

**Interment Options**

Recommendation	Follow Up Report Required	By-law Amendment Required	Regulator Approval Required	I support the recommendation (Highest aggregate survey result is indicated in <b>BOLD</b> ).		This recommendation should be considered a: (Highest aggregate survey result is indicated in <b>BOLD</b> . Recommended prioritization indicated by <b>green background</b> )			Rationale	Implementation Plan	
				Yes (%)	No (%)	Short Term (1-3 years)	Medium Term (2-4 years)	Long term (3-5 years)			How was the recommendation for implementation timeline selected?
4.2.1	Create a natural burials section including by-law amendment establishing physical dimensions, location and rules for permissible aspects.	✓	✓	✓	<b>85%</b>	15%	37%	13%	<b>50%</b>	Based on input gathered throughout the master plan process, community interest in establishing a natural burials section is sufficient to develop a plan and implement in the next 1-3 years.	1) The City will strive to align policies, bylaws and operating values for a natural burials section with The recommendations of The Green Burial Society of Canada; 2) Greenwood Gardens Ranges 44 and 44A, a total of 82 lots, will be designated as a natural burials section; 3) A detailed landscape and naturalization plan will be developed and brought to CSC for consultation, including a recommended native planting list, granular walkways and a central monument for the purpose of memorializing those who have chosen to be interred in the natural burials section; 4) A bylaw amendment will be brought forward to support operations and administration specific to natural burials at greenwood cemetery.
4.2.2	Modify the Cemetery By-law to Permit 4 cremated remains to be interred on each full size lot	✓	✓	✓	<b>89%</b>	11%	37%	11%	<b>52%</b>	This change will be implemented via an amendment to the Greenwood Cemetery Bylaw and approval of the Amended Bylaw by the Bereavement Authority of Ontario (BAO)	1) Amend the Cemetery Bylaw to permit 4 cremated remains per full size lot; 2) Submit the amended bylaw to the BAO for approval.
4.2.3	Modify the Cemetery By-law Respecting Monument Sizes	✓	✓	✓	<b>75%</b>	25%	33%	21%	<b>46%</b>	This change will be implemented via an amendment to the Greenwood Cemetery Bylaw and approval of the Amended Bylaw by the Bereavement Authority of Ontario (BAO)	1) Amend the Cemetery Bylaw to permit a maximum monument height including base, die and plinths to 122cm (48") from the current 96.5cm (38") to align with current market trends, feedback from monument dealers and requests from the public; 2) Submit the amended bylaw to the BAO for approval
4.2.4	Develop Underutilized Space to Meet Demand for Interment Services based on Current and Projected Trends.	✓	✓	✓	<b>99%</b>	1%	32%	19%	<b>49%</b>	The plan posits that there is more than 30 years of cremation options that remain available. The survey results and plan recommendation are aligned such that long term implementation achieves the goal of the recommendation	1) Identify ranges to be converted from full size lots to preferred cremation lots via a report to Community Services Committee; 2) A Survey of full size lots to be converted to preferred cremation lots will be required to be submitted to the BAO for approval; 3) Pending approval by the BAO, cemetery maps and digital records will need to be updated.
4.2.5	Formalize the Jewish Section and Establish a Muslim Section with Agreements by By-law	✓	✓	✓	<b>69%</b>	31%	31%	8%	<b>61%</b>	This recommendation is in response to requests by the subject communities to ensure Greenwood Cemetery is able to provide death care options where it is important to ensure specific traditions can be accommodated.	1) Draft Agreements by bylaw with the subject communities creating access to culturally responsive areas respecting end of life traditions; 2) Consult with the BAO as a component of establishing culturally responsive agreements; 3) Review draft agreements with the City's solicitor; 4) Report to Community Services Committee and Council on the establishment of the agreements seeking authorization to enact the final agreements with the subject communities as bylaws.

