

2019 Greenwood Cemetery Master Plan Review

Public Open House

February 20, 2019



Ontario Canada



Agenda

- Tonight:
 - Presentation
 - Breakout Groups – 2 big questions
 - Reporting Back

Agenda

- Introduction
- Background – 2012 Greenwood Cemetery Master Plan Review
- Timeline of the 2019 Review and Update
- Review of our current programs and services at Greenwood Cemetery
- Regulatory Framework
- Greenwood Cemetery Statistics and Provincial comparison
- Resources
- Wrap Up

Introduction - Project Team

- Adam Parsons, Manger of Parks and Open Space – Project Lead
- Amanda Tennant-Bumstead, Parks and Cemetery Administrative Coordinator - Project Research and Administration
- Pam Coulter, Director of Community Services – Strategic Direction and Consultation

Why do a review?

- Ensure continuity of service delivery to the community, and to guide decision makers in ensuring the Cemetery is viable into the next century;
- Ensure the needs and expectations of families and funeral service providers are being met;
- Ensure that the Cemetery, can respond to the changing ways that the interment of a loved one can be celebrated and in part;
- Examine the lifespan and sustainability of Greenwood Cemetery.

2019 Review - Timeline

Month	1	2	3	4	5	6	7	8	9	10
	Nov '18	Dec '18	Jan '19	Feb '19	Mar '19	Apr '19	May '19	Jun '19	Jul '19	Aug '19
Project Initiation	Report CS-18-152 Cemetery Master Plan Review and Update to CS Committee									
		Council Approval of CS-18-152								
Background Research			Research- Interment Statistics 2012-2018							
			Review Industry Trends - Current and Emerging Interment Practices, future impacts							
			Update Cemetery conditions and program							
Public Engagement			Build Online Survey and Branding							
				Release Online Survey after Public Meeting						
				Community Needs Assessment- Open House and Online Survey						
Analysis and Draft Plan					Review and consider public feedback					
						Public Meeting- Present public feedback at April CS Committee				
Bylaw, Forms and Contracts Updates				SWOT Analysis						
						Draft Plan Update				
							Bylaw, Forms and Contracts Review- Internal			
								Bylaw Forms and Contracts - Legal Review		
								Bylaw, Forms and Contracts - Regulator Review and Approval		
									Bylaw update- Report to CS Committee	
										Bylaw Update- Final Review Aug Council

Milestones 1: Project Kickoff

Milestones 2: Draft Complete

Milestones 3: Project Complete

Background - 2012 Greenwood Cemetery Master Plan Review

- Primary Objectives
- How did we do?
- Review Period

Background - 2012 Greenwood Cemetery- Primary Objectives

- From the 2012 Greenwood Cemetery Master Plan:
 - The analysis of the existing physical situation at Greenwood Cemetery and the identification of needs and opportunities set the parameters for a Master Plan for Greenwood Cemetery. This Plan must be cognizant of not only the needs and opportunities in the short term, but those of the long term and of perpetual care in the future. Therefore, the Master Plan provides for sustenance, maintenance, enhancement and longevity of Greenwood Cemetery.

Background - 2012 Greenwood Cemetery Master Plan – Primary Objectives

- Sustenance
- Maintenance
- Enhancement
- Longevity

2012 Master Plan Review - Report Card

- 2012 Plan was done in house by City Staff
- 17 Recommendations relating to:
 - Structure
 - Circulation
 - Vegetation
 - Operations
 - Facilities
 - Expansion
 - Mapping

2012 Master Plan Review - Report Card

#	Recommendation	Priority High=1	Current Status
1	That the services offered at Greenwood Cemetery be reviewed on a regular basis to ensure they reflect the changing preferences in funeral and burial customs.	2	Service review 2016 recommended a modified staffing model that was implemented in late 2016. On an ongoing basis we monitor feedback and adjust administrative functions and operations accordingly.
2	That opportunities to maximize information technology be explored including: i) detailed GIS mapping; ii) updated management software iii) increase payment options through use of debit and credit cards	1	i. Not Started ii. Complete- Implemented Stone Orchard cemetery management software iii. Complete
3	Explore opportunities to maximize use of the workshop.	2	Staff explored combining parks and cemetery staff operations at the Cemetery workshop in late 2016/early 2017. It was determined that this option was not feasible.

2012 Master Plan Review - Report Card

4	Restore the structure and interior layout of the cemetery office building including improvements and/or changes be made to maximize its use and consideration be given to improving access for persons with disabilities.	1	Some work has been completed on the main level of the cemetery office, including new flooring in the Kitchenette and Administrative office, plaster repairs and painting. Accessibility remains an issue. Currently, staff make efforts to meet with clients who require accessible options at alternate locations.
5	Consider housing other, including non-parks or cemetery related functions in this building; e.g. Office/meeting space for Festival of Northern Lights staff and volunteers.	1	This was achieved by relocating the Festival of Northern Lights administrators office from City Hall to an unused office at Greenwood Cemetery.
6	Phased capital program be implemented to reconstruct the roadways in the cemetery to current standards to better withstand the heavier equipment and vehicular traffic and that the area at the main entrance gate be paved to eliminate the gravel area in which pot holes and ruts often develop.	3	This was completed in 2018 by the 4 th phase of the recommended program that was initiated in 2015.

