde Cemetery or Elora Cemetery in the Township of Centre Wellington;

"Cemetery Services" means,

- a) in respect to a lot
 - (i) opening and closing of a grave
 - (ii) interring or disinterring human remains
 - (iii) the placement of flat markers and footstones, and
- b) in respect of a cemetery, such other services as are provided by the owner of the cemetery at the cemetery;

"Cemetery Supplies" includes interment vaults, markers, flowers, liners, urns, shrubs and artificial wreaths and other articles intended to be placed in a cemetery;

"Chapel" means the Chapel in the cemetery;

"Child's Grave" means any burial space measuring not less than 2.44 metres (8 feet) by .91 metres (3 feet) and intended for the burial of children;

"Clerk" means the Clerk for the Township of Centre Wellington or his/her designate;

"Columbarium" means a structure designed for interring cremated human remains in sealed compartments.

"Committee" means the Operations Committee of the Township of Centre Wellington which shall govern and control the cemetery pursuant to the provisions of this By-law;

"Corner Posts" means any stone or other land marks set flush with the surface of the ground and used to indicate the corners of a grave;

"Council" means the Council of The Corporation of the Township of Centre Wellington;

"Cremation Lot or Cremation Grave" means any burial space intended to receive not more than two (2) cremated remains and having a minimum size of .91 metre (3 feet) by .91 metre (3 feet);

"Director" means the Director of Public Works for the Township of Centre Wellington or his/her designate;

“Footstone” means a stone set flush with the surface of the ground so that a mower can pass over same and which, after the date this by-law comes into force, will have dimensions which do not exceed six inches by twelve inches by a maximum of four inches thick and a minimum of three inches thick;

“Foundation” means a concrete base for a monument which has a minimum depth of five feet or the depth of the grave, whichever is deeper, below the surface of the ground;

“Human remains” means a dead human body and includes a cremated human body;

“Income” means the interest or money earned, including the compounding thereof, by the investment of funds’

“Inter” means the burial of human remains and includes the placing of human remains in a lot;

“Interment Rights” includes the right to require or direct the interment of human remains in a lot;

“Interment Rights Holder” means a person with interment rights with respect to a lot and includes a purchaser of interment rights under the Act, or a predecessor of that Act;

“Lot” means an area of land in a cemetery containing, or set aside to contain, human remains, including an adult’s grave or child’s grave;

“Marker” means any monument, tombstone, plaque, headstone, cornerstone, cremation marker, or other structure or ornament affixed to, or intended to be affixed to a lot, mausoleum crypt, or columbarium niche or other structure or place intended for the deposit of human remains;

“Mausoleum” means a building or structure, other than a columbarium, used as a place for the interment of human remains in sealed crypts or compartments;

“Minister” means the Minister of Small Business and Consumer Services; and

“Ministry” refers to the Ministry of Small Business and Consumer Services;

“Monument” means any permanent memorial projecting above ground level;

“Municipality” means The Corporation of the Township of Centre Wellington;

“Non-resident” means an individual who is not a resident’

“Plan” means the plan or plans of the cemetery, approved by the Ministry;

“Plot” means two or more lots in which the rights to inter have been sold as a unit;

“Pre-need supplies or services” mean cemetery supplies or services that are not required to be provided until the death of a person alive at the time the arrangements are made;

“Prescribed” means prescribed by the regulations made under the Act;

“Registrar” means the Registrar appointed under the Act;

“Resident” means an individual owning land within the Township of Centre Wellington, or living within the Township limits; or a former resident who, since leaving the Township, has been under continuous nursing care;

“Secretary” means the Clerk for the Township of Centre Wellington, or his/her designate;

“Treasurer” means the Treasurer for the Township of Centre Wellington, or his /her designate;

“Tribunal” means the Commercial Registration Appeal Tribunal;

“Trust Fund” means a trust fund established for the purpose of this Act.

2. **RULES & REGULATIONS**

The Cemeteries shall be managed and governed by the Rules and Regulations set out in Schedule “A” attached to this by-law.

3. **TARIFF**

All sales of lots and all cemetery services provided by or on behalf of the interment rights holder shall be made or performed based on the prices set out in the Township of Centre Wellington Fees and Charges By-law.

4. **REPEAL**

By-law 2000-10 is hereby repealed.

5. This By-law shall come into force and take effect upon receiving the approval of the Registrar.

READ A FIRST AND SECOND TIME this 19th day of January, 2009.

Joanne Ross-Zuj, Mayor

Marion Morris, Clerk

READ A THIRD TIME AND FINALLY PASSED this 19th day of January, 2009.

Joanne Ross-Zuj, Mayor

Marion Morris, Clerk

SCHEDULE "A"

To Township of Centre Wellington By-Law Number

2009-004

RULES AND REGULATIONS

1.0 APPLICATION AND ENFORCEMENT

- 1.1 The Council shall be responsible for giving advice concerning the general management of the cemeteries pursuant to the provisions of these rules and regulations and such further direction from Council by resolution or by-law.
- 1.2 The general maintenance of the cemeteries and provision of cemetery services shall be provided by, or arranged by, the Director subject to the advice and/or direction of Council. Except for the fees and charges set out in Fees & Charges By-law, the Township of Centre Wellington shall maintain, without charge to interment rights holders, the grounds of the cemeteries including all lots, cremation lots, structures, markers, monuments and footstones to ensure the safety of the public and to preserve the dignity of the Cemetery.
- 1.3 The Secretary shall be responsible for all sales of lots and cemetery services, for the maintenance of cemetery records and shall administer the Council approved budget. The Secretary shall render all accounts and notices in connection with cemetery business and shall transact all routine business subject to Council approval.

The secretary shall maintain up-to-date records, which shall include:

- a) plans or surveys of the cemeteries;
 - b) the names of all interment rights holders and their addresses;
 - c) copies of all contracts for the purchase of cemetery supplies and/or services;
 - d) copies of all transfers of interment rights;
 - e) the date of, and location of, all interments within the cemeteries, and whether such interments are of cremated remains;
 - f) a copy of the consent of the interment rights holder for each interment; and
 - g) applications for each consent with respect to the placement of markers.
- 1.4 The Treasurer shall be responsible for the investment of care and maintenance funds.

2.0 SALES OF INTERMENT RIGHTS AND TRANSFERS

- 2.1 All sales of interment rights and cemetery services or cemetery supplies shall be made by the Secretary using a Contract (Form 1 - Interment Rights and Cemetery Services and Supplies) and the person making application to purchase interment rights shall be entitled to a Certificate of Interment Rights (Form 2) upon payment to the Secretary of the applicable price based on the Price List, as set out in the Fees & Charges By-law.
- 2.2 Interment rights may be paid for in cash or by cheque delivered to the Secretary. The applicant shall not be entitled to a Certificate of Interment Rights and no interment shall be made in a lot until the purchase price hereunder has been paid in full.
- 2.3 There shall be no choice of location for lot or lots but they shall be filled in regular order at the time of application for purchase.
- 2.4 Interment rights shall be sold at the rates as per the Fees & Charges By-law.
- 2.5 Interment rights holders shall acquire only the right and privilege to require or direct the interment of human remains in the lot and of erecting monuments and markers subject to the rules and regulations affecting the cemetery as approved by the Ministry.

- 2.6 Lots shall not be used for any other purpose than for the interment of human remains, and after the date these regulations come into force a maximum of one burial of uncremated remains and four burials of cremated remains per lot shall be permitted in Belsyde Cemetery and one burial of uncremated remains and four burials of cremated remains per lot shall be permitted in Elora Cemetery. For any lot which has been used for an interment prior to the date that these regulations come into force, such lot may also be used for the further interment of cremated remains provided that no lot under such circumstances may be used for more than four interments of cremated remains.
- 2.7 No cremation lot shall be used for any other purpose than for the interment of human ashes, and a maximum number of two interments per cremation lot shall be permitted.
- 2.8 In cases of transfer of interment rights by will or bequest, the municipality reserves the right to require the production of a notarized copy of the will or other evidence sufficient to prove ownership. Original Certificates of Interment Rights shall be returned to the Secretary who may then issue a new certificate.
- 2.9 It is a condition of every contract for the purchase of interment rights that the purchaser may transfer such rights only if Form 3 is completed and signed by such holder, or the holder's personal representative, and the original certificate is returned to the Secretary, whereupon the Secretary may issue a new certificate.
- 2.10 The Secretary shall provide each Rights owner at the time of sale with:
 - a) a copy of the contract
 - b) a copy of the Cemetery By-laws; and
 - c) upon payment in full, a Certificate of Interment Rights.
- 2.11 An interment rights holder may require, by written demand, the municipality to repurchase the rights at any time before they are used.
- 2.12 If the municipality receives notice that a contract is cancelled within thirty days, the municipality will refund to the purchaser all money received under the contract within thirty days of receiving the notice.
- 2.13 If the municipality receives notice that a contract is cancelled after thirty days, the municipality shall retain all funds placed in the care and maintenance fund. This also applies to all purchases or contracts that were made before this Act came into being.
- 2.14 If the original selling price is unknown, the repurchase price shall be deemed to be \$50.00 as according to the Act. If the original purchase price is known the repurchase price shall be the same sum minus any required contribution to the care and maintenance fund.
- 2.15 In accordance with the Act, the municipality is not required to repurchase the interment rights for more than four lots held by the same interment right owner in a twelve month period.
- 2.16 The municipality after receiving such a demand, shall repurchase the interment rights within thirty days after receiving the demand, in writing.
- 2.17 No refund or repurchase will be made for any lot if any interment rights have been exercised, unless all human remains have been legally relocated.
- 2.18 The municipality does not provide pre-need services.
- 2.19 When interment rights in a plot are held jointly by two or more persons an order will be accepted from either or any of them, or their authorized representatives, for interment in such part of the plot as may be requested, provided these rules and regulations are followed.
- 2.20 Whenever a document is required to be signed by an interment rights holder and such holder has died, such holder's "personal representative" shall sign such document. The Secretary may require evidence that a person signing documents required by this By-law is the personal representative of a deceased interment rights holder.

3.0 MANAGEMENT OF FUNDS

- 3.1 The Treasurer, subject to advice from Council, shall be responsible for the management and investment of care and maintenance funds in accordance with the provisions of the Act and regulations thereunder.

4.0 GENERAL MAINTENANCE AND CONSTRUCTION

- 4.1 The Director or his/her designate shall supervise all maintenance and construction work in the cemeteries.
- 4.2 If any trees, shrubs or flowers situated on any lot become detrimental to other adjacent lots whether by means of their roots, branches or otherwise, or if they are prejudicial to the general appearance of the cemetery, the Director may have such trees, shrubs, flowers or parts thereof removed after 30 days notice to the interment rights holder.

Specific memorial trees can be planted in the cemetery, but only such varieties that are in keeping with the general plan of the grounds and subject to placement approval by the Director. Memorial plaques may be purchased through the Township for placement on such trees.

- 4.3 No person, except regular cemetery employees shall do any work on a lot without the permission of the Director
- 4.4 No construction work, including installation of foundations, monuments, markers, footstones, or other items shall be allowed on Fridays after 11:00 am, Saturdays, Sundays or holidays.
- 4.5 No foundations may be constructed after November 15th in any year and before April 1st in the following year, unless approved by the Director, in writing.
- 4.6 The foundation shall be built in the designated space and in the proper dimensions of the monument base. If incorrect dimensions have been given on the application form, signed by the installer, the foundation must be immediately removed and rebuilt by the installer at no cost to the municipality. Foundations will be not less than 1.52 metres (5 feet) deep and shall extend 7.5 cm (3 inches) beyond the monument base on all sides and be flush with the ground. They will be set at the Director's direction.

- a) The required concrete mix for foundations will be:
20 MPA
75 mm slump
20 mm aggregate
5% + - 1 Air Entraining agent
Trowel finish all edges

Random testing of concrete may be requested at any time by the Director at the contractor's expense.

- b) The surface area shall be flush with the surrounding ground level and shall provide a level surface free of defects.
- c) Foundations must be cured for a minimum of 48 hours before placing the monument.
- d) Contractors shall be under the supervision of the municipality and shall be responsible to pay the supervisory fee, as filed with the Ministry.
- e) No concrete shall be placed until a representative of the municipality has approved the grades and all loose material is removed from the grade. The placing shall commence at the low point in the grade and concrete shall be thoroughly consolidated to eliminate all air pockets and honeycombs. No concrete shall be placed to overlap concrete that is partially set. Capping of cured foundations is not permitted.

- f) Defective areas must be repaired to the approval of the cemetery management. The finished concrete shall be protected from wind, rain or sun during curing, by covering it completely with a piece of plywood having a minimum thickness of 1.3 cm (1/2 inch). All rubbish and excavated material shall be removed from Township property and disposed of by the contractor at their expense.

4.7 The following rules apply to monument dealers, contractors and workers in the cemetery:

- a) No monument or marker will be delivered to the cemetery without the proper paperwork. Three days notice is required prior to delivery.
- b) No monument or marker will be delivered to the cemetery until the foundation is completed and the contractor is ready to proceed with the work of erection.
- c) No monument or marker will be removed without written permission from the Secretary.
- d) All companies who do work in the cemetery, shall have Workplace Insurance coverage for their workers as well as sufficient liability insurance. Insurance paperwork shall be presented to the Township by April 1st of each year.
- e) Contractors, masons and stonecutters shall lay planks on the lots and paths over which heavy materials are to be moved, in order to protect the surface from injury.
- f) There shall not be a variance of more than 1.3 cm (1/2 inch) in the size of the base required as stated on the work order and the size of the monument delivered.
- g) The demeanor and behaviour of all workmen employed by others in the cemetery, shall be subject to the control of the Director.
- h) Workers shall cease work, if in the immediate vicinity of a funeral, until the conclusion of the service.
- i) All work must be done during regular cemetery hours, unless by special permission of the Director.
- j) Heavy loads shall not be permitted in the cemetery when the roads are in unfit condition.
- k) No monument dealer shall park on the grass unless otherwise directed to do so by the Director.
- l) All implements and materials used in the performance of any work shall be placed where the Director may direct, and all rubbish and surplus earth shall be removed when, and to where, and in such manner as the Director may order. Otherwise, the obstructions will be removed and the expense charged to the monument dealer.
- m) If a monument dealer or contractor desires to set a flat marker, such person must make written arrangements with the Director as to time of installation, as all work must be supervised by an employee of the municipality. The monument dealer shall pay to Belsyde Cemetery the prescribed fee, plus applicable taxes, for supervision of the work.
- n) If a monument company or contractor desires to make their own foundation, they must make written arrangements with the Director within 5 days time of the proposed installation, as all work must be supervised by an employee of the municipality. The foundation shall be at least 1.5 metres (5 feet) deep and shall extend 7.5 cm (3 inches) beyond the monument base on all sides and be flush with the ground. The width of the base shall be in accordance with the regulations for monuments for the appropriate section. There shall not be a variance of more than 1.3 cm (1/2 inch) between the size of the monument and the required foundation. The base shall be made of air entrained cement and shall be level and true so as not to cause tipping. The base shall not rise above the grade of the surrounding ground. Such person shall pay the prescribed fee, plus applicable taxes, for supervision of the work.

5.0 INTERMENTS

- 5.1 No human remains shall be interred in the cemetery unless a burial permit has been issued with respect to the deceased person pursuant to the provisions of the Vital Statistics Act. Burial Permit or Cremation Certificate must be presented to cemetery staff at time of interment.
- 5.2 All funerals must arrive in the cemeteries between the hours of 9:00 am and 3:30 pm Monday to Friday and between 9:00 am and 12:00 noon on Saturday. To accommodate grave restoration visitation at the graveside is limited to one half hour at the conclusion of the committal service.
- 5.3 All communication shall be in writing and presented to the Clerk or designate. Notice of each interment to be made shall be given to the Clerk or designate, by the interment rights holder or the personal representative of such holder, or the funeral director operating pursuant to instructions from such person, at least twenty-four hours prior thereto, unless a shorter period of notice is accepted by the Clerk or designate, acting on behalf of the Director, using the Notice of Proposed Interment (Form 4). When a request for interment is made by telephone, the owner, Council and Director shall not be responsible for any errors or misunderstandings that may arise, but such requests shall be confirmed by delivery of an original signed copy of Form 4 prior to the interment.
- 5.4 No interment shall be scheduled in the cemetery outside the hours outlined in 5.2 of this by-law or at any time on Sunday or any statutory holiday, except based on a doctor's certificate that burial must be made within twenty-four hours of death in accordance with the regulations of the Ontario Ministry of Health for the control of communicable diseases, unless special permission is granted by the Director on advice from the Council.
- 5.5 No human remains shall be interred in a lot or a cremated lot other than the remains of the interment rights holder without the consent of the interment rights holder.
- 5.6 The person requesting a lot or cremation lot opening for interment shall be responsible for the prompt payment of the applicable fees and charges as set out in the Fees & Charges By-law.
- 5.7 Human remains that are not cremated shall be buried at a depth of at least two feet below the natural level of the ground surface.
- 5.8 Uncremated human remains to be buried in a lot may be enclosed in a vault, sealed securely, and of sufficient strength to permit burial with the container remaining intact. The container must be of a size to permit burial within the size of the lot.
- 5.9 No interment equipment, except that provided and/or approved by the Director of the cemeteries, shall be used, except for vaults. Vaults shall be installed by the supplier who will use his own equipment.
- 5.10 Whenever a lot is being used for an interment for the first time, the interment rights holder shall elect whether such lot is to be used for the interment of more than one burial of uncremated remains. The following statement only applies to graves purchased prior to October 2002 in Belsyde Cemetery -- In the event of an election by the interment rights holder that the lot will be used for the interment of more than one burial of uncremated remains, such holder shall pay the additional interment charge referred to in the Fees & Charges By-law and such first interment of uncremated remains shall be at least five feet below the natural level of the ground's surface.
- 5.11 No lot shall be opened for interment or disinterment by any person not in the employ of the municipality, or under the direction of the Director, except under special circumstances, and by permission of the Director.
- 5.12 The interment fee includes the opening and closing of the lot and the recording of the burial.
- 5.13 No interment shall be permitted in any lot where the burial rights have not been paid in full.

- 5.14 The municipality reserves the right, at its cost, to correct any error that may be made by it in making interments, in the description of the lot, or the transfer or conveyance of any interment rights. The municipality may either cancel such grant and substitute other interment rights, or lot of equal value and similar location, as far as is reasonably possible; or refund all money paid on account for such purchase. Notice will be given personally to the rights owners. If necessary, it may be mailed to the rights owners or their legal representatives, at their last appearing address in the record books of the cemetery. In the event that any such error may involve the disinterment of remains the municipality shall first obtain the approval of any regulatory authority and the interment rights owner.

6.0 MONUMENTS, MARKERS AND FOOTSTONES

- 6.1 No person shall install or make alterations to a marker, monument, or footstone in the cemetery unless such person has:
- a) completed an application form (Form 6) and filed same with the Secretary and paid the appropriate fees as set out in the Fees & Charges By-law; and
 - b) provided the written consent of the interment rights holder or such holder's personal representative for such work form (Form 7).

Monuments to be erected on lots other than cremation lots shall:

- a) be set on foundations of poured concrete having a minimum depth below ground surface of five feet or the depth of the grave, whichever is deeper, and with a top surface flush with the ground. All foundations must be at least three inches wider than the monument on all sides, and shall be inspected by the Director, prior to the installation of the monument;
- b) have a maximum width of two feet per grave so that a single grave shall not have a monument wider than two feet and a double grave lot shall not have a monument wider than four feet, excluding base;
- c) have a minimum thickness of six inches if the height of the monument is three feet or less, and a minimum thickness of eight inches for a monument higher than three feet excluding the base; and
- d) not exceed six feet in height, including the base.

6.2 Markers shall:

- a) measure a maximum of fourteen inches by twenty-four inches and shall have a minimum thickness of four inches for a single grave and shall measure fourteen inches by thirty inches and shall have a minimum thickness of four inches for a double grave;
- b) have a top surface flush with the ground;
- c) not require a concrete foundation; and
- d) only be placed by the Director or his assistants.

6.3 Footstones shall:

- a) be six inches by twelve inches with a minimum thickness of two inches; and
- b) only be placed by the Director or his assistants.

6.4 Markers only will be permitted in the Cremation Gardens and shall be limited to one marker for each cremation lot. Markers in Cremation Gardens shall measure eighteen inches by twenty-four inches by four inches thick. The markers shall be flush with the ground and located at the limit of the cremation grave furthest from the walkway in front of the cremation grave in Belsyde Cemetery and centered on the foundation in Elora Cemetery.

6.5 Niche Inscriptions: To ensure quality control, desired uniformity and standard of workmanship, the Cemetery reserves the right to inscribe all niche fronts. Approved samples are available for viewing in the Township main office. Any unauthorized adornment or emblem will be removed and disposed of without notification and at the expense of the Interment Rights Holder(s). No person other than the Director or his assistants shall remove or alter niche fronts.

7.0 CARE OF LOTS AND FLOWERS

- 7.1 Flower beds not exceeding 35.56 cm (14 inches) in width shall be permitted at the front of the monument, not to exceed the width of the monument base, and where there is no monument, can only be made by permission of, and under the supervision of the Director. The installation of borders, fences, railings, walls, copings or edgings anywhere within a lot, including flower beds, is prohibited.
- 7.2 Mini trees can be planted in the flower beds but cannot exceed 36 inches in height. If trees exceed 36 inches or encroach upon adjacent lots and/or monuments, the Corporation reserves the right to remove them without notice.
- 7.3 Any such flower bed shall be planted right up to the concrete base with no space or grass between the bed and the base.
- 7.4 No flowerbeds are permitted in the Cremation Gardens. Plants and plastic vases may be placed on sidewalk foundation, markers or landscaping stone only.
- 7.5 Artificial flowers are permitted, provided they are properly maintained and not detrimental to the general maintenance of the cemetery.
- 7.6 Artificial wreaths without glass or plastic covers, and not in wooden boxes, are allowed to be placed on the lot after October 15th in any year, provided they are securely fastened to the monument, or where there is no monument, mounted on a stand of at least 76.20 cm (30 inches) high and securely anchored to the ground.
- 7.7 The Corporation reserves the right to remove all flowers, potted plants, wreaths and baskets of flowers when they become withered or unsightly or for any other reason such removals would be in the best interest of the cemeteries.
- 7.8 Vases, urns and flower stands not properly cared for, and which are not filled with plants by the twentieth of June in any year, may be removed from the lot and any stand, holder, vase or other receptacle for flowers which is unsightly or unsuitable may be prohibited or removed by the Director.
- 7.9 No GLASS containers of any kind are permitted in the cemeteries at any time. Nails, wires, wooden crosses, articles of glass or pottery or any other material that create a hazard to workmen and to visitors when neglected or broken are not allowed in the cemeteries.
- 7.10 Potted plants must not be buried but must be placed on top of the ground as close to the monument base as practical.
- 7.11 Flower beds require to be cleared of tender plants after the first frost or October 15th of each year. Lot owners desiring to take any plants away should do so before their removal becomes necessary.
- 7.12 Decoration Day is the Second Sunday of June of each year in Belsyde Cemetery and published each year for the Elora Cemetery.