2012 Master Plan Review - Report Card

7	Develop a five year master plan for implementing a maintenance management system for all heritage buildings and structures to establish a schedule for maintenance and repairs in keeping with their heritage character.	1	As of 2018, all buildings and related major maintenance is included in the City's Asset Management Plan.
8	Based on results of the structural assessment of the Chapel, restore exterior and renovate interior for new uses and consider demolition of adjacent washroom building no longer in use.	4	Design and engineering for this project is forecast as a 2019 capital project, with construction planned for 2020 subject to budget approval for those years
9	Seek professional advice regarding restoration needs and structural condition of Mausoleum.	1	<p>The city has undertaken many restoration projects since the 2012 plan including:</p> <ul style="list-style-type: none"> • Mausoleum and Office roof repairs • Replacement of mausoleum roof scuppers • Mausoleum interior paint and plaster repairs • Mausoleum vault concrete spalling repairs

2012 Master Plan Review - Report Card

#	Recommendation	Priority High=1	Current Status
10	In consultation with restoration architect and results from structural assessment, restore the exterior and interior of the Mausoleum.	2	See above
11	Undertake a tree inventory with GIS mapping of specimens so a condition assessment can be prepared with a plan for their ongoing care and maintenance.	5	Complete as a component of the 2015 tree inventory
12	Restore the original cemetery gateway including removal of the block planters and replace with installation of heritage fencing or cedar hedge.	4	Completed as the 2017 phase of the Cemetery Heritage fence and hedge installation program.
13	Install privacy fence barrier behind the Blue Spruce hedge to screen the maintenance buildings from the Columbarium Gardens.	2	This recommendation was reviewed for the 2017 capital budget year and deemed unnecessary. The blue spruce hedge has matured such that it provides adequate privacy. Cancelled.

2012 Master Plan Review - Report Card

14	Develop vacant space in the Cemetery office for use as genealogical and historical research and that interpretive plaques be developed for the Mausoleum and the Cemetery office and appropriate parking provided.	3	Not Started
15	Develop a business case for the future expansion of the Cemetery including consideration of natural burials and investigate the potential for purchase of adjacent lands.	4	Cemetery Staff have performed some background research on the emerging natural burials trend. One of the goals of this review will be to determine the current capacity of the cemetery and endeavor to project future need. This item will be addressed through the 2018/2019 Master Plan review
16	That the development of a “Green/Natural Burial Cemetery” be considered at the time of future expansion of the Cemetery.	4	Current trends will be reviewed during this review.
17	The Greenwood Cemetery Master Plan should be reviewed every five years	3	Achieved by this review.

Current Programs and Services

- Greenwood Cemetery is 43 acres and has been used as a Cemetery since 1858.
- The Cemetery includes some of the City's most significant heritage buildings:
- Cemetery office (1847 – formerly residence of Cemetery Superintendent)
- Chapel (1905)
- Mausoleum (1932)
- Service building, storage bins and service yard (1990)
- 4 columbaria (360 niches). The current plan provides for 2 additional columbaria to be added as need dictates.

Current Programs and Services

- Hours of operation: 8:30 am to 4:00 pm weekdays.
- Interment services are made available 7 days a week, including holidays to accommodate the needs of families

Current Programs and Services

- The Cemetery Division is responsible for the management, maintenance and care of the cemetery including:
- Administer sale or re-purchase of burial lots, columbaria niches and mausoleum crypts;
- Prepare contracts, manage and maintain cemetery records of all interments, inurnments and entombments and scattering;

Current Programs and Services

- Customer service – directly with families and funeral home professionals
- Opening and closing graves at Greenwood Cemetery:
 - Generally arranged and undertaken with the involvement of funeral homes
 - However with the increase in the number of people selecting cremation, the incidence of staff working directly with families is more common than ever.

Current Programs and Services

- Cleaning and general maintenance of all buildings;
- Grounds keeping including arboriculture, gardening and turf management;
- Installation of foundations for monuments;
- Installation of flat markers and corner blocks.

Current Programs and Services

- Winter storage for other cemeteries that do not do winter burials or for burials in Greenwood that are deferred at the request of the family (2017-18, 21 caskets stored);
- Assist public researching genealogy;
- Oversee capital work program at Greenwood Cemetery.

Current Programs and Services

The Cemetery is staffed as follows:

- Manager of Parks and Open Space (shared between Parks & Open Space and Cemetery);
- Parks & Cemetery Supervisor (shared between Parks & Open Space and Cemetery);
- Parks and Cemetery Administrative Coordinator
- 2 Full Time Cemetery Attendants
- 2 Seasonal Cemetery Attendants (22 weeks)

Regulatory Framework - BAO and The FBCSA

- The BAO
- Funeral Burial And Cremation Services Act (2002)
 - What is it?
 - How does it apply to Greenwood Cemetery?