8.0 EMERGENCY STORAGE OF HUMAN REMAINS

- 8.1 The Director reserves the right to determine if the weather conditions are adverse enough to prevent a burial.
- 8.2 Neither cemetery has storage facilities for human remains. Funeral Homes must make arrangements for off site storage if necessary.

9.0 RULES FOR VISITORS

- 9.1 Visitors are always welcome at the cemeteries during the open hours, from 8:00 am until sundown. They are asked to remember the respect due to the dead.
- 9.2 The Director and his assistants are empowered and are required to preserve order and decorum in the cemetery.
- 9.3 No parades, other than funeral processions, shall be admitted to or be organized within the cemetery without the municipality's permission, other than Decoration Day.

- 9.4 Children under the age of twelve years are welcome in the cemeteries when accompanied by an adult, who shall be responsible for their good conduct and shall see that they do not run over the lots or climb upon the monuments.
- 9.5 Vehicles within the cemeteries shall be driven at a moderate rate of speed and shall not leave the avenues or park on the grass unless directed to do so by the Director.
- 9.6 No ATV's (all terrain vehicles) or snowmobiles are allowed in the cemeteries.
- 9.7 Proprietors of vehicles and their drivers shall be held responsible for any damage done by them.
- 9.8 Discharging of firearms, other than in regular volleys at burial services is prohibited in and around the cemetery.
- 9.9 Dogs, pets, etc., of any form are not permitted in the cemeteries.
- 9.10 No picnic party shall be permitted in the cemeteries.
- 9.11 In the cemeteries, any person who damages or moves any tree, plant, marker, fence, structure or other thing usually erected, planted or placed in the cemeteries is liable to the municipality and any interment rights holder who, as a result, incurs damage. The amount of damages shall be the amount required to restore the cemeteries to the state that they were in before anything was damaged or moved by the person liable.
- 9.12 No gratuities at any time shall be given to any officer or employee, nor shall any reward be given for any personal services or attention.
- 9.13 Soliciting of any kind in either cemetery is strictly prohibited.
- 9.14 Any complaints by interment rights holders or visitors should be made to the Director, not to workers on the grounds, and controversies with workers or others on the grounds are to be avoided.
- 9.15 Rubbish shall not be thrown on roadways, lots or walkways or any part of the grounds. Receptacles are provided at convenient points on the grounds for the deposit of weeds, decayed flowers, plants, etc.
- 9.16 Any person disturbing the quiet and good order of the cemeteries by noise or other improper conduct or who violates these by-laws, must be expelled from the grounds.
- 9.17 The municipality may remove any article which is detrimental to efficient maintenance or constitutes a hazard to machinery, employees or visitors, or is unsightly or does not conform with the natural beauty or design of the cemetery.
- 9.18 In the interest of preventing vandalism, the gates to the cemeteries may be closed at any appropriate time.

10.0 GENERAL PROVISIONS

- 10.1 No person shall disinter any human remains from the cemetery except in compliance with the Cemeteries Act, R.S.O. 1990, C.4, as amended. The charges payable for disinterment shall be two times the interment fee for an adult burial and such charges shall be paid in advance.
- 10.2 Any markers or monuments designating the location of an interment shall be removed at the time a disinterment is made.
- 10.3 No borders, fences, railings, walls or hedges in or around lots shall be permitted and no mounds shall be allowed on lots.
- 10.4 No plants or shrubs shall be planted on graves, however, flower beds not exceeding 14 inches shall be permitted in front of monuments and where there is no monument, can only be maintained with permission of and under the supervision of the Director.
- 10.5 Implements or materials used in doing any work within the cemeteries shall be removed without delay and if this is not done, the Director will remove same.

THE CORPORATION OF THE TOWNSHIP OF CENTRE WELLINGTON

DRAFT

BY-LAW 2015-???

Being a By-law to control cemeteries owned by the Corporation of the Township of Centre Wellington or located within the Corporation's limits and to Repeal By-law 2009-004

WHEREAS the Corporation owns and operates Belsyde Cemetery and Elora Cemetery and Council wishes to establish new Rules and Regulations for the management and use of cemeteries pursuant to the provisions of the Funeral, Burial and Cremation Services Act, 2002.

WHEREAS NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF CENTRE WELLINGTON HEREBY ENACTS AS FOLLOWS:

1. **INTERPRETATION**

For the purpose of this By-law the following terms shall have the corresponding meanings:

“Act” means the *Funeral, Burial and Cremation Services Act, 2002* and its associated regulation and any successor acts.

“Base” means that portion of a monument or marker which sits upon the foundation and is in turn capped by the upper main portion of the monument or marker (the die). The base excludes the foundation beneath and the die above;

“Care and Maintenance Fund” means the trust fund established pursuant to the Act;

“Casket” means a container intended to hold a dead human body for funeral, cremation or interment purposes and that is not a vault, burial container or a grave liner;

“Cemetery” means Belsyde Cemetery or Elora Cemetery in the Township of Centre Wellington;

“Cemetery Employee” means staff employed by the Township of Centre Wellington trained to care for the cemetery grounds, and provides cemetery services regularly, working under the direction of the Director;

“Cemetery Services” means services provided by a cemetery operator in respect of the interment of human remains or the scattering of cremated human remains at a cemetery and includes:

- a) Opening and closing of a grave or niche;
- b) Interring or disinterring human remains
- c) The placement of flat markers and footstones; and
- d) Other services as may be prescribed

“Cemetery Supplies” includes interment vaults, markers, flowers, liners, urns, shrubs and artificial wreaths and other articles intended to be placed in a cemetery;

“Clerk” means the Clerk for the Township of Centre Wellington or his/her designate;

“Columbarium” means a structure designed for the purpose of interring cremated human remains in niches or compartments;

“Council” means the Council of The Corporation of the Township of Centre Wellington;

“Die” means the main part of the monument excluding the Base and Foundation;

“Director” means the Director of Public Works for the Township of Centre Wellington or his/her designate;

“Emergency” means a situation outside of normal cemetery operating circumstances as defined in this By-law that, at the discretion of the Director, requires expedited attention;

“Foundation” means a poured concrete foundation upon which a monument (specifically the base) is placed and is subject to the constraints outlined in this By-law;

“Funeral Director” means an individual licensed to provide or direct the provision of funeral services or to hold oneself out as available to do so as per the Act;

“Grave” means a ground lot intended for the interment of human remains (a Casket Grave) or cremated human remains (a Cremation Grave);

“Grave Liner” – See Vault;

“Human remains” means a dead human body or the remains of a cremated human body;

Commented [FD(1)]: Added for completeness with Base and Foundation.

Commented [CB2]: A definition is required

Commented [FD(3R2)]: Does this suit your purpose?

Commented [AD4]: A definition is required

Commented [FD(5R4)]: Definition from OReg 30/11 adding “as per the Act”.

“**Inter**” means the burial of human remains and includes the placing of human remains in a lot;

“**Interment Rights**” includes the right to require or direct the interment of human remains in a lot;

“**Interment Rights Holder**” means the person who holds the interment rights with respect to a lot whether the person be the purchaser of the rights, the person named in the certificate of interment or such other person to whom the interment rights have been assigned;

“**Lot**” means an area of land in a cemetery containing, or set aside to contain, interred human remains and includes a tomb, crypt or compartment in a mausoleum and a niche or compartment in a columbarium and any other similar facility or receptacle;

“**Marker**” means any monument, tombstone, plaque, headstone, cornerstone, footstone, flat marker or other structure or ornament affixed to or intended to be affixed to a burial lot, mausoleum crypt, columbarium niche or other structure or place intended for the deposit of human remains excluding base and foundation;

Commented [CB6]: To clarify

“**Minister**” means the Minister of Government Services or whatever other member of the Executive Council to whom administration for this Act is assigned under the Executive Council Act;

“**Ministry**” means the ministry of the Minister;

“**Monument**” means any permanent marker projecting above ground level;

“**Municipality**” means The Corporation of the Township of Centre Wellington;

“**Personal Representative**” means a person who is authorized to act on behalf of the purchaser or their estate;

“**Plan**” means the plan or plans of the cemetery, approved by the Ministry;

“**Plot**” means two or more lots in respect of which the rights to inter have been sold as a unit;

“**Pre-need supplies or services**” mean cemetery supplies or services that are not required to be provided until the death of a person alive at the time the arrangements are made;

“**Prescribed**” means prescribed by the regulations made under the Act and this By-law;

“**Price List**” means the list of cemetery product and service prices set out in the Township of Centre Wellington’s current Fees & Charges By-law as amended from time to time;

Commented [FD(7)]: Is this the correct reference?

“**Registrar**” means the Registrar appointed under Section 3 of the Act;

“**Scattering Rights**” includes the right to require or direct the scattering of cremated human remains on the scattering ground of a cemetery;

“**Treasurer**” means the Treasurer for the Township of Centre Wellington or his/her designate;

“**Tribunal**” means the Licence Appeal Tribunal established under the Licence Appeal Tribunal Act, 1999 or such other tribunal as may be prescribed;

Commented [FD(8)]: This definition is not referred to in the document hence not required.

“**Vault**” means any container used to contain and protect an interred casket or urn. Also known as a Grave Liner).

Commented [FD(9)]: Not referred to in By-law. Not required.

Commented [AD10]: A definition is required

Commented [FD(11R10)]: Vault and Grave Liner are used interchangeably.

2. **RULES & REGULATIONS**

The Cemeteries shall be managed and governed by the Rules and Regulations set out in Schedule “A” attached to this by-law.

3. **TARIFF**

All sales of lots and all cemetery services provided by or on behalf of the interment rights holder shall be made or performed based on the Price List set out in the most current Township of Centre Wellington Fees and Charges By-law.

4. **REPEAL**

By-law 2009-004 is hereby repealed.

5. This By-law shall come into force and take effect upon receiving the approval of the Registrar.

READ A FIRST AND SECOND TIME this ??th day of ????????, 2015.

????????????????????, Mayor

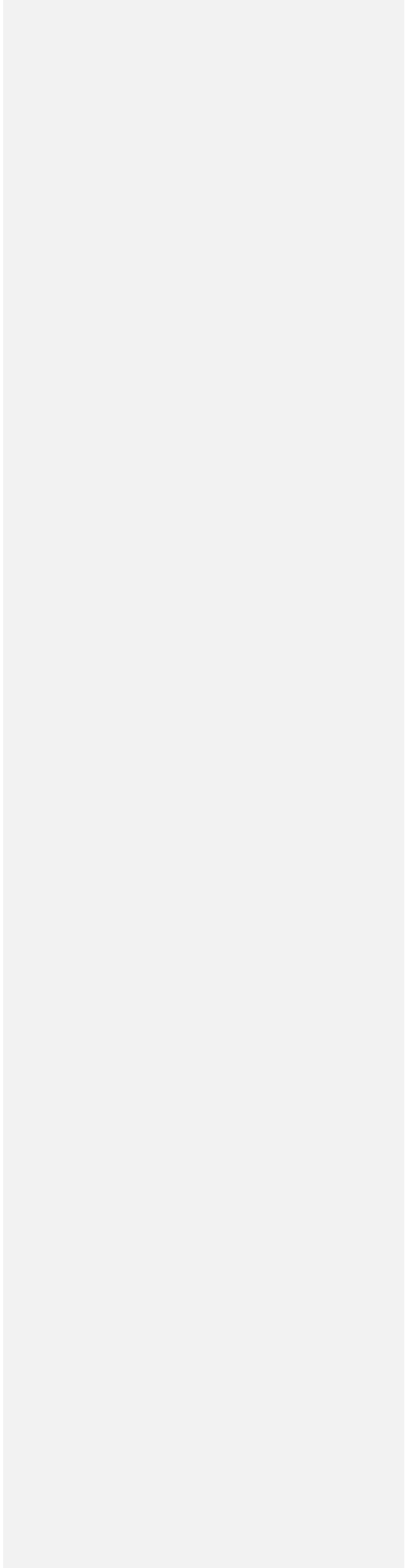
????????????????????, Clerk

READ A THIRD AND FINAL TIME this ??th day of ????????, 2015.

????????????????????, Mayor

????????????????????, Clerk

DRAFT



SCHEDULE "A"

To Township of Centre Wellington By-Law Number

2015-???

RULES AND REGULATIONS

1.0 APPLICATION AND ENFORCEMENT

- 1.1. The **Township of Centre Wellington** shall maintain the grounds of the cemeteries including all lots, cremation lots, structures, markers, monuments and footstones to ensure the safety of the public and to preserve the dignity of the cemeteries.
- 1.2. The **Council** shall be responsible for giving advice concerning the general management of the cemeteries pursuant to the provisions of these rules and regulations and such further direction from Council by resolution or by-law.
- 1.3. The **Director**, subject to the advice and/or direction of Council, shall provide or arrange for the general maintenance of the cemeteries and provision of cemetery services.
- 1.4. The **Clerk** shall be responsible for all sales of lots and cemetery services, for the maintenance of cemetery records and shall administer the Council-approved budget. The Clerk shall render all accounts and notices in connection with cemetery business and shall transact all routine business subject to Council approval.

The Clerk shall maintain up-to-date records, which shall include:

- a) plans or surveys of the cemeteries;
 - b) the names of all interment rights holders and their addresses;
 - c) copies of all contracts for the purchase of cemetery supplies and/or services;
 - d) copies of all transfers of interment rights;
 - e) the date of, and location of, all interments within the cemeteries, and whether such interments are of cremated remains;
 - f) a copy of the consent of the interment rights holder for each interment;
 - g) applications for each consent with respect to the placement of markers; and
 - h) any other information required under the Act.
- 1.5. **Public Register:** The Clerk shall maintain the public register as required by Provincial legislation – *Section 110 of Ontario Regulation 30/11*. The public register will be available for viewing at the Township office during regular business hours.
 - 1.6. The **Treasurer**, subject to advice from Council, shall be responsible for the management and investment of care and maintenance funds in accordance with the provisions of the Act.
 - 1.7. Any activities undertaken on weekends, holidays or outside of the normal operating hours due to Emergency shall be subject to additional charges as outlined in the Price List. Cemetery sales and inquiries may be made at the Township office.

2.0 SALES AND TRANSFERS OF INTERMENT RIGHTS

- 2.1. **Contract:** In accordance with the Act the purchaser of interment or scattering rights must enter into a cemetery contract, providing such information as may be required by the municipality for the completion of the contract and the public register prior to each burial or entombment of human remains, or each scattering of cremated human remains. All sales of interment rights and cemetery services or cemetery supplies shall be made by the Clerk using a Contract (Form 1 - Interment Rights and Cemetery Services and Supplies) and the person making application to purchase interment rights shall be entitled to a Certificate of Interment Rights (Form 2) upon payment to the Clerk of the applicable price in the Price List.
- 2.2. Prior to the entering into the contract, the Clerk shall provide each purchaser with:
 - a) a copy of the consumer information guide;
 - b) a copy of the current cemetery Price List;
 - c) a copy of the Cemetery By-law;
 - d) a copy of the contract; and
 - e) any other information as required under the Act.
- 2.3. **Certificate of Interment Rights:** Upon payment in full, The Clerk will issue a Certificate of Interment Rights to the purchaser.

- 2.4. **Payment:** Interment rights may be paid for in cash, debit or by cheque delivered to the Clerk. The applicant shall not be entitled to a Certificate of Interment Rights and no interment shall be made in a lot until the purchase price hereunder has been paid in full.
- 2.5. **Location:** There shall be no choice of location for a casket or cremation ground lot or lots but they shall be filled in regular order at the time of application for purchase.
- 2.6. **Fees:** Interment rights shall be sold at the fees outlined in the current Price List.
- 2.7. **Interment Rights:** Interment rights holders shall acquire only the right and privilege to require or direct the interment of human remains in the lot and of erecting monuments and markers subject to this By-law and the rules and regulations affecting the cemetery as approved by the Ministry.
- 2.8. **30 Day Cooling Off Period:** A purchaser has the right to cancel an interment or scattering rights contract within 30 days of signing the interment or scattering rights contract, by providing written notice of the cancellation to the Clerk. The municipality will refund all monies paid by the purchaser within 30 days from the date of the request for cancellation.
- 2.9. **Cancellation after 30 Day Cooling Off Period:** Upon the Clerk receiving written notice from the purchaser of the interment or scattering rights, the municipality will cancel the contract and issue a refund to the purchaser for the amount paid for the interment or scattering rights less the appropriate amount that is required to be deposited into the Care and Maintenance Fund. This refund will be made within 30 days of receiving said notice. If the interment or scattering rights certificate has been issued to the interment or scattering rights holder(s), the certificate must be returned to the Clerk along with the written notice of cancellation.

If any portion of the interment or scattering rights has been exercised, the purchaser or the interment or scattering rights holder(s) are not entitled to cancel the contract or re-sell the interment or scattering rights.

- 2.10. **Resale of Interment Rights Prohibited:** The Township of Centre Wellington prohibits the resale of interment or scattering rights to a third party and will repurchase these rights at the price listed on the current Price List. Transfers of interment or scattering rights cannot be prohibited as long as the purchaser meets the qualifications and requirements as outlined in this By-law.
- 2.11. **Partial Exercise:** The Township of Centre Wellington is not required to repurchase interment or scattering rights in a plot (more than one lot) if one of the interment or scattering rights in the plot has been exercised.
- 2.12. **Repurchase of Interment Rights:** If a rights holder(s) wishes to re-sell the interment or scattering rights to the Township of Centre Wellington, the rights holder(s) must make the request to the Clerk in writing. The Township of Centre Wellington will repurchase the interment right at the price listed on the cemetery's current Price List less the Care & Maintenance Fund contribution made at the time of purchase. The repurchase and payment to the rights holder requesting the sale must be completed within 30 days of the request.

The interment or scattering rights holder requesting the resale of the rights must return the interment or scattering rights certificate to the Clerk and the rights holder(s) must endorse the interment or scattering rights certificate, transferring all rights, title and interest back to the Township of Centre Wellington. The appropriate paperwork must be completed before the Township of Centre Wellington reimburses the rights holder(s).

- 2.13. **Transfer of Interment Rights:** In cases of transfer of interment rights by will or bequest, the municipality reserves the right to require the production of a notarized copy of the will or other evidence sufficient to prove ownership. Original Certificates of Interment Rights shall be returned to the Clerk who may then issue a new certificate after payment of the prescribed fee.

It is a condition of every contract for the purchase of interment rights that the purchaser may transfer such rights only if Form 3 is completed and signed by such holder, or the holder's Personal Representative, and the original certificate is returned to the Clerk, whereupon the Clerk may issue a new certificate upon payment of the prescribed fee.

- 2.14. **Preneed Services:** The municipality does not provide pre-need services.
- 2.15. **Joint Ownership:** When interment rights in a plot are held jointly by two or more persons an order will be accepted from either or any of them, or their authorized representatives, for interment in such part of the plot as may be requested, provided these rules and regulations are followed.

Commented [FD(12): Constance to review/revise per "Direction & Authorization" form process. Per teleconference 2014-11-27.

- 2.16. **Authorization:** Whenever a document is required to be signed by an interment rights holder and such holder has died, such holder's Personal Representative shall sign such document. The Clerk may require evidence that a person signing documents required by this By-law is the Personal Representative of a deceased interment rights holder.

3.0 LOTS AND INTERMENTS

- 3.1. **Use:** Lots shall not be used for any other purpose than for the interment of human remains. Pets or other lower animals, including cremated animal remains, are not allowed to be buried on cemetery grounds.
- 3.2. **Consent:** No human remains shall be interred in a lot or a cremated lot other than the remains of the interment rights holder without the consent of the interment rights holder.
- 3.3. **Interment Authorization:** Interment or scattering rights holder(s) must provide written authorization to the Clerk prior to a burial, scattering, or an entombment taking place. Should the interment or scattering rights holder be deceased, authorization must be provided in writing by the person authorized to act on behalf of the interment rights holder i.e. Personal Representative, Estate Trustee, Executor or next of kin.
- 3.4. **Permits:** A burial permit issued by the Registrar General or equivalent document showing that the death has been registered with the province must be provided to the Director prior to a burial, scattering or entombment taking place. A Certificate of Cremation must be submitted to the Director prior to the burial of cremated remains or scattering of cremated remains taking place.
- 3.5. **Contract:** In accordance with the Act, the purchaser of interment or scattering rights must enter into a cemetery contract, providing such information as may be required by the Clerk for the completion of the contract and the public register prior to each burial or entombment of human remains, or each scattering of cremated human remains.
- 3.6. **Payment** must be made to the cemetery before an interment may take place. No interment shall be permitted in any lot where the burial rights have not been paid in full.
- 3.7. The opening and closing of graves and niches or the scattering of cremated remains may only be conducted by Cemetery Employees or those designated by the Director.
- 3.8. The person requesting a lot opening for interment shall be responsible for the payment of the applicable fees and charges, as set out in the Price List, prior to the lot opening.
- 3.9. The interment fee includes the opening and closing of the lot and the recording of the burial.
- 3.10. Under the Act, if interment rights were sold or transferred, or a marker was installed, before 1955, and if no money was collected to be held in trust for the purpose of maintaining the cemetery or for the purpose of maintaining its markers, as the case may be, the Clerk may charge the interment rights holder an amount no greater than the amount that the Clerk would be required under the Act to pay into a care and maintenance fund or account for the cemetery if equivalent interment rights were sold or transferred, or an equivalent marker was installed, at market price on the day the holder is charged. *O. Reg. 30/11, s. 95 (2).*
- 3.11. **Communication:** All communication shall be in writing and presented to the Clerk or designate. Notice of each interment to be made shall be given to the Clerk or designate, by the interment rights holder or the Personal Representative of such holder, or the Funeral Director operating pursuant to instructions from such person, at least 24 hours prior thereto, unless a shorter period of notice is accepted by the Clerk or designate, acting on behalf of the Director, using the Notice of Proposed Interment (Form 4). When a request for interment is made by telephone, the owner, Council and Director shall not be responsible for any errors or misunderstandings that may arise, but such requests shall be confirmed by delivery of an original signed copy of Form 4 prior to the interment.
- 3.12. No lot shall be opened for interment or disinterment by any person not in the employ of the municipality or under the direction of the Director, except under special circumstances and by permission of the Director.
- 3.13. **Uncremated human remains** may only be interred in a casket grave.
- 3.14. **Adult casket graves** shall measure not less than 3.05 metres (10 feet) by 0.91 metres (3 feet); and will permit a maximum of one (1) burial of casketed human remains (as the first interment only) and up to four (4) burials of cremated remains.
- 3.15. **Child casket graves** shall measure not less than 2.44 metres (8 feet) by 0.91 metres (3 feet) and shall permit only the interment of a single child up to the age of 8.

Commented [CB13]: No existing child lots, kept here in the event that we will offer them in future.

Commented [FD(14R13)]: You might wish to set the minimum size lower for child graves. Perhaps as low as 3 feet by 3 feet.

3.16. Uncremated human remains shall be buried at a depth of at least 0.61 metres (2 feet) below the natural level of the ground surface.

3.17. Uncremated human remains to be buried in a lot must be enclosed in a casket sealed securely, and of sufficient strength to permit burial with the container remaining intact. The container must be of a size to permit burial within the size of the lot.

Commented [AD15]: These terms should be defined in the Interpretation section. Casket is defined in the act.

Commented [FD(16R15)]: Vault and Grave Liner used interchangeably. Defined in Section 1.

3.18. Whenever a casket grave is being used for an interment for the first time, the interment rights holder shall elect whether such grave is to be used for the interment of more than 1 burial of uncremated human remains. The following statement only applies to graves purchased prior to October 2002 in Belsyde Cemetery – In the event of an election by the interment rights holder that the lot will be used for the interment of more than 1 burial of casketed human remains, such holder shall pay the additional interment charge referred to in the Price List and such first interment of casketed human remains shall be at least 1.52 metres (5 feet) below the natural level of the ground's surface.

3.19. **Cremated human remains** may be placed in a casket grave, a cremation grave, a columbarium niche or scattered in the specified area.

Commented [FD(17)]: To be reviewed pending HLI disposition recommendations.

3.20. **Cremation graves** shall measure not less than 0.91 metres (3 feet) by 0.91 metres (3 feet).

3.21. **Cremation graves and columbarium niches** shall be used only for the placement of cremated human remains, and will permit a maximum of 2 interments per cremation lot or niche as per the contract for the purchase of the interment rights.

3.22. Only the Cemetery Employee may open and seal niches for interments. This applies to the inside sealer and the niche front.

3.23. To ensure quality control, desired uniformity and standard of workmanship, the cemetery reserves the right to inscribe all niche fronts or install all lettering, vases, adornments, or any other approved attachment.

3.24. No person other than Cemetery Employees shall remove or alter niche fronts.

3.25. **Scattering:** Cremated remains may only be scattered within a designated area of the cemetery. Cremated remains are not permitted to be scattered on a grave. Once scattered cremated remains cannot be retrieved.

3.26. A scattering contract must be completed and the payment of the scattering fee must be received before the scattering of cremated human remains can take place.

3.27. **Disinterment:** Human remains may be disinterred from a lot provided that the written consent (authorization) of the interment rights holder has been received by the Clerk and the prior notification of the medical officer of health. A certificate from the local medical officer of health must be received by the Clerk before the removal of casketed human remains may take place. A certificate from the local medical officer of health is not required for the removal of cremated remains.

In special circumstances the removal of human remains may also be ordered by certain public officials without the consent of the interment rights holder and/or next of kin(s).

3.28. **Hours of Operation:** All funerals must arrive in the cemeteries between the hours of 10:00 am and 3:00 pm Monday to Friday and between 10:00 am and 11:00 am on Saturday. Funerals are prohibited at the cemeteries on Sundays and Statutory holidays, Easter Monday, and Remembrance Day (except as required by regulation). To accommodate grave restoration, visitation at the graveside is limited to one half hour (30 minutes) at the conclusion of the committal service and one hour (60 minutes) is required between services. Interment scheduling is subject to staff availability and approval of the Director.

Commented [AD18]: This was discussed and confirmed on February 11, 2015 with Rob R. and Colin.

3.29. **Scheduling:** No interment shall be scheduled in the cemetery outside the hours outlined in Item 3.28 of this by-law or at any time on Sunday or any statutory holiday, except based on a doctor's certificate that burial must be made within 24 hours of death in accordance with the regulations of the Ontario Ministry of Health for the control of communicable diseases or unless special permission is granted by the Director on advice from the Council. Interment scheduling is subject to staff availability and approval of the Director.

Commented [FD(19)]: Revised per teleconference 2014-11-27

3.30. **Equipment:** No interment equipment, except that provided and/or approved by the Director of the cemeteries, shall be used, except for vaults. Vaults shall be installed by the supplier who will use his/her own equipment.

3.31. **Errors:** The municipality reserves the right, at its cost, to correct any error that may be made by it in making interments, in the description of the lot, or the transfer or conveyance of any interment rights. The municipality may either cancel such grant and

substitute other interment rights, or lot of equal value and similar location, as far as is reasonably possible; or refund all money paid on account for such purchase. Notice will be given personally to the rights owners. If necessary, it may be mailed to the rights owners or their legal representatives, at their last appearing address in the record books of the cemetery. In the event that any such error may involve the disinterment of remains the municipality shall first obtain the approval of any regulatory authority and the interment rights owner.

- 3.32. **Re-survey:** The municipality has the right at any time to re-survey, enlarge, diminish, re-plot, change or remove plantings, grade, close pathways or roads, alter in shape or size, or otherwise change all or any part of the cemetery, subject to approval of the appropriate authorities.

4.0 GENERAL MAINTENANCE AND CONSTRUCTION

- 4.1. The Director or designate shall supervise all maintenance and construction work in the cemeteries.
- 4.2. **Trees/Shrubs:** If any trees, shrubs or flowers situated on any lot become detrimental to other adjacent lots whether by means of their roots, branches or otherwise, or if they are prejudicial to the general appearance of the cemetery, the Director may have such trees, shrubs, flowers or parts thereof removed. Where contact information is current, the cemetery will provide notice to the interment rights holder's last known address. If the cemetery is unable to contact the interment rights holder, notice will be posted at the grave site for a minimum of 30 days. The cemetery reserves the right to proceed without notice if the Director deems the issue to be a matter of safety or control.
- 4.3. No person shall do any work on a lot without the permission of the Director.
- 4.4. **Construction Hours:** No construction work, including installation of foundations, monuments, markers, footstones, or other items shall be allowed only Monday through Thursday between 9:00 am and 3:30 pm and Fridays between 9:00 am and 11:00 am. Construction work is prohibited at all other times unless approval has been granted by the Director.
- 4.5. **Foundations:** All foundations for monuments and markers shall be built by, or contracted to be built for, the Cemetery at the expense of the interment rights holder.
- 4.6. **No Winter Foundations:** No foundations may be constructed after November 15th in any year and before April 1st in the following year, unless approved by the Director, in writing.
- 4.7. The foundation shall be built in the designated space and in the proper dimensions of the monument base. If incorrect dimensions have been given on the application form, signed by the installer, the foundation must be immediately removed and rebuilt by the installer at no cost to the municipality. Foundations will be not less than 1.52 metres (5 feet) deep and shall extend 7.5 cm (3 inches) beyond the monument base on all sides and be flush with the ground. They will be set at the Director's direction.
- a) The required concrete mix for foundations will be:
32 MPA
75 mm slump
20 mm aggregate
5% +/- 1 Air Entraining agent
Trowel finish all edges
- Random testing of concrete may be requested at any time by the Director at the contractor's expense.
- b) The surface area shall be flush with the surrounding ground level and shall provide a level surface free of defects.
- c) Foundations must be cured for a minimum of 48 hours before placing the monument.
- d) Contractors shall be under the supervision of the municipality and shall be responsible to pay the Staking and Inspection Fee, as outlined in the Price List.
- e) No concrete shall be placed until a representative of the municipality has approved the grades and all loose material is removed from the grade. The placing shall commence at the low point in the grade and concrete shall be thoroughly consolidated to eliminate all air pockets and honeycombs. No concrete shall be placed to overlap concrete that is partially set. Capping of cured foundations is not permitted.
- f) Defective areas must be repaired to the approval of the Director.

Commented [FD(20): Revised per teleconference 2014-11-27.

Commented [FD(21): Removed “, except regular cemetery employees,” per teleconference 2014-11-27

Commented [FD(22): Construction allowed only Mon-Thu 9:00am to 3:30pm and Fri 9:00am to 11:00am. No construction weekends or holidays.

Commented [FD(23): What are your requirements for flat marker foundations?

Commented [FD(24): Ministry filing of price lists no longer required.

- g) The finished concrete shall be protected from wind, rain or sun during curing, by covering it completely with a piece of plywood having a minimum thickness of 1.3 cm (½ inch). All rubbish and excavated material shall be removed from Township property and disposed of by the contractor at their expense.

4.8. **Contractor Rules:** The following rules apply to monument dealers, contractors and workers in the cemetery:

- a) Any contract work to be performed within the cemetery requires the written pre-approval of the interment rights holder and the Director before the work may begin. Pre-approval includes but is not limited to: landscaping, delivery of monuments and markers, inscriptions, designs, drawings, plans and detailed specifications relating to the work, proof of all applicable government approvals and permits, the location of the work to be performed. It is the responsibility of all contractors to report to the Clerk and provide the necessary approvals before commencing work at any location on the cemetery property.
- b) Prior to the start of any said work, contractors must provide proof of:
 - i) WSIB coverage;
 - ii) Occupational Health and Safety compliance standards;
 - iii) Environmental Protection;
 - iv) WHMIS; and
 - v) Evidence of liability insurance of not less than Two Million Dollars ~~(\$2,000,000)~~. Insurance paperwork shall be presented to the Township by April 1st of each year
- c) All cemetery by-laws apply to all contractors and all work carried out by contractors within the cemetery grounds.
- d) Contractors, monument dealers and suppliers shall not enter the cemetery in the evening, weekends or statutory holidays, unless approval has been granted by the Director.
- e) No work will be performed at the cemetery except during the regular business hours of the cemetery, unless approval has been granted by the Director.
- f) Contractors shall temporarily cease all operations if they are working within 100 metres (328 feet) of a funeral until the conclusion of the service. The cemetery reserves the right to temporarily cease contractor operations at their sole discretion if the noise of the work being performed by the contractor is deemed to be a disturbance to any funeral or public gathering within the cemetery.
- g) No monument or marker will be delivered to the cemetery without the proper paperwork. 3 days' notice is required prior to delivery.
- h) No monument or marker will be delivered to the cemetery until the foundation is completed and the contractor is ready to proceed with the work of erection.
- i) No monument or marker will be removed without written permission from the Clerk.
- j) Contractors, masons, stonecutters and suppliers shall lay planks on the lots and paths over which heavy materials are to be moved, in order to protect the surface from injury.
- k) There shall not be a variance of more than 1.3 cm (½ inch) in the size of the base required as stated on the work order and the size of the monument delivered.
- l) The demeanor and behaviour of all workmen employed by others in the cemetery, shall be subject to the control of the Director.
- m) Heavy loads shall not be permitted in the cemetery when the roads are in unfit condition.
- n) No monument dealer shall park on the grass unless otherwise directed to do so by the Director.
- o) All implements and materials used in the performance of any work shall be placed where the Director may direct, and all rubbish and surplus earth shall be removed when, and to where, and in such manner as the Director may order. Otherwise, the obstructions will be removed and the expense charged to the monument dealer.

Commented [FD(25): What does the municipality consider sufficient. Usually \$2 million.

- p) If a monument dealer or contractor desires to set a flat marker, such person must make written arrangements with the Director as to time of installation, as all work must be supervised by a Cemetery Employee. The monument dealer shall pay to Belsyde Cemetery the prescribed fee, plus applicable taxes, for supervision of the work.
- q) If a monument company or contractor desires to make their own foundation, they must make written arrangements with the Director within 5 days' time of the proposed installation, as all work must be supervised by an employee of the municipality. The foundation shall be at least 1.52 metres (5 feet) deep and shall extend 7.5 cm (3 inches) beyond the monument base on all sides and be flush with the ground. The width of the base shall be in accordance with the regulations for monuments for the appropriate section. There shall not be a variance of more than 1.3 cm (½ inch) between the size of the monument and the required foundation. The base shall be made of air entrained cement and shall be level and true so as not to cause tipping. The base shall not rise above the grade of the surrounding ground. Such person shall pay the prescribed fee, plus applicable taxes, for supervision of the work.

Commented [AD26]: •Does the existing Staking/Inspection Fee apply or is there a new fee?

Commented [FD(27R26): This would be the fee you charge for installation of a third party marker. In your case, ensure that all of your costs are reflected in your Staking/Inspection Fee, including your administrative cost to record the monument information.

5.0 MONUMENTS, MARKERS AND FOOTSTONES

- 5.1. No person shall install or make alterations to a marker, monument, footstone, memorial, or base of any description in the cemetery unless such person has:
- Paid in full all charges related to subject interment right including the application fee as set out in the Price List; and
 - completed an application form (Form 6) and filed same with the Clerk; and
 - provided the written consent of the interment rights holder(s) or such holder's Personal Representative for such work form (Form 7).
- 5.2. No monument, footstone, marker or memorial of any description shall be placed, moved, altered, or removed without permission from the Director.
- 5.3. Minor scraping of the monument base of an upright monument due to grass/lawn maintenance or burial activities is considered to be normal wear.
- 5.4. The Cemetery Employees will take reasonable precautions to protect the property of interment rights holders, but it assumes no liability for the loss of, or damage to, any monument, marker, or other structure, or part thereof.
- 5.5. The Director reserves the right to determine the maximum size of monuments, their number and their location on each lot or plot. They must not be of a size that would interfere with any future interments.
- 5.6. Should any monument or marker present a risk to public safety because it has become unstable, the Director shall do whatever it deems necessary by way of repairing, resetting, or laying down the monument or marker or any other remedy so as to remove the risk.
- 5.7. The Director reserves the right to remove at his sole discretion any marker, monument, or inscription which is not in keeping with the dignity and decorum of the cemetery.
- 5.8. A monument, private mausoleum, or other structure shall be erected only after the specific design plans have been approved by the Director including: dimensions, material of structure, construction details, and proposed location.
- 5.9. In keeping with the cemetery by-laws only one monument shall be erected within the designated space on any lot.
- 5.10. All monuments, markers and bases shall be constructed of bronze or natural stone (i.e. granite).
- 5.11. No monument shall be delivered to the cemetery for installation until the monument foundation has been completed, and the interment rights holder(s) and/or marker retailer have been notified by the Director.
- 5.12. Markers and footstones of bronze or granite are permitted with size and quantity restrictions according to cemetery by-laws and the placement of such memorials shall not interfere with future interments.
- 5.13. Monuments may only be placed on adult casket graves and markers on casket or cremation graves subject to the following regulations.
- 5.14. **Monuments to be erected on adult casket graves shall:**
- be set on a **foundation** that is:

Commented [FD(28): Need to ensure that bases are natural stone as opposed to concrete.

Commented [AD29]: An accompanying schedule 'A' will show in a drawing demonstrating the dimensions. AD work in progress.

- i) constructed of poured concrete having a minimum depth below ground surface of 1.52 metres (5 feet) or the depth of the grave, whichever is deeper;
 - ii) have a top surface flush with the ground;
 - iii) at least 7.62 cm (3 inches) wider than the monument on all sides; and
 - iv) inspected by the Director, prior to the installation of the monument;
- b) have a **maximum width** of 0.61 metres (2 feet) per grave (i.e.):
- i) a single grave shall not have a monument wider than 0.61 metres (2 feet), excluding base; and
 - ii) double grave shall not have a monument wider than 1.22 metres (4 feet), excluding base.
- c) have a **minimum thickness** of:
- i) 15.2 cm (6 inches) if the height of the monument is 0.91 metre (3 feet) or less excluding the base; and
 - ii) 20.3 cm (8 inches) for a monument higher than 0.91 metre (3 feet) feet excluding the base.
- d) Have a **maximum height** not to exceed 1.83 metres (6 feet), including the base.
- 5.15. **Markers** to be erected on adult or child casket graves shall:
- a) have a **maximum surface area** of :
 - i) **single grave:** 35.6 cm (14 inches) by 61.0 cm (24 inches); and
 - ii) **double grave:** 35.6 cm (14 inches) by 76.2 cm (30 inches).
 - b) have a **minimum thickness** of 10.2 cm (4 inches);
 - c) have a top surface flush with the ground;
 - d) not require a concrete foundation; and
 - e) only be placed by the Director or his assistants.
- 5.16. **Footstones** shall:
- a) have a **surface area** of 15.2 cm (6 inches) by 30.5 cm (12 inches);
 - b) have a **minimum thickness** of 10.2 cm (4 inches);
 - c) be set flush with the surface of the ground, and
 - d) only be placed by the Director or his assistants.
- 5.17. **Only markers** will be permitted in the **Cremation Gardens** and those placed there shall be:
- a) limited to 1 marker for each cremation lot;
 - b) have a **surface area** of 45.7 cm (18 inches) by 61.0 cm (24 inches)
 - c) have a **thickness** of 10.2 cm (4 inches);
 - d) be set flush with the surface of the ground, and
 - e) **located** in the lot:
 - i) **Belsyde Cemetery:** at the limit of the cremation grave furthest from the walkway in front of the cremation grave; and
 - ii) **Elora Cemetery:** centered on the foundation.
- 5.18. **Niche Inscriptions:** To ensure quality control, desired uniformity and standards of workmanship, the Clerk reserves the right to inscribe all niche fronts. Any unauthorized adornment or emblem will be removed and disposed of without notification and at the expense of the Interment Rights Holder(s). No person other than the Director or Cemetery Employees shall remove or alter niche fronts.

6.0 **Memorial Benches**

- 6.1. A person shall be entitled to purchase and the Director shall sell cemetery services for the lease of a memorial bench to be placed in the Cemetery subject to the following:
- a) Memorial Benches are as offered in the Cemetery's Price List and may be subject to change from time to time at the Director's discretion.

- b) Memorial Benches remain the property of the Cemetery.
- c) The lease price includes the installation of a memorial plaque which becomes the property of the Lessee after the lease has expired.
- d) Placement of Memorial Benches is only allowed in specific locations in the cemetery as assigned subject to the Director's approval.
- e) The term of the lease is seven (7) years commencing from the date of installation of the Memorial Bench with plaque in the cemetery.
- f) The Lessee may renew the lease for one (1) additional seven (7) year period at the expiry of the initial lease period by payment of the renewal fee listed in the Cemetery's Price List at the time of renewal, such fees being subject to change from time to time at the Director's discretion.
- g) In the absence of a renewal, the memorial plaque will be removed and retained for six (6) months for the Lessee's retrieval.
- h) If the plaque is not collected by the Lessee during that six (6) month period after lease expiry it may be destroyed without further notice.
- i) The above lease may be rescinded at any time during the lease period on the written instructions of the Lessee who shall arrange collection of the memorial plaque only. No fees will be returned.
- j) It is the responsibility of the Lessee to ensure that the rights are renewed.
- k) Although the Cemetery will endeavour to contact the Lessee before expiry of the lease, no responsibility can be accepted for action taken in the absence of renewal of the lease or alternative instructions from the Lessee.
- l) All inscription work on the plaque shall be ordered through the Cemetery (using an approved form) who will arrange for the work to be completed by an approved contractor.
- m) Memorial plaque inscriptions are subject to the Director's approval.
- n) Apart from the plaque supplied by the Cemetery, no additional items or plants/bulbs are permitted on or in the vicinity of the Memorial Bench.
- o) Any items in breach of this agreement will be removed and may be collected from the Cemetery Office up to thirty (30) days after their removal, after which time they may be discarded without notice.
- p) No work will be undertaken until the mandatory thirty (30) day 'cooling off' period as specified in the Act has expired, AND all fees have been paid in full.

Commented [FD(30)]: The initial term is dependent upon the anticipated lifetime and lifecycle costs of the bench as specified by the Township.

Commented [FD(31)]: Renewal period also dependent upon bench specifications.

7.0 Other Memorial Features

- 7.1. The Director may permit the placement and sale of other memorialization features including, but not limited to, trees, rocks, statuary and other fixtures in the cemetery subject to the following:
- a) Memorial Features are as offered in the Cemetery's Price List and may be subject to change from time to time at the Director's discretion.
 - b) The Memorial Feature itself (tree, rock, statue, etc.) remains the property of the Cemetery and it may be repaired or removed at the discretion of the Director if it becomes damaged or unsafe.
 - c) The purchase price includes the installation of a memorial plaque or engraving.
 - d) Placement of Memorial Features is only allowed in specific locations in the cemetery as assigned subject to the Director's approval.
 - e) All inscription work on the plaque or engraving shall be ordered through the Cemetery (using an approved form) who will arrange for the work to be completed by an approved contractor.
 - f) Memorial plaque and engraving inscriptions are subject to the Director's approval.
 - g) Except as permitted by the Director in writing, no additional items or plants/bulbs are permitted on or in the vicinity of the Memorial Feature.
 - h) Any items in breach of this agreement will be removed and may be collected from the Cemetery Office up to thirty (30) days after their removal, after which time they may be discarded without notice.