Regulatory Framework - The Greenwood Cemetery By-law

- Greenwood Cemetery By-law
 - What is it?
 - How do we use it?

Regulatory Framework - The Greenwood Cemetery By-law

- Laid out in 11 Sections
 - Preamble and Definitions
 - Cemetery Rules
 - Interment Rights
 - Interment Procedures
 - Disinterment Procedures
 - Mausoleum Vault Regulations
 - Lot Decorations

Regulatory Framework - The Greenwood Cemetery By-law

- ❑ Memorialization
- ❑ Contractor rules
- ❑ Enforcement
- ❑ Conflict and Transition

Greenwood Cemetery Interment Rights Sales

By Type 2001-2011

Year	Standard Interment Spaces	Cremated Remains Space	Infants/ Crypts	Niches	Columbarium Garden
2011	36	7	1	7	9
2010	118	15	4	36	24
2009	45	3		13	6
2008	44	3		14	6
2007	61	6		13	11
2006	61	2		7	7
2005	54	4	3	12	8
2004	69	3		12	10
2003	44	3	1	12	8
2002	76	4	1	5	6
2001	93	9	3	11	2
	70%	6%	1%	14%	10%

Greenwood Cemetery Interment Rights Sales

By Type 2012-2018

Year	CASKET	CREMATION	INFANT	NICHE	COLUMBARIUM GARDEN	SCATTERING
2012	35	8	N/A	16	2	1
2013	23	5	N/A	13	4	2
2014	13	9	N/A	12		
2015	45	5	N/A	11	7	1
2016	23	6	N/A	13	3	0
2017	25	8	N/A	6	3	0
2018	27	5	N/A	20	2	0
	53%	14%		26%	6%	1%

Greenwood Cemetery Interment Rights Sales

- In the years 2012-2018 we have experienced:
 - 17% reduction in full size lot sales
 - 12% increase in Columbarium Niche sales

Greenwood Cemetery Interment Statistics 2012-2018

YEAR	CASKET	CREMATION	INURNMENT	SCATTERING	MAUSOLEUM
2012	82	59	10	1	
2013	57	80	11	2	
2014	54	67	9	1	
2015	81	68	8	1	
2016	48	78	12	1	1 CR
2017	68	64	15	2	1 CASKET
2018	64	74	15	0	1 CR
	44%	48%	8%	2%	>1%

Greenwood Cemetery and the Rest of the Province?

- 2012-2015 Provincial Statistics
 - 61% Cremation
 - 39% Casket or other full body

Resources

- Project Website -

<https://www.owensound.ca/en/city-hall/greenwood-cemetery-master-plan.aspx>

Resources

- BAO - <https://thebao.ca/>
- Funeral Burial and Cremation Services Act - <https://www.ontario.ca/laws/statute/02f33>

Breakout Groups

- 3 groups
- 2 Questions, 10 minutes each question
- 5 minutes of reporting back

Question 1

- The 2012 Greenwood Cemetery Master Plan Review made 17 recommendations of which, 9 have been completed.
- In your groups, place the remaining 8 recommendations in your priority order, 1 = most important 8 = least important

Question 1

2012 Recommendation	Priority Order
That the opportunities to maximize information technology be explored including details GIS mapping	
Develop a 5 year master plan for implementing a maintenance management system for all heritage buildings and structures to establish a schedule for maintenance and repairs in keeping with the heritage character	
Based on the results of a structural assessment of the chapel, restore exterior, renovate interior for new uses, and consider demolition of the adjacent washroom building no longer in use.	
Seek professional advice regarding restoration needs and structural condition of Mausoleum	
In consultation with restoration architect and results from structural assessment, restore the exterior and interior of the Mausoleum	
Develop vacant space in the cemetery office for use as genealogical and historical research and that interpretive plaques be developed for the Mausoleum and the cemetery office and appropriate parking be provided	
Develop a business case for the future expansion of the cemetery including consideration of natural burials and investigate the potential for purchase of adjacent lands.	
That the development of a 'Green/Natural Burial Cemetery' be considered at the time of future expansion of the Cemetery.	

Question 2

In your groups, discuss;

- What are 3 things you appreciate at Greenwood Cemetery?
- What are 3 things you think could be improved upon?
- What services not currently offered by Greenwood Cemetery do you think are important for us to consider?

Closing remarks and thank you

- We have a survey available in hard copy and online now.
- Please consider the information and discussion from tonight when you are completing your survey
- If you haven't already, please fill out the sign in sheet
- We look forward to seeing you in April for the presentation of the draft 2019 plan.

The website one more time!

Don't forget to visit the project website and take the survey!

- Project Website -

<https://www.owensound.ca/en/city-hall/greenwood-cemetery-master-plan.aspx>

Thank you for coming