- i) No work will be undertaken until the mandatory thirty (30) day 'cooling off' period as specified in the Act has expired, AND all fees have been paid in full.

8.0 CARE OF LOTS AND FLOWERS

- 8.1. No person other than Cemetery Employees shall remove any sod or in any other way change the surface of the burial lot in the cemetery.
- 8.2. No person shall plant trees, flower beds or shrubs in the cemetery except with the approval of the Director.
- 8.3. Flowers placed on a grave for a funeral shall be removed by the Cemetery Employees after a reasonable time to protect the sod and maintain the tidy appearance of the cemetery.
- 8.4. Flower beds not exceeding 35.6 cm (14 inches) in length shall be permitted at the front of the monument, not to exceed the width of the monument base, and where there is no monument, can only be made by permission of, and under the supervision of the Director. The installation of borders, fences, railings, walls, copings or edgings anywhere within a lot, including flower beds, is prohibited.
- 8.5. Mini trees can be planted in the flower beds but cannot exceed 0.91 metre (3 feet) in height. If trees exceed the specified height or encroach upon adjacent lots and/or monuments, the Cemetery reserves the right to remove them without notice.
- 8.6. Any such flower bed shall be planted right up to the concrete base with no space or grass between the bed and the base.
- 8.7. No flower beds are permitted in the Cremation Gardens. Plants and plastic vases may be placed on sidewalk foundation, markers or landscaping stone only.
- 8.8. Artificial flowers are permitted, provided they are properly maintained and not detrimental to the general maintenance of the cemetery.
- 8.9. Artificial wreaths without glass or plastic covers, and not in wooden boxes, are allowed to be placed on the lot after October 15th in any year, provided they are securely fastened to the monument, or where there is no monument, mounted on a stand of at least 76.2 cm (30 inches) high and securely anchored to the ground.
- 8.10. The Cemetery reserves the right to disallow or remove all flowers, potted plants, wreaths and baskets of flowers considered to be excessive, or when they become withered or unsightly, or for any other reason such removals would be in the best interest of the cemeteries.
- 8.11. Vases, urns and flower stands not properly cared for, and which are not filled with plants by June 20th in any year, may be removed from the lot and any stand, holder, vase or other receptacle for flowers which is unsightly or unsuitable may be prohibited or removed by the Director.
- 8.12. The cemetery reserves the right to regulate the articles placed on lots or plots that pose a threat to; the safety of all interment rights holders, visitors to the cemetery and Cemetery Employees, prevents the cemetery from performing general cemetery operations, or are not in keeping with the respect and dignity of the cemetery. Prohibited articles will be removed and disposed of without notification.
- 8.13. No GLASS containers of any kind are permitted in the cemeteries at any time. Nails, wires, wooden crosses, articles of glass or pottery or any other material that create a hazard to workmen and to visitors when neglected or broken are not allowed in the cemeteries.
- 8.14. Potted plants must not be buried but must be placed on top of the ground as close to the monument base as practical.
- 8.15. Flower beds are required to be cleared of tender plants after the first frost or by October 15th at the latest of each year. Lot owners desiring to take any plants away should do so before their removal becomes necessary.
- 8.16. Decoration Day is the second Sunday of June of each year in Belsyde Cemetery and the date is published each year for the Elora Cemetery.

9.0 EMERGENCY STORAGE OF HUMAN REMAINS

- 9.1. The Director reserves the right to determine if the weather conditions are adverse enough to prevent a burial.
- 9.2. Neither cemetery has storage facilities for human remains. Funeral Directors must make arrangements for offsite storage if necessary.

10.0 RULES FOR VISITORS

- 10.1. **Visitation Hours:** The Cemetery shall be open for visitation daily between 8:00 am and sundown.
- 10.2. Visitors are always welcome at the cemeteries during open hours. They are asked to remember the respect due to the dead and conduct themselves in a quiet manner that shall not disturb any service being held.
- 10.3. The Cemetery reserves full control over the cemetery operations and management of land within the Cemetery grounds.
- 10.4. No person may damage, destroy, remove or deface any property within the Cemetery.
- 10.5. The Director and his assistants are empowered and are required to preserve order and decorum in the cemetery.
- 10.6. No parades, other than funeral processions, shall be admitted to or be organized within the cemetery without the municipality's permission, other than Decoration Day.
- 10.7. Children under the age of 12 years are welcome in the cemeteries when accompanied by an adult, who shall be responsible for their good conduct and shall see that they do not run over the lots or climb upon the monuments.
- 10.8. Vehicles within the cemeteries shall be driven at a moderate rate of speed and shall not leave the avenues or park on the grass unless directed to do so by the Director.
- 10.9. No ATV's (all-terrain vehicles) or snowmobiles are allowed in the cemeteries.
- 10.10. Proprietors of vehicles and their drivers shall be held responsible for any damage done by them.
- 10.11. Discharging of firearms, other than in regular volleys at burial services is prohibited in and around the cemetery.
- 10.12. Dogs are permitted in the cemeteries provided the following conditions are met:
 - a) Dogs must remain leashed at all times;
 - b) Dogs must be under voice control and are not allowed to disturb or chase people, or to destroy, dig up, or disturb flower beds, lawns, bushes or trees;
 - c) Poop n' scoop is mandatory. All individuals must clean up after their dogs;
 - d) Dogs must be wearing up to date rabies and dog license tags;
 - e) Female dogs in heat, and sick dogs are to be kept out of the cemeteries;
 - f) Aggressive dogs are to be kept out of this area. If a dog starts acting aggressively towards others (people and dogs respectively) it must immediately removed from the cemeteries;
 - g) No dog can be in a cemetery without a responsible person attending to it at all times;
 - h) No more than two dogs may be brought into the cemeteries by an individual at the same time;
 - i) Glass containers, rawhide chews, dog toys and food (animal or human) are not permitted within the cemeteries;
 - j) Pinch (prong) and spike collars are not allowed in the cemeteries;
 - k) Professional dog trainers must not use this facility for the conduct of their business; and
 - l) Dog owners are subject to Ontario's Dog Owner's Liability Act.
- 10.13. All other, pets of any kind are not permitted in the cemeteries.
- 10.14. No picnic party shall be permitted in the cemeteries.
- 10.15. In the cemeteries, any person who damages or moves any tree, plant, marker, fence, structure or other thing usually erected, planted or placed in the cemeteries is liable to the municipality and any interment rights holder who, as a result, incurs damage. The amount of damages shall be the amount required to restore the cemeteries to the state that they were in before anything was damaged or moved by the person liable.

Commented [FD(32): Many cemeteries now encourage passive use of the grounds including dog walking and provide garbage facilities for waste disposal.

Commented [AD33]: •Further Staff Discussion Required

Commented [FD(34): Many cemeteries now encourage passive use of the grounds including dog walking and provide garbage facilities for waste disposal.

- 10.16. No gratuities at any time shall be given to any officer or employee, nor shall any reward be given for any personal services or attention.
- 10.17. Soliciting of any kind in either cemetery is strictly prohibited.
- 10.18. Any complaints by interment rights holders or visitors should be made to the Director, not to workers on the grounds, and controversies with workers or others on the grounds are to be avoided.
- 10.19. Rubbish shall not be thrown on roadways, lots or walkways or any part of the grounds. Receptacles are provided at convenient points on the grounds for the deposit of weeds, decayed flowers, plants, etc.
- 10.20. Any person disturbing the quiet and good order of the cemeteries by noise or other improper conduct or who violates these by-laws, must be expelled from the grounds.
- 10.21. Cemetery Employees may remove any article which is detrimental to efficient maintenance or constitutes a hazard to machinery, employees or visitors, or is unsightly or does not conform to the natural beauty or design of the cemetery in the judgment of the Director.
- 10.22. In the interest of preventing vandalism, the gates to the cemeteries may be closed at any appropriate time.

11.0 GENERAL PROVISIONS

- 11.1. No person shall disinter any human remains from the cemetery except in compliance with the Act. The charges payable for disinterment shall be outlined in the Price List and such charges shall be paid in advance.
- 11.2. Any markers or monuments designating the location of an interment shall be removed at the time a disinterment is made.
- 11.3. No borders, fences, railings, walls or hedges in or around lots shall be permitted and no mounds shall be allowed on lots.
- 11.4. No plants or shrubs shall be planted on graves, however, flower beds on graves are permitted subject to the regulations in Section 6.0.
- 11.5. Implements or materials used in doing any work within the cemeteries shall be removed without delay and if this is not done, the Director will remove same.
- 11.6. **Liability:** The Township of Centre Wellington, the Clerk, Director and Cemetery Employees will not be held liable for any loss or damage, without limitation (including damage by the elements, Acts of God, or vandals) to, any lot, plot, columbarium niche, mausoleum crypt, monument, marker, or other article that has been placed in relation to an interment or scattering right save and except for direct loss or damage caused by gross negligence of the cemetery.

THE CORPORATION OF THE TOWNSHIP OF CENTRE WELLINGTON
BELSYDE & ELORA CEMETERIES
FORM 1

CONTRACT

For the Purchase of Interment Rights

The Corporation of the Township of Centre Wellington hereby agrees to sell as of this 7th day of October, 2014

TO *name and address*

THE FOLLOWING

PRICE

(a) Interment Rights in

Cemetery

BELSYDE CEMETERY

Block & Section

Block C, Section 15

\$ 1,760.18

Lot Number

Lot 27 Grave #2 only

Additional Description

Single Grave

(b) Cemetery Supplies & Services, namely

Sidewalk Foundation

287.61

Opening and Closing

(any additional services)

HST \$ 266.21

Total \$ 2,314.00

Purchaser acknowledges having received a copy of the By-law and Rules and Regulations governing the cemeteries and agrees that this Contract is subject thereto, and further agrees that no Certificate of Interment Rights will be given until the purchase price has been paid in full, that no resale of interment rights is allowed. If purchaser requires the owner to repurchase interment rights, the repurchase price will be the purchase price for such rights hereunder less the percentage thereof paid to the Care and Maintenance Fund.

Purchaser acknowledges receipt of a copy of this Contract upon signing same, and has read all provisions on the reverse side hereof.

The Corporation of the
Township of Centre Wellington

Purchaser's signature

Purchaser's signature

ADDITIONAL TERMS OF CONTRACT

1. Purchasers of interment rights acquire only the right to direct the burial of human remains and the installation of monuments, markers and inscriptions, subject to the conditions set out in the Cemetery By-law. No burial or installation of any monument, marker, inscription, or memorialisation is permitted until the interment rights have been paid in full. The purchase of interment rights is not a purchase of real estate or real property.
2. A Certificate of Interment Rights will not be issued until the full purchase price has been paid.
3. A purchaser has the right to cancel an interment rights contract within thirty (30) days of signing the interment rights contract, by providing written notice of the cancellation to the Cemetery Operator. The Cemetery Operator will refund all monies paid by the purchaser within thirty (30) days from the date of the request for cancellation.
4. With respect to cancellation of interment rights after thirty (30) days, upon receiving written notice from the purchaser of the interment rights, the Cemetery Operator will cancel the contract and issue a refund to the purchaser for the amount paid for the interment rights, less the appropriate amount that is required to be deposited into the Care and Maintenance Fund. This refund will be made within thirty (30) days of receiving said written notice. If the Interment Rights Certificate has been issued to the Interment Rights Holder, the certificate must be returned to the Cemetery Operator along with the written notice of cancellation. If any portion of the interment rights has been exercised, the purchaser, or the interment rights holder are not entitled to cancel the contract or re-sell the interment rights, and no refund will be permitted.
5. The Cemetery Operator prohibits the resale of interment rights to a third party and will repurchase these rights at the price listed on the current Fees and Charges By-law, less the Care and Maintenance Fund contribution made at the time of purchase. Transfers of interment rights cannot be prohibited as long as the purchaser meets the qualifications and requirements as outlined in the Cemetery By-law.
6. An Interment Rights Holder is required to give notice to the owner (The Corporation of The Township of Centre Wellington) of any transfer of Interment Rights by such person using the prescribed form, and such person shall surrender the original Certificate of Interment Rights to the owner who shall then issue a new Certificate to the transferee.
7. The owner may require a notarial copy of The Last Will and Testament of an Interment Rights Holder and the return of the original certificate before issuing a new Certificate of Interment Rights to the beneficiary.
8. All prices for Interment Rights and Cemetery Supplies and Services are set out in the Township Fees & Charges By-law. The following contributions will be made to the Care and Maintenance Fund from the purchase price.

Care & Maintenance

All Graves	-	forty percent of the lot purchase price
Columbarium	-	fifteen percent of the purchase price

Monuments & Markers Care & Maintenance

For a flat marker larger than 1110 cm² (172 square inches) - \$ 50.00

For an upright monument up to 1.22 metres (4 feet in height or width) - \$100.00

For an upright monument larger than 1.22 metres (4 feet in height or width) - \$200.00

ORIGINAL

THE CORPORATION OF THE TOWNSHIP OF CENTRE WELLINGTON
Operating as BELSYDE & ELORA CEMETERIES

Operator License #: 4671706
Tel: 519-846-9691 Ext. 240
Fax: 519-846-2074

FORM 1

Site #'s: 04670 (Belsyde) & 04645 (Elora)
c/o 1 MacDonald Square, P.O. BOX 10
Elora, Ontario, N0B 1S0

CONTRACT FOR THE PURCHASE OF INTERMENT RIGHTS

Contract#: _____

The Corporation of the Township of Centre Wellington hereby agrees to sell as of this ____ day of _____, 20____ to the following purchaser(s): (add more if necessary)

Purchaser(s):

To: _____ (Name) Telephone: _____
Of: _____ (Address) Email: _____
_____ (City, Postal Code) Relationship to Recipient: _____

For the benefit of the following recipient(s): (add more if necessary)

Recipient 1:

_____ (Name)
_____ (Address)
_____ (City, Postal Code)
_____ (Telephone)
_____ (Date of Birth)
_____ (Place of Birth)

Recipient 2:

_____ (Name)
_____ (Address)
_____ (City, Postal Code)
_____ (Telephone)
_____ (Date of Birth)
_____ (Place of Birth)

This contract is between the **Purchaser(s)** AND the **Corporation of the Township of Centre Wellington** concerning cemetery **Interment Rights for the Recipient(s)** as identified in this contract.

The Purchaser(s) (if different than the Recipient(s)) represents being legally authorized or charged with the responsibility for the Recipient(s) cemetery Interment Rights and cemetery pre-paid supplies and services arrangements specified in this contract. This agreement will be enforceable to the benefit of and be binding upon the parties hereto and their respective heirs, executors, administrators, successors, and assigns.

THE FOLLOWING ITEMS (examples only)

PRICE

<input checked="" type="checkbox"/> (a) <u>Interment Rights in:</u>		
Cemetery:	BELSYDE CEMETERY	
Block & Section:	Block C, Section 15	\$ 1,760.18
Lot Number:	Lot 27 Grave #2 only	
Additional Description:	Single Grave	
<input type="checkbox"/> (b) <u>Cemetery Supplies & Services, namely</u>		
Sidewalk Foundation		\$ 287.61
Opening and Closing (any additional services)		
	SUBTOTAL	\$ 2,047.79
	HST	\$ 266.21
	CONTRACT TOTAL	\$ 2,314.00

Interments Rights included: (example) One (1) full-size traditional casket interment (must be first interment) and up to four (4) cremation interments as prescribed in the cemetery bylaw.

Memorialization: (example) One (1) upright monument or flat marker only, as prescribed in the cemetery bylaw.

Consumer Information Guide and cemetery price list: By initialing below, the purchaser acknowledges receiving a copy of the Ontario Government's Consumer information Guide and the cemetery price list at the time of entering into this contract.

{ } I hereby acknowledge I have been offered and/or received a copy of the Ontario Government's **Consumer Information Guide** and the **Cemetery Price List**.

I have reviewed the Contract's terms and conditions and hereby confirm that the Interment Rights, as specified in this contract (including the attached payment schedule, if applicable) are complete and correct. I direct the operator to proceed with the sale of the Interment Right(s), as identified in the contract in accordance with the cemetery bylaw which are now or at any time hereafter in force.

{ } I hereby acknowledge I have received and reviewed a copy of the **cemetery's bylaw**.

The **Terms and Conditions** set out in this contract expire on (state period of time) unless executed by the purchaser and the operator. The contract date set out below is the date on which this contract is accepted by the operator.

I acknowledge having received a copy of this contract, and will assume full responsibility for payment of the total contract amount to the operator in accordance with the contract's terms and conditions.

Date: _____

Authorized signature
The Corporation of the Township of Centre Wellington

Purchaser's signature

Print Authorized Person's Name

Purchaser's signature

Contract Terms and Conditions

Paid in Full: A Certificate of Interment Rights will not be issued until the full purchase price has been paid. Neither will any interment or installation of any monument, marker, inscription, or memorialization be permitted until the interment rights have been paid in full. The purchase of interment rights is not a purchase of real estate or real property.

Care and Maintenance Fund contribution for Interment Rights: In accordance with the Funeral, Burial and Cremation Services Act, 2002 and Ontario Regulation 30/11, the following contributions will be made to the Care and Maintenance Fund for the sale of every interment right, based upon the price of the interment right:

- In-ground grave less than 2.23 m² (24 ft²): 40% (minimum \$150)
- In-ground grave 2.23 m² (24 ft²) or larger: 40% (minimum \$250)
- Columbarium niches: 15% (minimum \$100)
- Scattering ground – one scattering rights holder: 40% (minimum \$100)
- Scattering ground – more than one scattering rights holder: 15% (minimum \$25)
- Scattering ground – no scattering rights holder: \$25

Care and Maintenance Fund contribution for Marker and Monument Installation: In accordance with the Funeral, Burial and Cremation Services Act, 2002 and Ontario Regulation 30/11, the following contributions will be made to the Care and Maintenance Fund for every installation of a marker or monument:

- Flat marker less than 1,116.13 cm² (173 in²) \$0.00
- Flat marker 1,116.13 cm² (173 in²) or larger \$50.00
- Upright monument up to 1.22 m (4 ft) in height and length including the base \$100.00
- Upright monument over 1.22 m (4 ft) in height or length including the base \$200.00

Consent Required: Written consent of all surviving Rights Holder(s) and any other required documentation as set out in the cemetery bylaw is required for interments, cremation, disinterments, and the placement of markers, monuments, inscriptions or ceramic photos.

No Subdivision of Interment Rights: No Rights Holder(s) may sub-divide and sell or transfer a portion of an Interment Rights.

Interment Rights Holder(s) request to remove memorialization: A marker, monument, or memorialization purchased and/or installed by anyone other than the Rights Holder(s) may be removed by the cemetery staff on the written request of the Rights Holder(s).

Causes beyond the Cemetery operators' control: The cemetery operator cannot be responsible if unable/prevented from carrying out this contract due to causes beyond its control.

Payment terms: Payment in full of the contracted amount is due and payable at the time of execution.

Cancellation of contract within 30 days: A purchaser has the right to cancel an interment rights contract within thirty (30) days of signing the interment rights contract, by providing written notice of the cancellation to the Corporation of the Township of Centre Wellington. The Corporation of the Township of Centre Wellington will refund to the purchaser all monies paid by the purchaser within thirty (30) days from the date of the request for cancellation.

Cancellation of contract after 30 Days: Upon the Corporation of the Township of Centre Wellington receiving written notice from the purchaser of the interment or scattering rights, the municipality will cancel the contract and issue a refund to the purchaser for the amount paid for the interment or scattering rights less the appropriate amount that is required to be deposited into the Care and Maintenance Fund. This refund will be made within 30 days of receiving said notice. If the interment rights certificate has been issued to the interment rights holder(s), the certificate must returned to the cemetery operator along with the written notice of cancellation. If any portion of the interment or scattering rights has been exercised, the purchaser, or the interment rights holder(s) are not entitled to cancel the contract or re-sell the interment or scattering rights.

The Corporation of the Township of Centre Wellington does not permit private transfer or resale of these Interment Rights subject to the Cemetery Bylaw and the Funeral, Burial and Cremation Services Act, 2002.

Privacy policy: The Purchaser acknowledges and provides consent to permit the Corporation of the Township of Centre Wellington to collect, use and disclose your personal information in accordance with the requirements under the Funeral, Burial and Cremation Services Act, 2002 and Ontario Regulation 30/11 for information within the cemetery public register. The Purchaser also understands that the Corporation of the Township of Centre Wellington does not rent or sell personal information to third party organizations.

THE CORPORATION OF THE TOWNSHIP OF CENTRE WELLINGTON
BELSYDE & ELORA CEMETERIES
FORM 2

CERTIFICATE OF INTERMENT RIGHTS

PURSUANT to the Cemeteries Act and Regulations and all amendments thereto:

BETWEEN:

THE CORPORATION OF THE TOWNSHIP OF CENTRE WELLINGTON
a body licensed under the laws of the Province of Ontario
having its office at 1 MacDonald Square, Elora, Ontario N0B 1S0
(hereinafter called the "owner") party of the FIRST PART

- and -

name and address

Name & Address of Purchaser
(hereinafter called the "purchaser") party of the SECOND PART

In consideration of the sum of seventeen hundred & sixty dollars & eighteen cents (\$1,760.18), receipt of which is hereby acknowledged, and from which sum forty percent has been deposited in the Care and Maintenance Fund. The owner agrees to assign to the party of the Second Part the burial interment rights in the Township of Centre Wellington Cemeteries.

Cemetery **BELSYDE CEMETERY**
Location **Block C, Section 15, Lot 27 Grave #2 (Single)**
Dimensions **.99m x 3.05m**
Date of Purchase **October 7, 2014**
(month/day/year)

The party of the Second Part, by the acceptance of this indenture, indicates that the By-laws governing the operation of the cemeteries have been received and read, and agrees to be guided by the said by-laws as well as the provisions of the Cemeteries Act as if these were included as part of this indenture.

The party of the Second Part agrees that in the event of transfer of said Interment Rights by purchaser, this certificate cannot be transferred but will be returned to the owner who will issue a new certificate to the transferee.

With respect to the erection or installation of markers, the party of the Second Part agrees to abide by By-laws of the Township of Centre Wellington Cemeteries wherein restrictions on the erection or installation of markers are given and which by-laws are attached hereto.

THE CORPORATION OF THE
TOWNSHIP OF CENTRE WELLINGTON

Purchaser

Purchaser

ORIGINAL

Belsyde & Elora Cemeteries

Owned and Operated by the Corporation of the Township of Centre Wellington

Operator License #: 4671706

Site #'s: 04670 (Belsyde) & 04645 (Elora)

INTERMENT RIGHTS CERTIFICATE – FORM 2

Interment Rights Certificate No. _____ Date Purchased: _____ Contract No. _____

PURSUANT to the Funeral, Burial and Cremation Services Act, 2002 and Regulations and all amendments thereto:

BETWEEN:

THE CORPORATION OF THE TOWNSHIP OF CENTRE WELLINGTON,
a body licensed under the laws of the Province of Ontario,
having its office at 1 MacDonald Square, Elora, Ontario N0B 1S0
(hereinafter called the "owner")

party of the FIRST PART

- AND -

(Name & Address of Purchaser)
(hereinafter called the "purchaser")

party of the SECOND PART

In consideration of the sum of seventeen hundred & sixty dollars & eighteen cents (\$1,760.18), receipt of which is hereby acknowledged, and from which sum forty percent has been deposited in the Care and Maintenance Fund, the owner agrees to assign to the Rights Holder(s) listed below, on behalf of the purchaser, the following interment rights in the Corporation of the Township of Centre Wellington Cemeteries. The Interment Rights Holder(s) listed below have the right to direct/consent to the burial, and memorialization associated with the Interment Right in conjunction with the Cemetery Bylaw.

Rights Holder Name: _____	Rights Holder Name: _____
Address: _____	Address: _____
City: _____ Province: _____	City: _____ Province: _____
Postal Code: _____	Postal Code: _____

Cemetery Name: Belsyde Cemetery Cemetery Address: 400 Thistle Street, Fergus, Ontario
Phone Number: 519-846-9691 ext.240 Email: credmond@centrewellington.ca
Interment Right Location: BELSYDE CEMETERY, Block C, Section 15, Lot 27, Grave# 2 only
Interment Right Type: Single casket grave Dimensions (m²): 2.78m² OR 0.91m x 3.05m
Interment Right Capacity: One (1) full-size traditional casket interment (must be first interment) and up to four (4) cremation interments as prescribed in the cemetery bylaw
Memorialization Permitted: One (1) upright monument or flat marker only, as prescribed in the cemetery bylaw

Please refer to the Cemetery Bylaw provided to you at the time of purchase for a complete listing of bylaws that apply to your specific Interment Right. Cemetery Bylaws are subject to change by the owner from time to time in accordance with the Funeral, Burial and Cremation Services Act, 2002

The party of the Second Part, by the acceptance of this indenture, indicates that the Bylaw governing the operation of the cemeteries has been received and read, and agrees to be guided by the said bylaw as well as the provisions of the Funeral, Burial and Cremation Services Act, 2002 as if these were included as part of this indenture.

The party of the Second Part agrees that in the event of transfer of said Interment Rights by purchaser, this certificate cannot be transferred but will be returned to the Corporation of the Township of Centre Wellington who will issue a new certificate to the transferee a new Certificate of Interment Rights to the transferee upon payment of the administration fee as shown on the current Cemetery Price List, and completion of the criteria set out in the Cemetery Bylaws and the Funeral, Burial and Cremation Services Act, 2002.

The Corporation of the Township of Centre Wellington does not permit private transfer or resale of these Interment Rights subject to the Cemetery Bylaw and the Funeral, Burial and Cremation Services Act, 2002.

With respect to the erection or installation of markers, the party of the Second Part agrees to abide by the Bylaw of the Corporation of the Township of Centre Wellington Cemeteries wherein restrictions on the erection or installation of markers are given and which Bylaw is attached hereto.

If this original Certificate of Interment Rights is misplaced The Corporation of the Township of Centre Wellington will issue a duplicate Certificate upon payment of the administration fee as shown on the current Cemetery Price List.

THE CORPORATION OF THE TOWNSHIP OF CENTRE WELLINGTON

PURCHASER(S)

Per: _____
Authorized Signature

Purchaser Signature

Print Authorized Name

Purchaser Signature

Date: _____

TOWNSHIP OF CENTRE WELLINGTON
BELSYDE & ELORA CEMETERY FEES as at JANUARY 1, 2014

								w/foun dation
1. Sale of Interment Rights - Full Burial Lots								
Type	Number	General	Reserve	Care & Maint	Sub-total	13% hst	Total	
Adult	single	\$939.13	\$116.98	\$704.07	\$1,760.18	\$228.82	\$1,989.00	2,314
Adult	double	\$1,878.25	\$126.18	\$1,336.28	\$3,340.71	\$434.29	\$3,775.00	4,425
Child - up to 8 years	single	\$276.22	\$18.47	\$196.46	\$491.15	\$63.85	\$555.00	880
Foundations								
*This per grave charge will be paid at time of sale on lots with pre-poured foundations.					\$287.61	\$37.39	\$325.00	
*Double lot price					\$575.22	\$74.78	\$650.00	
2. Sale of Interment Rights - Cremation Lots (Elora ONLY)								w/foun dation
All lots	double	\$624.24	\$106.91	\$487.43	\$1,218.58	\$158.42	\$1,377.00	1,702
3. Sale of Interment Rights - Columbarium								w/insc ription
Upper two rows		\$1,564.60		\$276.11	\$1,840.71	\$239.29	\$2,080.00	2,471
Middle two rows		\$1,471.32		\$259.65	\$1,730.97	\$225.03	\$1,956.00	2,347
Lower two rows		\$1,381.06		\$243.72	\$1,624.78	\$211.22	\$1,836.00	2,227
Columbarium Lettering supplied only by Township of Centre Wellington					\$346.02	44.98	\$391.00	*
Columbarium Image in addition to lettering					\$46.02	5.98	\$52.00	
* Paid at time of Columbarium niche purchase								
4. Interment - (Charge to Open & Close Lots)								
Basic Charge - Weekdays 9 am - 3:30 pm*								
	Adult				\$838.05	\$108.95	\$947.00	
	Child - up to 8				\$368.14	\$47.86	\$416.00	
	Infant - up to 1				\$238.94	\$31.06	\$270.00	
	Cremation				\$359.29	\$46.71	\$406.00	
	Columbarium				\$234.51	\$30.49	\$265.00	
Saturday and/or Emergency Charge 9am - 12:00 pm*								
	Adult				\$1,307.08	\$169.92	\$1,477.00	
	Child - up to 8				\$552.21	\$71.79	\$624.00	
	Infant - up to 1				\$368.14	\$47.86	\$416.00	
	Cremation				\$538.94	\$70.06	\$609.00	
	Columbarium				\$280.53	\$36.47	\$317.00	
* Late Arrival Charge					\$111.50	\$14.50	\$126.00	
Double Depth - 25% Surcharge @ Belsyde Cemetery applies only to purchases prior to Oct 1, 2002								
5. Disinterment								
All cases - Double the applicable fee for single depth and triple for double depth								
6. Monuments & Markers - Care & Maintenance & Service Fees								
Flat marker larger than 1110 cm squared (172 square inches)					\$50.00	\$6.50	\$56.50	
Upright monument up to 1.22 metres (4 feet in height or width)					\$100.00	\$13.00	\$113.00	
Upright monument larger than 1.22 metres (4 feet in height or width)					\$200.00	\$26.00	\$226.00	
Installation Fee for flat markers					\$57.52	\$7.48	\$65.00	
Staking/Inspection Fee					\$46.02	\$5.98	\$52.00	
7. Other Charges								
Death Registrations - Burial Permits - In-Town					\$30.00		\$30.00	
Death Registrations - Burial Permits - Out-of-Town					\$40.00		\$40.00	
Record and/or Title Change/Transfer					\$80.00		\$80.00	
Requests for Genealogical Data - per request					\$20.00		\$20.00	

**TOWNSHIP OF CENTRE WELLINGTON
BELSYDE & ELORA CEMETERY FEES as at JANUARY 1, 2014**

Operator License #: 4671706 Belsyde Cemetery (Site # 04670) & Elora Cemetery (Site # 04645)
Office Address: 1 MacDonald Square, P.O. Box 10, Elora, Ontario N0B 1S0

Contact: C. Redmond Tel: 519-846-9691 ext.240 Email: credmond@centrewellington.ca

1. Sale of Interment Rights - Full Burial Lots

Type	Number	General	Reserve	Care & Maint	Sub-total	13% HST	Total
Adult	single	\$939.13	\$116.98	\$704.07	\$1,760.18	\$228.82	\$1,989.00
Adult	double	\$1,878.25	\$126.18	\$1,336.28	\$3,340.71	\$434.29	\$3,775.00
Child - up to 8 years	single	\$276.22	\$18.47	\$196.46	\$491.15	\$63.85	\$555.00

Each Adult Casket Lot includes the right to inter one (1) casket (as the first interment only) as well as up to four (4) cremated remains. Each Child Lot includes the right to inter one (1) child casket OR one (1) child cremated remains. Each Adult Casket Lot permits the placement of one (1) upright monument OR one (1) flat marker subject to the provisions of the Cemetery Bylaw. Each Child lot *permits the placement of only one (1) flat marker.*

Foundations*

Single lot price	\$287.61	\$37.39	\$325.00
Double lot price	\$575.22	\$74.78	\$650.00

*This per grave charge will be paid at time of sale on lots with pre-poured foundations.

2. Sale of Interment Rights - Cremation Lots (Elora ONLY)

All lots	double	\$624.24	\$106.91	\$487.43	\$1,218.58	\$158.42	\$1,377.00
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Each Cremation Lot includes the right to inter two (2) cremated remains.

Each Cremation Lot permits the placement of one (1) flat marker subject to the provisions of the Cemetery Bylaw.

3. Sale of Interment Rights - Columbarium

Upper two rows	\$1,564.60	\$276.11	\$1,840.71	\$239.29	\$2,080.00
Middle two rows	\$1,471.32	\$259.65	\$1,730.97	\$225.03	\$1,956.00
Lower two rows	\$1,381.06	\$243.72	\$1,624.78	\$211.22	\$1,836.00
Columbarium Lettering supplied only by Township of Centre Wellington *		\$346.02	\$44.98	\$391.00	
Columbarium Image in addition to lettering		\$46.02	\$5.98	\$52.00	

* Paid at time of Columbarium niche purchase

4. Scattering - No Interment Rights

	\$25.00	\$25.00	\$50.00	\$6.50	\$56.50
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Each Scattering fee includes the required \$25 contribution to the Care & Maintenance Fund

4. Interment - (Charge to Open & Close Lots)

Basic Charge - Weekdays 9 am - 3:30 pm**

Adult	\$838.05	\$108.95	\$947.00
Child - up to 8	\$368.14	\$47.86	\$416.00
Infant - up to 1	\$238.94	\$31.06	\$270.00
Cremation	\$359.29	\$46.71	\$406.00
Columbarium	\$234.51	\$30.49	\$265.00

Saturday and/or Emergency Charge 9am - 12:00 pm**

Adult	\$1,307.08	\$169.92	\$1,477.00
Child - up to 8	\$552.21	\$71.79	\$624.00
Infant - up to 1	\$368.14	\$47.86	\$416.00
Cremation	\$538.94	\$70.06	\$609.00
Columbarium	\$280.53	\$36.47	\$317.00

** Late Arrival Charge

\$111.50	\$14.50	\$126.00
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Double Depth - 25% Surcharge @ Belsyde Cemetery applies only to purchases prior to Oct 1, 2002

5. Disinterment

All cases - Double the applicable fee for single depth and triple for double depth

6. Monuments & Markers - Care & Maintenance & Service Fees

Flat marker larger than 1110 cm squared (172 square inches)	\$50.00	\$6.50	\$56.50
Upright monument up to 1.22 metres (4 feet) in height and width	\$100.00	\$13.00	\$113.00
Upright monument larger than 1.22 metres (4 feet) in height or width	\$200.00	\$26.00	\$226.00
Installation Fee for flat markers	\$57.52	\$7.48	\$65.00
Staking/Inspection Fee	\$46.02	\$5.98	\$52.00

7. Other Charges

Death Registrations - Burial Permits - In-Town	\$30.00	\$30.00
Death Registrations - Burial Permits - Out-of-Town	\$40.00	\$40.00
Record and/or Title Change/Transfer or Certificate replacement	\$80.00	\$80.00
Requests for Genealogical Data - per request	\$20.00	\$20.00

Consumer Information Guide to **FUNERALS, BURIALS AND CREMATION SERVICES**





Losing a loved one can be a difficult and stressful time.

Whether you need to arrange a funeral, burial or cremation service now, or you are planning ahead for yourself or someone else, this guide can help you make an informed choice.

If you are planning for yourself, it is important to discuss your wishes with your family and legal representative so that when the time comes, the arrangements can be made according to your wishes. You may also want to consider any religious, cultural or social customs that you observe.

Ontario's *Funeral, Burial and Cremation Services Act, 2002*, regulates funerals, burials, cremations and related services in Ontario. The Act ensures that you are dealing with qualified and licensed professionals who provide a variety of affordable options.

To learn more, visit the **Ministry of Consumer Services** at www.ontario.ca/consumerservices and the **Board of Funeral Services** at www.funeralboard.com.



INSIDE THIS GUIDE

1. Before you get started with making arrangements.....	5
Who has the legal authority to decide?	5
When is it necessary to use a <i>Provider</i> ?.....	6
How can each <i>Provider</i> help?	6
How to choose a <i>Provider</i>	8
Donating the body or organs.....	8
2. Making some important decisions.....	9
What are some funeral or memorial service options?	9
Is a casket needed and what types are available?	9
What is embalming and is it required?.....	10
What are some burial and cremation options?	10
What can be done with cremated remains in Ontario?	11
What are interment rights or scattering rights and how can I buy them?.....	12
What if I can't afford the costs?.....	13
3. Your contract.....	14
Before you sign a contract	14
Cancelling a contract	15
Cancelling a contract for interment or scattering rights.....	15
Your contract checklist.....	16
4. Pre-arranging & prepaying	17
Why is planning ahead a good idea?.....	17
Do I have to pay in advance?	18
How can I prepay my contract?	18
If I prepay, what happens if prices go up?	20
What happens if there is money left over after everything in the contract is paid for?.....	20
What happens if I want to cancel or change my prepaid contract? ..	21
How is my prepaid money protected?.....	22
What happens at death?.....	22
Your prepayment checklist.....	23
5. To learn more	24



1 BEFORE YOU GET STARTED WITH MAKING ARRANGEMENTS



TERMS YOU NEED TO KNOW

Service provider or **Provider** refers to an operator of a cemetery, crematorium, funeral home or transfer service. You may obtain a list of licensed cemeteries and crematoriums from the **Ministry of Consumer Services** at www.ontario.ca/consumerservices and a list of licensed funeral homes, funeral directors and transfer services from the **Board Of Funeral Services** at www.funeralboard.com.

Supplies may include caskets, markers and monuments, vaults, urns and flowers.

Services may include a funeral, visitation, opening and closing of a grave and cremation.

WHO HAS THE LEGAL AUTHORITY TO DECIDE?

One of the first things to determine after someone dies is who has the authority to decide what will happen to the deceased person's body. Here is a list, in order, of who may act as legal representative to make decisions:

1. Estate trustee, also called an executor or executrix, who is named in the deceased person's will (or an administrator appointed by the court)
2. Spouse
3. Adult children.

If you are the legal representative, the *Provider* may ask you to provide photo identification and proof of your authority, such as a will or court order, before making arrangements. To learn more about wills and estates law, please visit www.ontario.ca and follow links to the Ministry of the Attorney General.

WHEN IS IT NECESSARY TO USE A PROVIDER?

Depending on the services you choose, the deceased person may be moved to a funeral home, a transfer service, a cemetery or a crematorium. Unless you or your family intend to carry out the services yourselves, only a *Provider* may offer funeral and transfer services. If you choose burial or cremation, you must involve a cemetery or crematorium. If you are going to move a body out of Ontario, you should speak to a funeral home or transfer service provider.



HOW CAN EACH PROVIDER HELP?

This chart outlines the types of services usually offered by different *Providers*:

Provider	What they usually offer
Funeral home	<p>A full range of funeral services and supplies, such as:</p> <ul style="list-style-type: none"> • Coordinating religious and non-religious funeral and memorial services, receptions and the rental of facilities • Removing the body from the place of death • Washing, embalming and dressing the body • Placing the body in a casket and delivering it to a cemetery or crematorium • Registering the death • Transporting the body to or from a place of worship • Arranging to transport the body of the deceased out of Ontario • Caskets, urns, vaults and flowers.

Provider	What they usually offer
Transfer service	<p>A basic range of transfer services and supplies, such as:</p> <ul style="list-style-type: none"> • Removing the body from the place of death • Placing the body in a casket and delivering it to a cemetery or crematorium • Registering the death • Arranging to transport the body of the deceased out of Ontario • Caskets, urns and vaults. <p>Depending on class of licence, they may be permitted to:</p> <ul style="list-style-type: none"> • Wash and dress the body • Transport the body to or from a place of worship. <p>They cannot arrange or provide funeral services.</p>
Cemetery	<p>Cemetery services and supplies, such as:</p> <ul style="list-style-type: none"> • In-ground graves • Crypts in a mausoleum • Niches in a columbarium • Monuments • Places to scatter cremated remains • Vaults, urns, flowers and openings and closings of graves, niches or crypts.
Crematorium	<p>Cremation services and supplies, such as:</p> <ul style="list-style-type: none"> • Cremation • Viewing of cremation • Flowers, monuments and urns.

Note: You may purchase certain supplies, such as caskets, monuments, markers and flowers from persons who are not licensed under the Act. If you do, you should first check with the *Provider* to make sure these are acceptable.

HOW TO CHOOSE A PROVIDER



When choosing a *Provider*:

- Consider recommendations from family or friends
- Talk with more than one *Provider* about their services. Make sure you are comfortable that they understand and are able to meet your needs
- Ask the *Provider* for a price list and written price estimate to compare prices and services
- Get a copy of the cemetery or crematorium's by-laws
- Compare locations and facilities.

DONATING THE BODY OR ORGANS:

To donate organs for transplant, or the entire body for scientific research, arrangements must be made quickly and directly with health professionals. To learn more, visit the Trillium Gift of Life Network's website at www.giftoflife.on.ca. Alternatively, you can also speak to a funeral home or transfer service *Provider*.

2 MAKING SOME IMPORTANT DECISIONS

When making arrangements, there are many things to consider. The following are some important decisions you will have to make. The costs and available options may help you decide what choices to make.

WHAT ARE SOME FUNERAL OR MEMORIAL SERVICE OPTIONS?

A celebration of someone's life may help surviving family and friends grieve the loss of a loved one. You can choose a funeral, memorial service or graveside service. A service may be private, attended only by people invited to be present, or it may be public so that anyone can attend. You can also have a public or private visitation (also called viewing), a funeral procession or any other social or cultural custom.

IS A CASKET NEEDED AND WHAT'S AVAILABLE?

You may buy or rent a casket or provide your own as long as it is safe, appropriate for the intended use and meets the requirements of the cemetery or crematorium. Caskets vary in price and style. They can look simple or fancy. They may be made of a variety of materials. Prices may range from a few hundred dollars to several thousand.

Keep in mind that some caskets cannot be used for cremation, because they are made of materials that will not burn. The casket must also meet cemetery and crematorium by-laws.

A *Provider* may not refuse to serve you or charge you extra if you provide your own casket, though it must be safe for use.

WHAT IS EMBALMING AND IS IT REQUIRED?

Embalming is the process of replacing blood and bodily fluids with a chemical solution to temporarily preserve the body. In Ontario, you are not required by law to embalm a body. A *Provider* may recommend preservation of the body between the time of death and the time of visitation, burial or cremation. You may choose to have the body washed and dressed without embalming. Ask your funeral home representative to explain the process of embalming so you can make an informed choice.

However, if a deceased person is being transported to another country for funeral, burial or cremation, then embalming and a very tightly sealed casket or container may be required by the receiving country or the company transporting the body, such as an airline.

WHAT ARE SOME BURIAL AND CREMATION OPTIONS?

With **burial**, the deceased is placed in a grave with or without a casket or in a shroud. Alternatively, the body may be placed in a casket within a crypt. If the body or cremated remains are going to be buried in Ontario, they must be buried in a registered cemetery. A solid container may be required to transport the body. Check the cemetery's by-laws for its specific burial requirements.

For burial in a grave: you may purchase a vault or outer liner to protect the casket. This container is placed in the ground and is usually made of concrete or fiberglass. Generally, it is not mandatory to use a vault or outer liner unless required by the medical officer of health.

For burial in a crypt (entombment): the casket is placed in a sealed crypt in a mausoleum. A mausoleum is usually an above-ground structure that houses a number of crypts. It is usually made of a combination of concrete, stone or marble. Not all cemeteries have mausoleums.

With **cremation**, the deceased person is placed in a casket or container and fire is used to reduce the body to an ash or granular substance. The cremated remains are then placed in a small box or urn along with a metal identification tag. You may provide your own urn or purchase one from a *Provider*. Check the crematorium and cemetery by-laws for the type and size of container allowed. Also remember that once you choose cremation services, you must also make arrangements for what you wish to have done with the cremated remains.

WHAT CAN BE DONE WITH CREMATED REMAINS IN ONTARIO?

Here are some choices:

- You may buy rights to bury or scatter the cremated remains in a designated part of a cemetery. Cremated remains may only be buried in a registered cemetery. Scattering rights may not be available at all cemeteries
- You may buy rights to place the cremated remains in a compartment in a columbarium, called a niche. A columbarium is a structure that houses a number of niches
- You may scatter the cremated remains on private property with the consent of the land owner
- You may also hire a *Provider* to scatter the cremated remains for you. Only a *Provider* is permitted to charge you for the service of scattering the cremated remains
- You may also choose to scatter the cremated remains on unoccupied Crown lands and Crown lands covered by water. For more information, visit the Ministry of Consumer Services' website at www.ontario.ca/consumerservices and select "Cemeteries and Funerals". If you wish to scatter cremated remains on municipally-owned lands, check municipal by-laws first.

If you choose to take or transport the cremated remains out of Ontario, you must follow the laws that apply in any other province or country. Contact a *Provider* for assistance.

WHAT ARE INTERMENT RIGHTS OR SCATTERING RIGHTS AND HOW CAN I BUY THEM?

An interment right refers to the right to bury human remains in a grave, crypt or niche. If you are named on the interment rights certificate, you are the interment rights holder. If you are an interment rights holder, you may request a burial or disinterment, or place a decoration, marker or monument on the grave, as long as you follow the cemetery's by-laws.

Depending on the cemetery's by-laws, you may sell or transfer your interment rights to someone else or sell them back to the cemetery.

A scattering right refers to the right to scatter cremated remains in a cemetery. If you hold the right, you are the scattering rights holder and you may scatter cremated remains in a designated place within the cemetery, as long as you follow its by-laws.

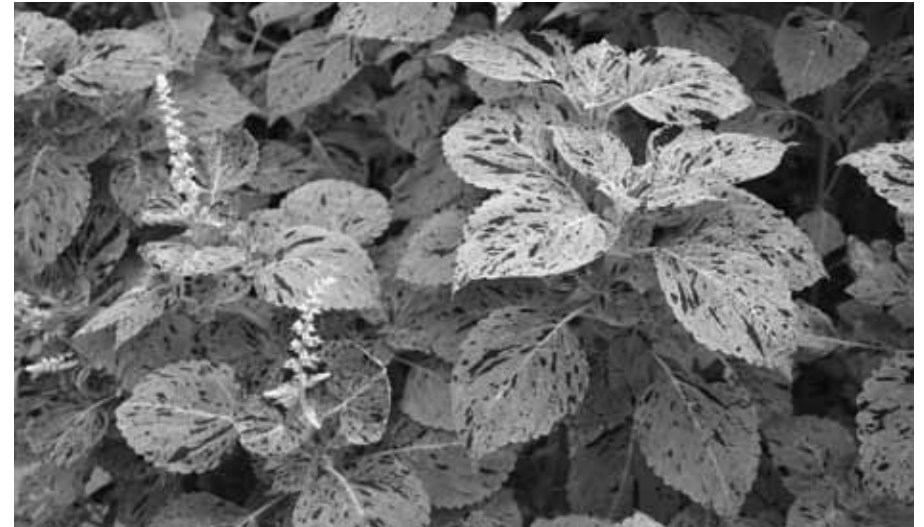
Depending on the cemetery's by-laws, you may also sell or transfer your scattering rights to someone else or sell them back to the cemetery.

To buy interment rights or scattering rights: Before you make a purchase, each cemetery will give you:

- A copy of its current price list
- Its by-laws, and
- An explanation of any restrictions on the rights you are buying (such as any restrictions on memorialization options, monuments, etc.).

Contact a cemetery directly, compare prices and review the by-laws before you decide. Your contract will specify how many interments (bodies or cremated remains) or scatterings you are entitled to with each interment or scattering right.

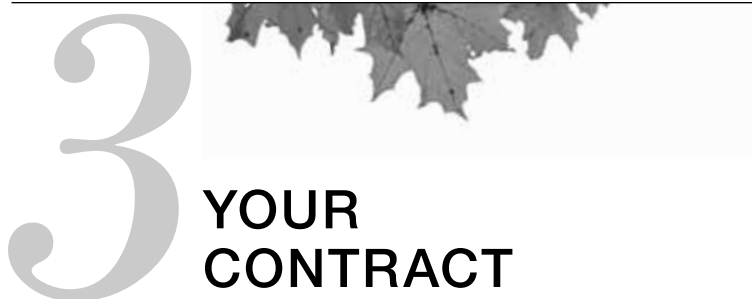
Note: Part of the money you pay for interment and scattering rights will be placed in a care and maintenance trust fund. The income this fund earns is used to maintain the cemetery for the future. The care and maintenance contribution depends on the type and cost of the rights.



Reselling interment or scattering rights: You may resell interment or scattering rights to someone else if the cemetery by-laws allow it. If you resell to someone else, you must inform the cemetery. They will then transfer the rights to the new owner. You cannot resell rights for a price greater than the price on that cemetery's current price list. If the by-laws do not allow you to sell the rights to someone else, the cemetery must buy the rights from you at market value (the price on the cemetery's current price list), less any payments that were made to the cemetery's care and maintenance fund. A cemetery may charge a fee when you resell your interment or scattering rights to another person. The cemetery does not have to buy back rights for a grave in a plot (which is a group of graves originally bought as a unit) if one of those graves has been used.

WHAT IF I CAN'T AFFORD THE COSTS?

If you do not have enough money to pay for funeral or transfer services or for cremation or burial, you can apply to your local municipality for financial assistance. Speak to your municipality before you sign a contract, as you may not be eligible for assistance. Usually, the municipality will limit your choice of casket, urn or grave and the services you will be able to request.



3 YOUR CONTRACT

When you make arrangements with a *Provider*, you may want to bring someone you trust along with you. Making arrangements can be stressful. You may welcome the help and support of a family member or friend. Once you choose the services and supplies you want, you will be asked to sign a contract with the *Provider*.

BEFORE YOU SIGN A CONTRACT

- Make sure you are dealing with a licensed *Provider* by asking to see their licence
- Review the *Provider's* price list to make choices you can afford
- Review the cemetery's or crematorium's by-laws
- Make sure the contract sets out the things you have agreed to buy or rent, such as:
 - Services, facilities and vehicles
 - Casket, urn, vault, grave, crypt or niche and monument
 - Any other payments (for newspaper notices, police escorts, honorarium for religious officials, etc.).

The contract should also include taxes to be paid and tell you if the *Provider* is receiving any commission or benefit from other parties for recommending them to you.

At the time of purchase, the *Provider* must disclose to you that if, at the time of need, the supplies and services you have contracted for are not available, then supplies and services of equivalent value will be provided without additional cost.

CANCELLING A CONTRACT

By law, you may cancel your contract at any time before the services or supplies have been provided.

Here is the cancellation process in most cases:

1. You must give written notice to the *Provider* that you want to cancel the contract
2. Within 30 days of providing written notice, the *Provider* will give you your money back for anything that you have paid for but not yet received
3. The amount of your refund will depend on when you cancel and whether the *Provider* has incurred costs.

CANCELLING A CONTRACT FOR INTERMENT OR SCATTERING RIGHTS

You may cancel contracts for interment and scattering rights and receive a full refund of the amount paid within 30 days if you have not used the rights. After 30 days, you will get a refund of the amount paid, less the amount paid into the cemetery's care and maintenance trust fund.



TIP

For the contract to be valid (this may be referred to as “enforceable” in your contract), you and the *Provider* must both sign the contract. The *Provider* will explain your cancellation and refund rights. Make sure you get a copy of the contract after it is signed. If you buy supplies and services from a cemetery or crematorium, the *Provider* will also give you a copy of its by-laws. The by-laws set out any special rules that you must follow, including any restrictions on the purchase of supplies and services.

YOUR CONTRACT CHECKLIST

The *Provider* will give you a copy of the contract. Make sure the contract includes:

- The name of the person who is paying for the contract (the purchaser)
- The name of the person for whom the services or supplies are to be provided (the recipient)
- The name of the company you are dealing with (the *Provider*)
- A description of the services and supplies you have chosen and a description of when, under what circumstances and in what manner they are to be provided
- The price of each supply or service, taxes and the total price
- All payment, cancellation and refund policies, including the right to change your mind and cancel the contract
- For interment rights, make sure the contract also includes the location and description of the grave, crypt or niche
- For scattering rights, make sure the contract also includes the location and description of where the scattering may occur
- A copy of the cemetery's or crematorium's by-laws
- A certificate of interment rights or scattering rights once these rights are paid in full. The certificate must include the name of the person who can legally authorize an interment or scattering.



4 PRE-ARRANGING AND PREPAYING

Many people plan ahead to prepare for their death. Many people also pay in advance for their final arrangements, although this is not required. Here are some common questions you may have about pre-arranging and prepaying.

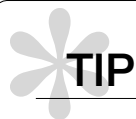
WHY IS PLANNING AHEAD A GOOD IDEA?

- It saves your family and friends from having to make many difficult decisions during a time of grief
- It gives you a say in planning your own arrangements
- It gives you time to assess and compare your options
- It helps family and legal representatives who will be making arrangements at the time of need.

Important: After your death, your legal representative (such as the estate trustee, etc.) may, by law, change your pre-arranged funeral, burial or cremation plans. It is important to discuss your wishes with him or her and your family.

DO I HAVE TO PAY IN ADVANCE?

No, it is a choice. You can simply pre-arrange your services or supplies without prepaying. Some *Providers* may keep a record of your arrangements without cost; ask your *Provider* about this service. If you decide to prepay, your *Provider* will ask you to sign a contract. See “Your Prepayment Checklist” in this guide.



It's a good idea to learn as much as you can before you talk to a *Provider*. The “Important Information and Funeral Planning Guide” will help you gather the information you need to plan a funeral. You can find a copy at www.funeralboard.com.

HOW CAN I PREPAY MY CONTRACT?

With most *Providers*, there are two ways to prepay:

1. You can pay the money to the *Provider* to be held for you “in trust.” This means your money will be held safely for you at a bank, trust company or with an independent trustee. It will earn income over the years until it is needed to pay for the services or supplies you have requested. The income earned will be used to offset any increase in costs.
2. You can buy insurance from an insurance company. Your *Provider* may have an insurance program in place. With this option, you should buy enough insurance to cover the costs of your pre-arranged services or supplies at the time of need. The insurance company will then pay the *Provider* for the services and supplies at the time of your death. If you buy insurance directly from an insurance company without involving a *Provider*, you will still need to have a contract in place with a *Provider* if you want the insurance money to be used for particular services and supplies.

Note: Buying an insurance policy to pay for pre-arranged services or supplies is only one step. You must also pre-arrange with a *Provider*. So you will sign two contracts:

- A prepaid contract with your *Provider* for the services and supplies you choose
- An insurance contract (called “the policy”) with the insurance company to pay the *Provider* for the services and supplies. The insurance contract will set out the rules you and the insurance company must follow. This includes any fees you may have to pay, your right to cancel the insurance contract and any rights to a refund you may have.

Ask your *Provider* to explain the advantages and disadvantages of the trust and insurance options they offer. Only a licensed *Provider* is allowed to accept prepayment funds, so check to make sure that your *Provider* is licensed. Each *Provider* is required to carry proof of their licence under Ontario's *Funeral, Burial and Cremation Services Act, 2002*.

Important: If you don't understand what your *Provider* is asking you to sign or to pay for, stop. Ask more questions. Or, find another *Provider* who will explain things more clearly to you.



If you are paying over many months or years, payment terms may vary. Ask about any fees, interest or financing charges that may apply and the total cost of making multiple payments. In most cases, you will save money by paying in full rather than over time.

IF I PREPAY, WHAT HAPPENS IF PRICES GO UP?

At the time of death, the money held in trust, or the insurance proceeds, will be used to pay for the services and supplies set out in the contract. Costs will be based on the prices in effect at the time of death. Whether you will be required to pay more depends on whether your contract is guaranteed (see below). Your *Provider* must give the legal representative a statement to show:

- The amount your insurance will pay for your prepaid services or supplies **OR** the amount held in trust to pay for them (including income earned)
- The current cost of the services or supplies you requested.

If prices have gone up, the income (interest or growth) is used to offset the increase in costs.

Here is what happens:

If you have a guaranteed contract: You (or your legal representative) will not be asked to pay more for the services or supplies you requested, as long as you have met all the terms of your contract. Taxes are not guaranteed. You will have to pay extra for any services, supplies or taxes that were not included in the prepaid contract. **All prepaid contracts entered into on or after July 1, 2012 must be guaranteed.**

If you have a non-guaranteed contract signed before July 1, 2012: You (or your legal representative) may have to pay more money to cover the higher prices. For example, if you have an existing non-guaranteed contract for which the price of services and supplies is \$8,000 at the time of death, and the value of the trust or insurance is \$7,500, your estate will owe the *Provider* \$500.

WHAT HAPPENS IF THERE IS MONEY LEFT OVER AFTER EVERYTHING IN THE CONTRACT IS PAID FOR?

The answer depends on the date of your contract and the laws that applied at the time you signed.

For cemetery or crematorium contracts entered into on or after April 1, 1992 and funeral or transfer service contracts entered into on or after June 1, 1990, leftover money will be paid to the estate. The law does not require a refund be made for contracts entered into before these dates.

WHAT HAPPENS IF I WANT TO CANCEL OR CHANGE MY PREPAID CONTRACT?

You, your legal representative or another person named in the contract may cancel or change your prepaid contract at any time before the services or supplies are provided. You must give the *Provider* notice in writing.

You may or may not get all your money back. The following rules apply:

- **If your money was to be held in trust and you cancel within 30 days** of the date you entered into the contract, you get **all** of your money back.
- **After 30 days**, you get **all** of your money back less 10% of the amount in trust, up to a maximum of \$350.
- **If you had an insurance contract through the *Provider***, you may cancel the contract with the *Provider* and you may have to cancel the insurance contract as well. Talk to your *Provider* before you cancel your prepaid contract with them. Most insurance contracts have a “cooling-off” period, which is a specific number of days during which, if you change your mind, you can cancel the contract and get all of your money back. After the cooling-off period, the amount refunded is usually less than the full amount you initially paid. Review the insurance contract or speak to the insurance company for details.

Important: Cancellation fees for an insurance policy vary. They can be high. Before you buy or cancel an insurance policy, you should discuss the insurance provider’s cancellation policy.

Note: Also, you will have to review the terms of the contract to see how much money, if any, would be refunded if services or supplies have been provided.

HOW IS MY PREPAID MONEY PROTECTED?

Ontario law protects your prepaid money in several ways:

- When you prepay, your *Provider* must give you a contract that states the total amount of money you have paid now and the terms of payment for any balance you owe
- If you prepay with a funeral home or transfer service, your money is protected by a compensation fund. The fund is used to give back money to consumers if, in rare cases, their prepaid money is not available when it is needed. The fund will cover losses only if you prepaid with a licensed funeral home or transfer service
- If you choose to place money in trust for prepaid services or supplies, the *Provider* is restricted by law to choose very safe investments. You are entitled to know at least once each year where and how the money is invested and how much money you have in your trust account. You may ask the *Provider* for this information
- If you buy an insurance policy to fund your pre-arranged contract, you will pay the insurance company directly. Your money is protected under the *Insurance Act*
- *Providers* are inspected from time to time to see that they comply with the law.

WHAT HAPPENS AT DEATH?

Your legal representative should take your pre-arrangement documents to the *Provider* to show proof of payment, discuss arrangements and any changes to the contract.

If a service or supply is no longer available, one of two things may happen:

1. Your *Provider* may make a reasonable substitute, but at no extra charge. Substitutions must be similar in style, design and construction to what is included in your contract
2. Your legal representative may cancel that part of the contract. Written authorization or a new contract must be completed for any changes or added items.

YOUR PREPAYMENT CHECKLIST

Keep the following documents in a safe place where your legal representative(s) can find them easily and give a copy to the person who will likely be making the arrangements.

Your *Provider* will give you:

- A contract that sets out the services and supplies you requested and their price. This contract must be signed by you and the *Provider*. If the contract includes embalming, you will be asked to provide written consent for this step
- An interment or scattering rights certificate (once these rights are paid in full)
- A receipt for the money you paid to be placed in trust **OR** a copy of your insurance documents
- Copies of any other documents you sign.

For your own records, you should keep:

- Your cancelled cheques or electronic payment records
- Receipts as proof of payment.

Remember to ask:

- About the advantages and disadvantages of paying by insurance or paying with your money held in a trust
- Where your money will be invested, the type of investment and how fast you can expect your money to grow each year
- What your refund will be if you cancel your insurance policy
- About the guarantee. All prepaid contracts entered into on or after July 1, 2012 must be guaranteed
- If you can cancel the contract and what fees may apply.

5 TO LEARN MORE

About **cemeteries and crematoriums:**

Ministry of Consumer Services

www.ontario.ca/consumerservices

(416) 326-8800 | 1-800-889-9768

consumer@ontario.ca

About **funeral homes, funeral directors and transfer services:**

Board of Funeral Services

www.funeralboard.com

(416) 979-5450 | 1-800-387-4458

info@funeralboard.com

About Ontario's ***Funeral, Burial and Cremation Services Act, 2002***, and its regulations:

www.e-laws.gov.on.ca

You received this consumer information guide from:

APPENDIX 5.0

Public Feedback: Letters
Background Data: Mapping and Documents
Site Photographs
Citations



Centre Wellington

December 1, 2015

Re: Highland Park – Proposed Cemetery Master Plan

Att: Carl Leybourne,

Thank you for your interest and letter.

We'd like to note that the master plan concepts are designed at a very high level for discussion purposes and will require further development. As part of the design development process for the new areas, the Township intends to engage in a public outreach program – as noted in the Master Plan. These new areas include Block D-phase 2; the existing Plantation Area, and the future expansion lands, whether they be, Highland Park, or new property.

In response to your specific comments/recommendations, we provide the following:

Proposed Cemetery expansion into either new lands or Highland Park: The Township will undertake an options study in 10 – 15 years for the following two options: to either obtain new lands for cemetery use or to expand the cemetery into the Highland Park area. This will be a transparent process and study. As part of the options study process, there will be a public outreach program to ensure our community is aware of what is occurring and can provide input. The public outreach program will consist of regular Township website project posting and update and a minimum of two public information sessions.

Cemetery Views: With proper design, cemeteries can be aesthetically pleasing. Careful consideration of the treatment along each of the three streets bordering Highland Park can result in an improved streetscape. Ornamental metal fencing, with planting beds provided on either side of the fence planted with four season ornamental shrubs, perennials and grasses can be provided as part of the streetscape treatment along each of the streets. There is potential for an aesthetically pleasing and stately entry gateway/feature and streetscape treatment along St. David Street South should expansion into the Highland Park be identified as the preferred expansion alternative during the options study. Views into the Cemetery can also be controlled by creating vegetative buffers using evergreens to screen out undesirable views.

Township History: You have provided valuable insight as to the historical aspects of the Highland Park lands that could be used for interpretive signage. Acknowledging the Township's and specific site history is important whether the cemetery expansion occurs on, either new land, or into Highland Park (pending the outcome of the options study). Throughout the Cemetery Master Plan several means to illuminate the current and historical aspects of the existing cemetery are proposed and include, but are not limited to, the following: interpretive signage, naming of the cemetery roads, cemetery sections and specific site amenities (gardens, woodland walk, etc).

The Centre Wellington Heritage Committee, Wellington County Historical Society, and public would be invited as stakeholders to participate in the public outreach program as the design and development of the cemetery progresses beyond the current property limits.

Township staff intends on moving the master plan forward in a Council meeting December 14th, 2015. In the final master plan and report to council your concerns will be outlined.

The Township looks forward to working with you and other stakeholders in the further development of this important community asset.

Regards,



Adam Dickieson
Engineering Services Coordinator

CC: Members of Council

Letters to the Editor

in conjunction with it, would come the additional costs of re-locating and duplicating the ball fields somewhere else within town boundaries to provide a facility of equal standard for minor ball participants.

6) Highland Park has never been declared a heritage area but from the hundreds of individuals donating thousands of hours in volunteer time, effort and sweat over a 70-year period, surely it warrants sufficient cultural and historical significance to qualify for such a designation.

7) Where else can one find a ball park so centrally located and within walking distance for many youngsters? Highland Park with its three diamonds and fenced areas is one of the most attractive ball facilities in southwestern Ontario. Visiting teams are envious of the facilities and its location.

What is the solution to the need for increased cemetery space? In my opinion, get rid of the idea of using Highland Park for such purpose, begin a search for 10 to 20 acres of vacant land and purchase it. The costs of such land may be expensive now but in 20 years when council would have to make a similar decision, the price may have doubled and the availability of such land extremely scarce.

Who knows? Someone may be willing to donate a portion or all of a field on the condition it carry the family name.

Carl Leybourne,
Fergus

Dear Editor:
It was with considerable interest I read in the *Advertiser* the recommendation of Hilton Landmarks Inc. to convert Highland Park to cemetery usage (*Long-term cemetery plans include the elimination of Highland Park*, Sept. 4). Numerous thoughts crossed my mind.

1) Since the company is not a local business, its representatives would have no idea of the cultural and historical significance of the little park. Perhaps, too, Centre Wellington council and staff would have limited background knowledge because of their relatively young ages.

2) The recommendation may seem like a practical solution, but examined in more detail, it creates more issues than it resolves.

3) I thought of the heartache and sadness of those families after whom the three ball diamonds have been named (World War II veterans).

4) I considered the decreased market value of houses fronting on Albert Street and Princess Street where the view would be a series of headstones.

5) Is it sensible to destroy a historic small area of the town to create a short-term solution to a long-term problem? Consider the costs of ripping out light standards, electrical wiring, ball screens, fences and levelling and sodding the area suitable for a graveyard. Once the work is completed, or even

than to just argue for our own view.

And I'm bothered with Kevin Clayton (*Mad about mail changes*, Sept. 11) about mail service, but I suspect "government cuts" is the real culprit. The Harper team seems to cut advantages for us ordinary people, make us pay more, and make it better for a few at the top. Then they advertise heavily all the cuts they make "for us."

Victor Shantora's letter (*An 'af-front' to values*, Sept. 11) brings this out. Finally, I agree with Brian Morrison too (*Canada can do more*, Sept. 11), that we should do more to help Syrian refugees; most of the problems have come from our Western policies (led by the U.S., backed by Harper) that have killed thousands of people "setting them free," as we impose our ideals on them.

I think we have to quit trying to "play God" and make our will be done on Earth as we think it should be in heaven.

Larry Carmey,
Clifford

'Terrible mess'

Dear Editor:

The situation in Europe with fleeing refugees is indescribably horrific and brings tears to my eyes thinking of my own children/grandchildren and a two-year-old great grandson.

This should not be happening in this day and age after all the violence of the past 100 years, but the bigger problem I see is how the world is not acting to permanently resolve the mat-

Dear Editor:
I encourage all residents of Wellington-Halton Hills to attend as many all candidates debates as they can. It will help with one's voting decision.

I attended my first Wellington-Halton Hills debate for the 2015 federal election at Centre 2000 in Erin on Sept. 14. I would like to thank the Erin Optimist for a well-structured and well-run debate.

Like many Canadians, I am following the various parties' platforms and promises and assessing the leadership performances as the election process continues. And like many Canadians, I am seriously open to a change. But not change for change's sake.

So it was with anticipation that I attended the Sept. 14 debate. I wanted to see for myself how each of the candidates stacked up under pressure, who would be most effective when he/she is called upon to help with our local issues. I wanted to know which candidate understood the issues of Erin and Wellington County. I found it insightful that some candidates did not speak directly to the questions posed by residents but instead promoted their party policies.

Regardless of one's political leaning, I encourage all residents to attend as many of their local all candidates debate nights as possible and ask the questions they need answered. This election is very important and these info meetings showcase how the candidates perform under pressure, reveal

To: The Mayor & Council Members - Centre Wellington Township

From: Carl Leybourne - Aged Lifetime Resident of the Area

Re: Highland Park

Not having run as a candidate for Council, I respect your right as elected representatives to make a final decision. Perhaps you might consider some of my comments in the accompanying epistle.

Cheers!

A handwritten signature in black ink, appearing to read 'Carl', written in a cursive style.

Carl

SAVING HIGHLAND PARK

It was with considerable interest I read in the Wellington Advertiser (September 4 issue) the recommendation of Hilton Landmarks Inc. to convert Highland Park to cemetery usage. Numerous thoughts crossed my mind.

- 1) Since the company is not a local business, its representatives would have no idea of the cultural and historical significance of the little park. Perhaps, too, the elected representatives and employees of Centre Wellington Township would have limited background knowledge because of their relatively young ages.**
- 2) At face value the recommendation seems like a practical solution to an existing problem, but examined in more detail, creates more issues than it resolves.**
- 3) I thought of the heartache and sadness of those families after whom the three ball diamonds have been named in memory of local World War II veterans to develop the park into a facility for ball usage.**
- 4) I considered the decreased market value of houses fronting on Albert Street E and Princess Street where the view from their living room windows would be a series of headstones.**
- 5) Is it sensible to destroy a historic small area of the town to create a short term solution to a long term problem? Consider the costs of ripping out light standards, electrical wiring, ball screens, fences and levelling and sodding the area suitable for a graveyard. Once the work is completed, or even in conjunction with it, would come the additional costs of re-locating and duplicating the ball fields somewhere else within town boundaries to provide a facility of equal standard for minor ball participants.**
- 6) I wondered whether the recommendation to destroy a long-serving facility made any more sense than tearing down the Fergus Library to create more parking spaces for downtown businesses or to expropriate Melville United Church to install a roundabout at a busy intersection. Certainly, neither would be considered, so why should Highland Park be sacrificed?**
- 7) Highland Park has never been declared a heritage area but from the hundreds of individuals donating thousands of hours in volunteer time, effort and sweat over a 70-year period to make it what it is today, surely it warrants sufficient cultural and historical significance to qualify for such designation.**

8) Where else can one find a ball park so centrally located and within walking distance for many youngsters? Highland Park with its three diamonds and fenced areas is one of the most attractive ball facilities in south-western Ontario. Visiting teams are envious of the facilities and its location.

What is the solution to the need for increased cemetery space? In my opinion, and I know no one asked, delete the idea of using Highland Park for such purpose, begin a search for 10-20 acres of vacant land and purchase it. The costs of such land may be expensive now but in 20 years when Council would have to make a similar decision, the price may have doubled and the availability of such land extremely scarce. Who knows? Someone may be willing to donate a portion or all of a field on the condition it carry the family name. Think of McKee Cemetery or Johnson Cemetery.

Consider the history of the little park. After World War II ended in 1945, three veterans, namely Reg Bartlett, James Tye and Frank Uttley, on their return to Fergus, determined to develop ball facilities within the village. With the approval of Council and on the understanding the vast majority of work would be completed by volunteers, a playing facility was developed and the Fergus Intermediate Baseball Team formed. I recall attending some of those Saturday afternoon games with my father in 1949 and 1950 and watching players such as the three aforementioned as well as Joe Homer, Walt Jeffries, and Nick DiCarlo perform. Due to a lack of lights and aging players the team ceased action in the early 1950's to be replaced by a local softball team.

In 1952-53 teams of local lads from Dows', Shands' and Upper Fergus were playing exhibition games against each other when an agreement was made to amalgamate and enter the Grand River Softball League in 1954. During those years players levelled and lined the diamond for play. During the following six years the Fergus entry made the playoffs each year and won three consecutive championships in 1957-1958-1959. In those days parking was allowed on the east side of St. David Street for those fans physically unable to leave their cars.

Due to participation in OASA play downs and planning to enter the higher competition Inter-City Fastball League, a delegation of players approached Town Council in 1959 requesting the installation of lights in the park. In early 1960 Council approved the request on condition the team raised \$1200 towards the cost before Council did any work. Thus began a massive fundraising campaign by the players. June 12, 1961 was the official opening of the park with the new lights and the NHL All Stars providing the opposition in an exhibition game. In 1979 the Senior Team was transferred to the diamond at the Recreation Centre, thereby leaving the facility strictly for minor softball. In the ensuing years, just as in previous years, countless hours of volunteer time plus the co-operation of the local municipality have seen the progress to its present outstanding standard.

On a recent early morning walkabout of the facility I was truly impressed with the beautifully maintained fields, the three diamonds bearing the names honouring the original founders, the fenced areas, stands and a confectionary booth. “ What wonderful facilities in the middle of town,” I mused. I closed my eyes and attempted to envision the names and faces of the hundreds of volunteers who have contributed thousands of hours of free assistance during the past 70 years to bring it to this standard. While in this momentary state of blissful unconsciousness, the names of some of the great teams which had participated on the field crossed my mind –NHL All Stars, California Cuties, Jack & the Jesters, London, Woodstock, Brantford, Owen Sound, Essex, Guelph, Kitchener – as well as the names of outstanding players – Frank Mahovlich, Dave Keon, Dick Haines, Bill Weir, Bob Eccles, Jerry Hopcraft, Red Switzer, Ab Henshaw, Jim Tye, Reg Bartlett and Frank Uttley. With eyes still closed I could hear the sound of wood meeting horsehide solidly and envision a ball flying in a large arc towards the maple trees followed by the cheering of fans and the honking of cars parked on the nearby roadway. Such pleasant memories! A shame to destroy such a prized site which holds many similar memories to all participants of my sage and those much younger than I.

**A More Detailed Explanation of the Installation of the Original Lights in 1960
from my book, "Memories".**

Ball Park Lights

1959

- a delegation from the ball team, consisting of Neil Paton, Ron Wilkin, Bill Dobbie and Carl Leybourne acting as spokesman, asked Town Council to consider installation of lights at the park

Our rationale was:

- home playoff games had to be played under the lights in Arthur which was unfair to local fans
- there was a Ladies' Team and ten minor league teams which created a greater need for lights
- we had won the Grand Valley championship for two consecutive years and plans were underway to join a higher level league

- a six team industrial league was being organized for the following year
- estimated costs were \$2,000
- a committee of two Council members, one Recreation Committee member and two ball representatives was established to study and report to Council.

1960

- at the follow-up winter meeting, Council approved the installation, provided our team raised \$1200. towards the costs before any work was started.

- thus began a massive campaign by team members, selling draw tickets and canvassing local businesses and industries

- several girls' teams, the industrial league and a traveling Junior Boys' team formed that year

- in August, Neil Paton and Jim Tye reported to Council that our team had raised \$1000.

- Council approved the light installation to commence as soon as the ball season ended

- with the inclusion of some new bleachers, final costs were "\$3,000 of which \$1250 was paid by the town, \$1000 by the team and \$750 from a provincial grant."

1961

- due to difficulty in obtaining the proper floodlights, the diamond was unavailable until May 31st when the first home game was played
- Saturday evening, June 12th, was the official dedication with the Fergus Brass

Band ushering the NHL All-Stars ball team onto the field

- Mayor Ken Denny conducted the opening ceremonies
- Fergus defeated the All-Stars 6-2- a highlight for me was striking out clean-up hitter Frank Mahavolich and hearing his reflex words of profanity (most likely uttered at being struck out by a nobody from a small town)

In Harriston, new lights at the ball park had also been installed and for the official opening ceremonies in August, the NHL All-Stars had agreed to play an exhibition game against the local nine. In a rural area, news spread rapidly because I was invited to bring a catcher and pitch for Harriston. I accepted with delight. Prior to the game start, I made a point of shaking hands with Frank Mahavolich and welcoming him to the town. "Not you again! Do you live all over the area?" he laughed.

Part way through the game, Dave Keon and I mutually pulled the switch to turn on the floodlights. It was the beginning of a lifetime friendship between us. In later years, local resident Paul Cushing would bring greetings from Dave to me after attendance by his boys at summer hockey camp in Woodbridge.



Centre Wellington

December 1, 2015

**Re: Highland Road Residents Cemetery Proposal Letter -
Dated September 29, 2015**

Att: Highland Road Residents,

Thank you for your interest and letter.

We'd like to note that the master plan concepts are designed at a very high level for discussion purposes and will require further development. As part of the design development process for the new areas, the Township intends to engage in a public outreach program – as noted in the Master Plan. These new areas include Block D-phase 2; the existing Plantation Area, and the Highland Park or new cemetery lands. The Highland Road Resident's concerns are important to the Township. In response to your specific comments/recommendations, we provide the following:

1. Questions 1 and 2 - Proposed Cemetery expansion into either new lands or Highland Park: The Township will undertake an options study in 10 – 15 years for the following two options: to either obtain new lands for cemetery use or to expand the cemetery into the Highland Park area. This will be a transparent process and study. As part of the options study process, there will be a public outreach program to ensure our community is aware of what is occurring and can provide input. The public outreach program will consist of regular Township website project posting and update and a minimum of two public information sessions.
2. Question 3 - Block D: A buffer is proposed to be provided between the rear residential properties and the cemetery, along the south property line. The single row of the existing spruce, closest to the property line is proposed to be retained and protected in place throughout construction. These trees can grow to be 6m (19.5') to 10m (32') in diameter and are mostly planted at 5m (16.5') to 8.5m (28') on center. When mature the branching will overlap and these trees will provide excellent screening. No limbing of the lower branches will occur on these trees. We are proposing to remove the inner most row of spruce to provide a 3.8m (12') wide vegetated buffer zone that originates from the drip line of the existing trees to lower the grade within the cemetery lands. This buffer zone is proposed to accommodate the proposed 3:1 slope grade change so we can reduce the hill and lower the overall

grades within Block D. The rationale behind this strategy is to provide a universally accessible grades (max 5%) within the Block D lands. Currently the grades in Block D range from 3% to over 18%. The headstones for the proposed concept are aligned perpendicular to the south property line, to present the thinnest profile. The nearest headstone at 11m (36.5') distance from the property line, which is further from the property line than the minimum 10m (33') originally requested. With the proposed change in grades, the headstones will also be lower and therefore less visible.

3. Question 4: The scattering of ashes is an often misunderstood ritual. It is a more discreet, contained and respectful ritual than what is commonly shown in the movies and what the name "scattering" implies. The basic procedure for the scattering of ashes within cemetery grounds is typically done by staff with family in attendance and occurs within the confines of an ornamental planting bed that is specifically dedicated to this type of disposition. Throughout the scattering process the staff ensure the ashes are protected from being strewn about by the wind. There are two types of scattering, surface and core. Surface scattering involves the selection of a specific area within the planting bed, the mulch and surficial soil (approximately two inches or so) is pulled back and the ashes are respectfully deposited into the prepared area, the soil and mulch replaced. Core scattering is similar to surface scattering except at a greater depth within the planting bed. A core or plug of earth is removed, the ashes deposited respectfully, then the earth plug is replaced and the mulch pulled over the area.

Township staff intends on moving the master plan forward in a Council meeting December 14th, 2015. In the final master plan and report to council your concerns will be outlined.

The Township looks forward to working with the Highland Road residents and other Stakeholders in the further development of this important community asset.

Regards,



Adam Dickieson
Engineering Services Coordinator

CC: Councilor Fred Morris – Ward 4

September 29, 2015

HIGHLAND ROAD RESIDENTS
CEMETERY PROPOSAL

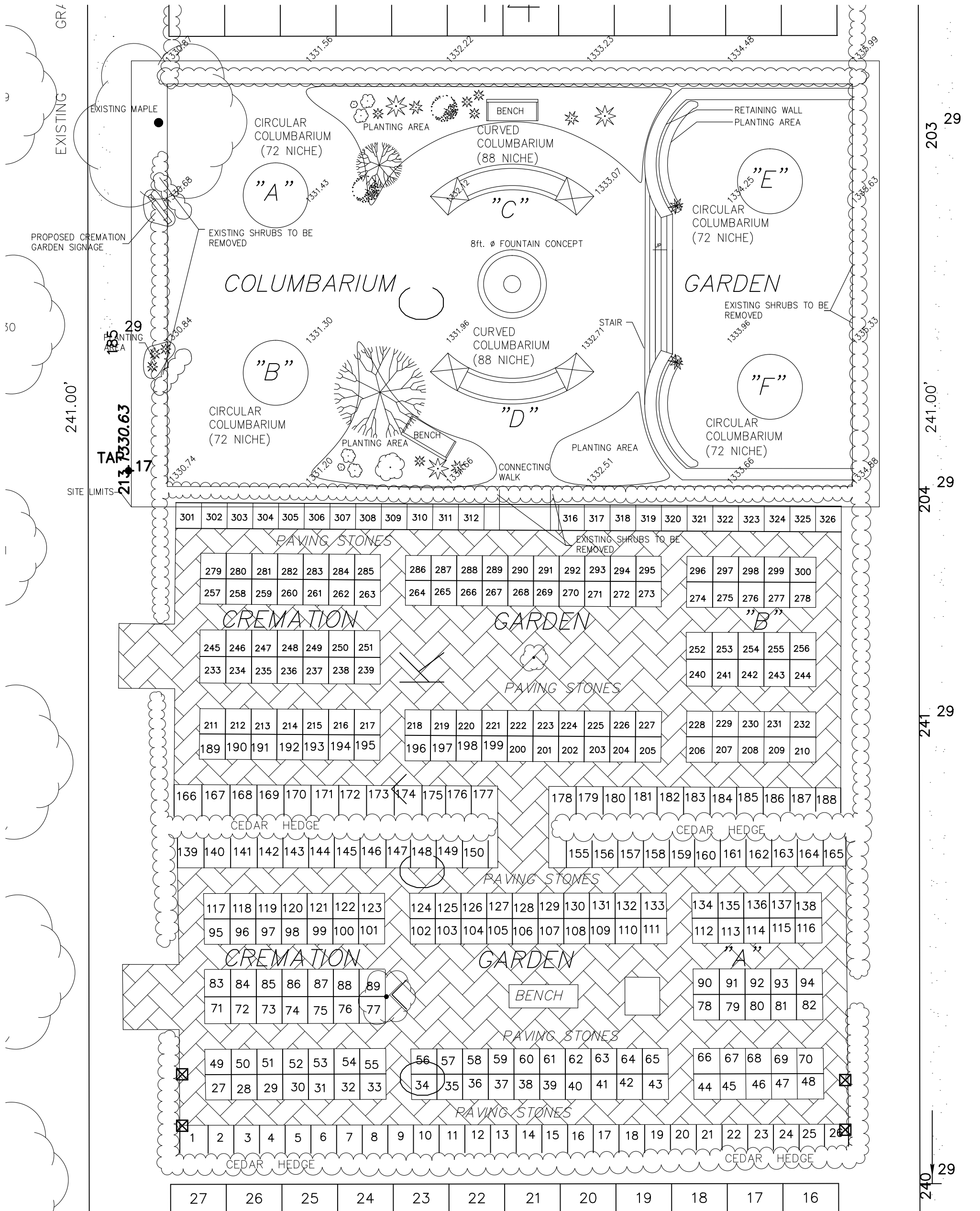
1. We believe it is in the best interest of the citizens of Fergus and Centre Wellington to look outside the boundary of the town of Fergus for the future expansion and growth of the cemetery.

2. Highland Park is a very popular and well used facility in the heart of Fergus. The parks central location is convenient for the young and old sports enthusiasts. To replace this sports facility with a cemetery would create hardship to local families that would no longer be able to enjoy the park. For the people that walk or travel through this area of Fergus, we believe they would much rather see people enjoying a game of baseball, than to have the view of a cemetery. Parks located in the centre of town are a rare treasure; we need to protect them for future generations. Moving Highland Park to the outskirts of town forces residents to drive their cars to the park, rather than walk. To maintain the charm of our city, we need to save our parks.

3. The resent proposal includes development of “Block D”, east of Thistle Street. Within Block D there is an existing green space that separates the adjacent properties on the south border from the cemetery. The residents along this border have previously attended council meetings regarding the land along the south border of Block D. It was resolved to plant spruce trees along this border to maintain a green space / walkway between the residents and the cemetery. The existing 33’ road allowance

should remain as green space and not be incorporated for cemetery use. It was agreed that trees would be planted and that headstones would not be put within the 33' area. The trees were also intended to create a visual barrier, for both the bordering properties and those attending services or visiting the cemetery. Thus we request that the spruce trees along the south border of Block D not be trimmed of their branches from the ground up, as this would negate their purpose.

4. One of the proposals would result in the loved ones ashes being scattered amongst the spruce trees (woodland walkway). The residents living along this border spend significant time in their back yards with pets, family, grandchildren and also have vegetable gardens and fruit bearing bushes and trees. For this reason we feel that this is not the ideal situation to have human remains scattered in the trees in close proximity to these homes.

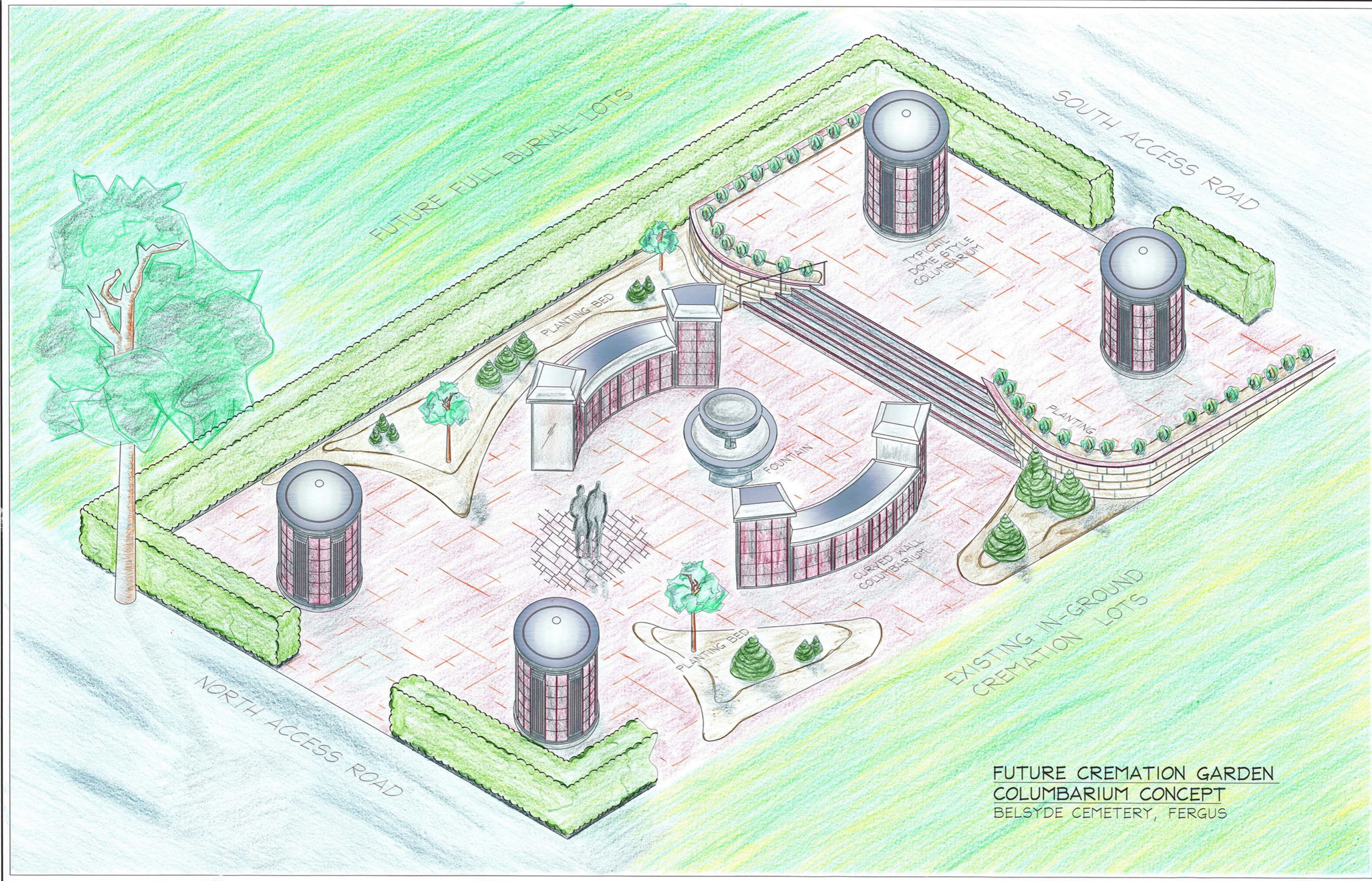


EXISTING MAPLE
 PROPOSED CREMATION GARDEN SIGNAGE
 241.00'
 TA 7530.63
 213.17
 SITE LIMITS

301	302	303	304	305	306	307	308	309	310	311	312	316	317	318	319	320	321	322	323	324	325	326						
PAVING STONES												EXISTING SHRUBS TO BE REMOVED																
279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300							
257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278							
CREMATION							GARDEN										"B"											
245	246	247	248	249	250	251	252	253	254	255	256	252	253	254	255	256	240	241	242	243	244							
233	234	235	236	237	238	239	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232
189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210							
166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188						
CEDAR HEDGE												CEDAR HEDGE																
139	140	141	142	143	144	145	146	147	148	149	150	155	156	157	158	159	160	161	162	163	164	165						
PAVING STONES												PAVING STONES																
117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138							
95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116							
CREMATION							GARDEN										"A"											
83	84	85	86	87	88	89	80	81	82	83	84	90	91	92	93	94	78	79	80	81	82							
71	72	73	74	75	76	77	BENCH										66	67	68	69	70							
PAVING STONES												PAVING STONES																
49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70							
27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48							
PAVING STONES												PAVING STONES																
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26			
CEDAR HEDGE												CEDAR HEDGE																

27 26 25 24 23 22 21 20 19 18 17 16

203 29
 241.00'
 204 29
 241.00'
 240 29



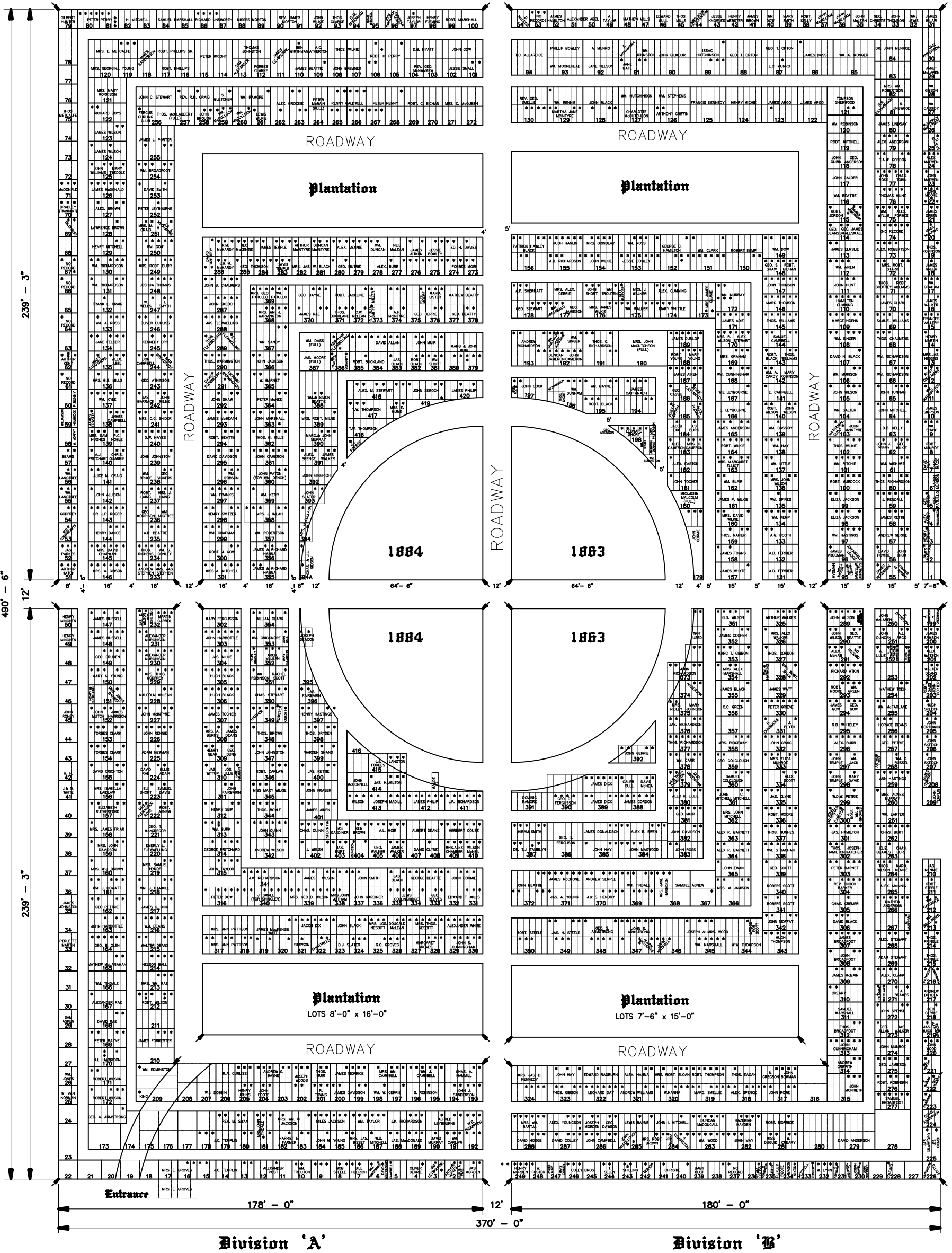
FUTURE CREMATION GARDEN
COLUMBARIUM CONCEPT
BELSYDE CEMETERY, FERGUS

Plan of Belsyde Cemetery

Division 'A' & 'B'

Fergus Ontario

Scale: lin. = 16ft.

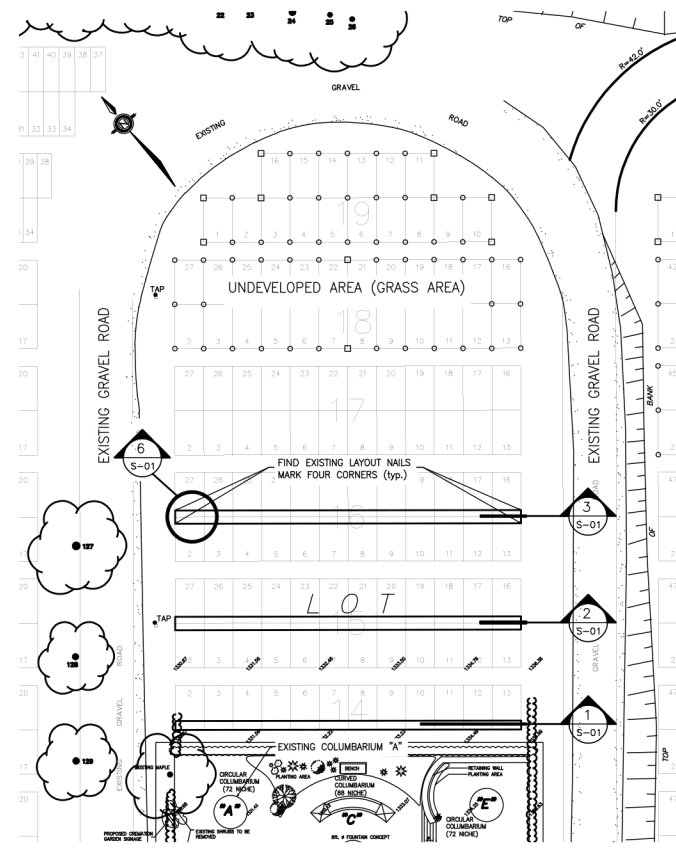


NUMBERING:
Plots will be numbered as below, starting at the N.W. Corner. Plots will be numbered towards the S.E. Side.

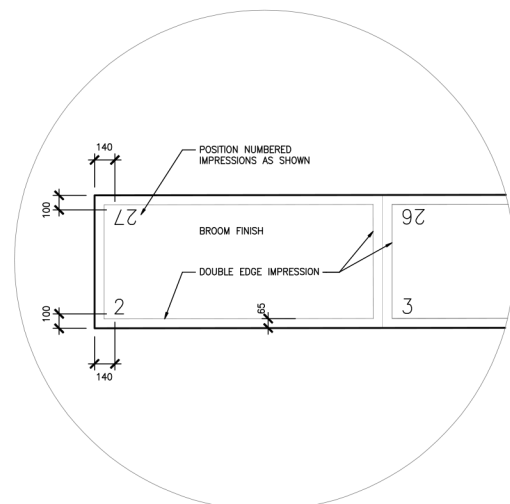
1	2	3
1	2	3
4	5	6

NOTE:
This is a true copy of a Plan of Belsyde Cemetery drawn by Norman Potts in November, 1928 and redrawn by Edward Meyers to a reduced scale of 1" = 16' on July 12, 1952. Permanent Markers in the form of Concrete Posts (marked thus) were placed in the ground to mark Boundary Lines & important corners. Plan updated and redrawn in February, 1996 by G.R. Manley

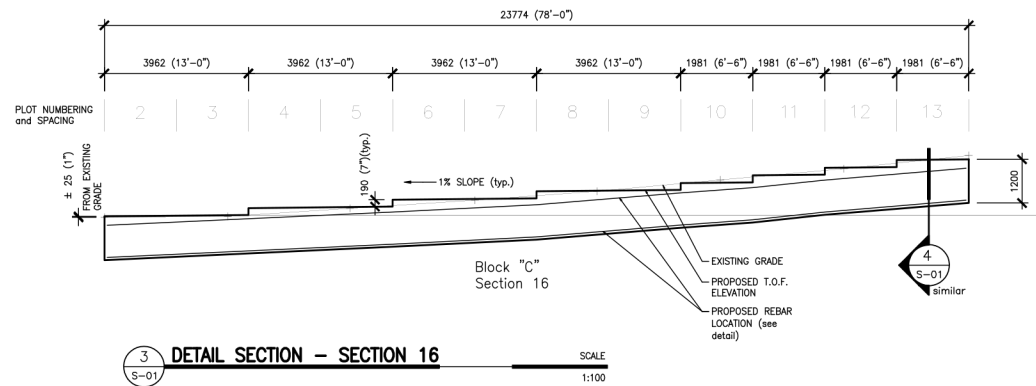




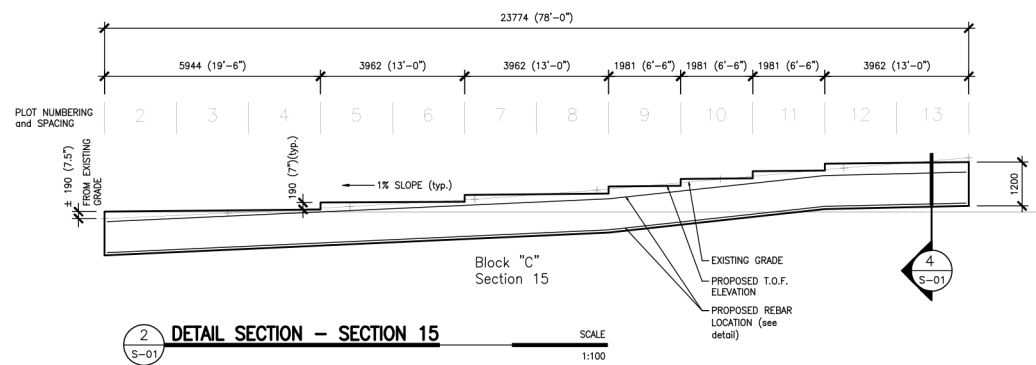
PART PLAN
BELSYDE CEMETERY HEAD STONE FOUNDATIONS
SCALE 1:250



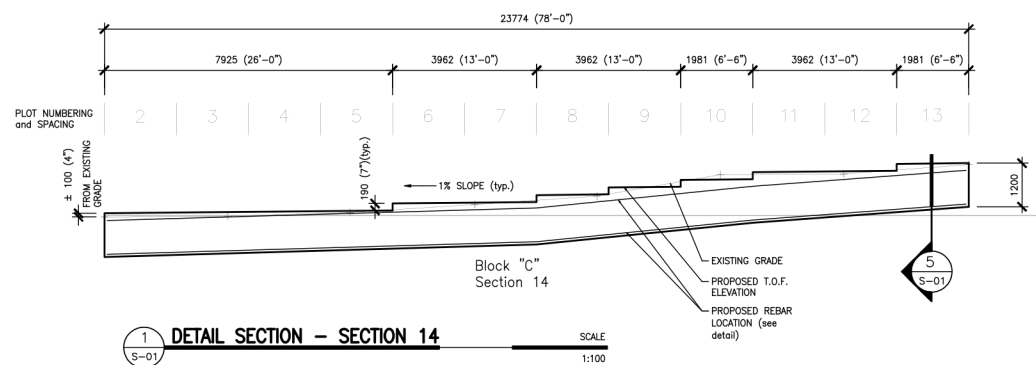
LOT NUMBERING DETAIL
SCALE 1:25
(see note #8)



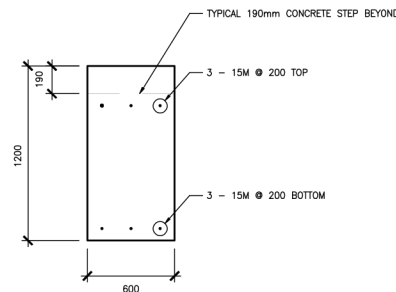
DETAIL SECTION - SECTION 16
SCALE 1:100



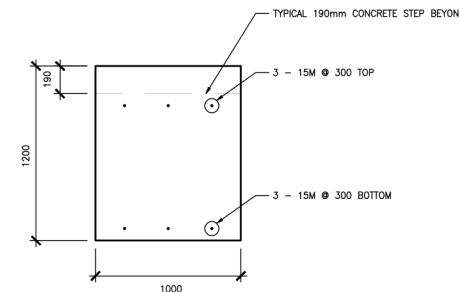
DETAIL SECTION - SECTION 15
SCALE 1:100



DETAIL SECTION - SECTION 14
SCALE 1:100



DETAIL REBAR SECTION SECTION 14
SCALE 1:25



DETAIL REBAR SECTION SECTION 15 and 16
SCALE 1:25

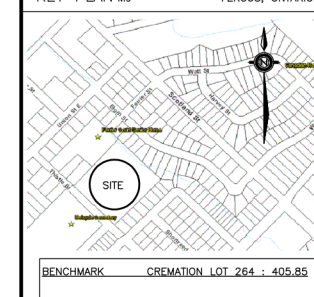
FOUNDATION INSTRUCTIONS:

- CONCRETE BASE SHALL BE FOUNDED ON ORIGINAL UNDISTURBED SOIL CAPABLE OF SUSTAINING A PRESSURE OF 3000 PSF.
- MINIMUM DEPTH FOR ALL FOOTINGS IS 1200MM (4'-0") BELOW FINAL GRADE.
- FOUNDATIONS ARE TO BE PROPERLY FORMED. FORM WORK IS TO BE PROPERLY SECURED DURING UNTIL THE TIME OF STRIPPING.
- REINFORCED CONCRETE SHALL CONFORM TO THE REQUIREMENTS OF CSA A23.3-04.
- CONCRETE SLUMP NOT EXCEED 76MM (3") DURING POURING.
- CONCRETE SHALL HAVE A MINIMUM COMPRESSIVE STRENGTH OF 32 MPA WITH AIR ENTRAINMENT 6% (+1%) AT 28 DAYS.
- TOP OF FOUNDATION SHALL BE SMOOTH, STRAIGHT AND ACCORDING TO ALL DIMENSIONS AND DETAILS SHOWN ON DRAWINGS. FINISH WITH BROOM FINISH SIMILAR TO SIDEWALK ANY DISCREPANCY MUST BE REPORTED TO CONTRACT ADMINISTRATOR BEFORE WORK STARTS. DO NOT SCALE DRAWING.
- NUMBER IMPRESSIONS ARE REQUIRED AT EACH TO THE PROPOSED LOTS IN THE UNCURED CONCRETE. NUMBER STAMPS ARE TO BE SUPPLIED BY THE TOWNSHIP OF CENTRE WELLINGTON. SEE SAMPLE DETAIL 6/S-01.
- ALL REINFORCING BARS SHALL BE DEFORMED BARS CONFORMING TO CSA-G30-12-M1977, GRADE 40, #10 AT 300MM (12") C/C.
- CLEAR CONCRETE COVERS TO REINFORCEMENT FOR ALL SIZES AND LOCATIONS OF 76MM (3"). REINFORCING BARS SHOULD BE HELD IN PLACE BY PRECAST CONCRETE HANGERS OR OTHER APPROVED DEVICES.
- REINFORCING BARS SHALL BE HELD IN PLACE SECURELY SO AS NOT TO MOVE DURING THE PLACING OF CONCRETE.
- SPICES IN REINFORCING BARS SHALL BE LAPPED AT LEAST 300MM (12").
- BACKFILL AROUND CONCRETE SEVEN (7) DAYS AFTER PLACING. PLACE LAYERS SIMULTANEOUSLY ON BOTH SIDES TO BALANCE LOADING. COMPACT TO 95% PROCTOR MODIFIED TO SUBGRADE LEVEL (TOWNSHIP TO PROVIDE GRADES AND ELEVATIONS REQUIRED).

GENERAL COMPLIANCE NOTES:

- CONTRACTOR RESPONSIBLE TO RESTORE ALL DAMAGED AND/OR DISTURBED PROPERTY WITHIN THE WORK ZONES.
 - CONTRACTOR TO VERIFY ALL EXISTING ELEVATIONS, GRADES AND INVERTS AND REPORT ANY DISCREPANCIES TO THE ENGINEER PRIOR TO CONSTRUCTION.
 - EXCESS MATERIAL TO BE REMOVED FROM THE SITE AND STABILIZED IN ACCORDANCE WITH OPSS 572.
 - CONTRACTOR RESPONSIBLE FOR THE REMOVAL OF ALL SEDIMENTS FROM THE MUNICIPAL AND TOWNSHIP ROADWAYS AT THE END OF EACH WORK DAY.
 - THIS PLAN NOT FOR CONSTRUCTION UNTIL SIGNED AND APPROVED TOWNSHIP OF CENTRE WELLINGTON.
 - THIS PLAN IS TO BE USED FOR SERVICING AND GRADING ONLY; ANY OTHER INFORMATION SHOWN IS FOR ILLUSTRATION PURPOSES ONLY.
 - NO CHANGES ARE TO BE MADE WITHOUT THE APPROVAL OF THE CONTRACT ADMINISTRATOR.
 - THIS PLAN NOT TO BE REPRODUCED IN WHOLE OR IN PART WITHOUT THE PERMISSION OF THE TOWNSHIP OF CENTRE WELLINGTON.
- PRIOR TO CONSTRUCTION THE CONTRACTOR MUST:**
- CHECK AND VERIFY ALL EXISTING CONDITIONS, LOCATIONS AND ELEVATIONS WHICH INCLUDES BUT IS NOT LIMITED TO THE BENCHMARK ELEVATIONS, EXISTING SERVICE CONNECTIONS AND EXISTING INVERTS. REPORT ALL DISCREPANCIES TO THE ENGINEER PRIOR TO PROCEEDING.
 - OBTAIN ALL UTILITY LOCATES AND REQUIRED PERMITS AND LICENSES.
 - CONFIRM ALL DRAWINGS USED FOR CONSTRUCTION ARE OF THE MOST RECENT REVISION.
 - THE CONTRACTOR SHALL ASSUME ALL LIABILITY FOR ANY DAMAGE TO EXISTING WORKS. THE CONTRACTOR IS RESPONSIBLE FOR RESTORATION OF ALL DAMAGED AND/OR DISTURBED PROPERTY WITHIN THE MUNICIPAL RIGHT OF WAY TO TOWNSHIP OF CENTRE WELLINGTON STANDARDS.
 - CONTRACTOR IS RESPONSIBLE FOR CONTACTING ENGINEER 48 HRS PRIOR TO COMMENCING WORK TO ARRANGE FOR INSPECTION. FAILURE TO NOTIFY ENGINEER WILL RESULT IN EXTENSIVE POST CONSTRUCTION INSPECTION AT CONTRACTORS EXPENSE.

KEY PLAN FERGUS, ONTARIO



NO.	DATE	REVISION
2	SEP 03 2009	ISSUED FOR QUOTATION
1	AUG 28 2009	PRELIMINARY DRAFT

DO NOT SCALE DRAWINGS. ALL DIMENSIONS SHALL BE VERIFIED BY CONTRACTOR DURING THE COURSE OF WORK.

Centre Wellington
City Centre
1 MacDonald Square, Ebor, ON N0B 1S0
Phone (519) 846-9691

BELSYDE CEMETERY, FERGUS FOUNDATIONS

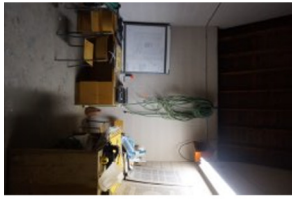
PLAN and SECTION

APPROVED BY:	DESIGNER:
DRAWN BY: AJD	SCALE:
CHECKED BY: GLD	DATE: August 09
PROJECT NO. 00-09-03	DATE PLOTTED: 2009/09/22
SHEET NO. -	DRAWING NO. S-01

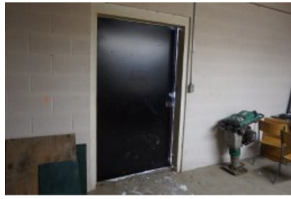
NOTE: ALL UNITS IN MILLIMETERS



01.20-Belsyde Chapel-14131



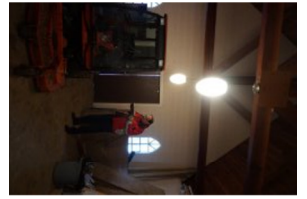
01.20-Belsyde Chapel-14131



01.20-Belsyde Chapel-14131



01.20-Belsyde Chapel-14131



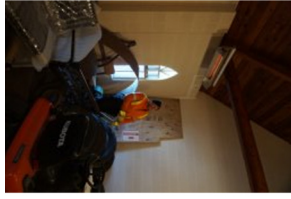
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01.20-Belsyde Chapel-14131



01.20-Belsyde Chapel-14131



01.20-Belsyde Chapel-14131



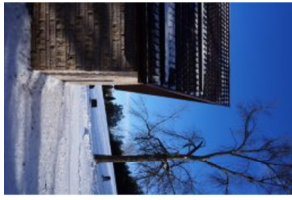
01.20-Belsyde Chapel-14131



01.20-Belsyde Chapel-14131



01.20-Belsyde Chapel-14131



01.20-Belsyde Chapel-14131



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01.20-Belsyde Chapel-14131



01.20-Belsyde Chapel-14131



01.20-Belsyde Chapel-14131

Belsyde Cemetery Master Plan Citations:

Demand / Land Needs Analysis

2011 - Statistics Canada: 2011 Census, 2011 National Household Survey, CANSIM data

- Cremation Association of North America cremation data
- Belsyde Cemetery unit sales and disposition data as supplied by the Township of Centre Wellington