**Administration, Operations and Grounds**

Recommendation		Follow Up Report Required	By-law Amendment Required	Regulator Approval Required	I support the recommendation (Highest aggregate survey result is indicated in <b>BOLD</b> ).		This recommendation should be considered a: (Highest aggregate survey result is indicated in <b>BOLD</b> . Recommended prioritization indicated by <b>green background</b> )			Rationale	Implementation Plan
4.2.6.1	Tree maintenance and removals from inventory and subsequent replacement be implemented on a priority basis.				<b>94%</b>	6%	28%	18%	<b>54%</b>	While this activity would generally occur under the City's overall forestry program, a focus on the large aging trees that line the internal road network at Greenwoods is required	1) Prioritize the assessment of the largest, oldest trees; 2) Develop a comprehensive removal and replacement program based on the findings of the assessment.
4.2.6.2	Develop a Memorial Garden/Horticulture Program				<b>87%</b>	13%	17%	22%	<b>61%</b>	The city's goals and survey results are aligned. Beautification is important in cemeteries. A self supporting/funding program would augment the visitor experience and support the Cemetery's role as a place for quiet contemplation	1) Any recommendation to establish a new beautification program for Greenwood Cemetery would represent a service level change; 2) Any service level change recommendation will be reviewed as a part of a future operating budget following the City's established budgetary processes.
4.2.7	Monitor the staffing model to ensure we are meeting the needs of families				<b>98%</b>	2%	34%	17%	<b>49%</b>	This activity is ongoing, having been initiated with the 2016 Service review.	1) Any recommendation to change the staffing model for Greenwood Cemetery within the Parks and Open Space staffing complement would represent a service level change; 2) Any service level change will be reviewed as a part of a future operating budget following the City's established budgetary processes.
4.2.8	Implement a GIS mapping program of all interment sites at Greenwood Cemetery, compatible with existing IT resources				<b>88%</b>	12%	24%	20%	<b>56%</b>	The City's goals and survey results are aligned	1) Research and consultation to ensure that GIS mapping is implemented in a responsible, respectful and practical way are required; 2) The timing of implementation is consistent with the background work and data collection that will be required to create a public online tool to assist the public in locating graves or performing historical research.

**Administration, Operations and Grounds**

Recommendation		Follow Up Report Required	By-law Amendment Required	Regulator Approval Required	I support the recommendation (Highest aggregate survey result is indicated in <b>BOLD</b> ).		This recommendation should be considered a: (Highest aggregate survey result is indicated in <b>BOLD</b> . Recommended prioritization indicated by <b>green background</b> )			Rationale	Implementation Plan
4.2.9	Review forms, electronic documents and website to ensure we are meeting accessible customer service requirements				<b>95%</b>	5%	35%	19%	<b>46%</b>	This recommendation is consistent with the City's Accessible Customer Service policies. The City currently employs the technologies and file formats required to achieve this recommendation in the short term.	1) Create electronic versions of the paper carbon copy forms currently in use; 2) Provide drafts to AAC for consultation 3) Ensure all new documents produced are AODA compliant.
4.2.10	Assess Technological Solutions to Augment Accessible Customer Service Delivery				<b>88%</b>	12%	33%	22%	<b>45%</b>	Technology that supports the enhancement of customer service delivery, in particular providing service remotely, is emerging as an alternative for interfacing with the public.	1) Investigate Technologies for meeting clients remotely; 2) Recommend the acquisition of a new or use of an existing technology for the purpose of meeting remotely; 3) Develop policies and procedures to support interfacing remotely with the public; 4) Recommend funding as required via the City's established budget processes and procurement bylaw.
4.2.11	Accessibility of Buildings - Where accessible built environment is required, deliver customer service at City Hall, and consider accessible customer service as a design element of the Chapel renovation plan				<b>84%</b>	16%	34%	24%	<b>42%</b>	Accessible customer service can currently be delivered at City Hall by Appointment. Based on the City's 5 year capital plan, a chapel renovation is currently being considered after 2020. Pending the successful outcome of formulating a business case to support a chapel renovation, consideration for accessible customer service at the chapel will be considered as a part of the design process included in the City's approved 2020 Capital budget.	1) As a component of the design and engineering process for a chapel renovation, consider opportunities for providing accessible customer service at this building; 2) Report on Accessible features of a chapel renovation design to the City's Accessibility Advisory Committee
4.2.12	Create access points aligned with planned maintenance pathways on the 1 <sup>st</sup> Street South and the 1st Street West side of the Cemetery.				<b>83%</b>	17%	27%	24%	<b>49%</b>	The areas affected by access constraints are currently lower activity areas. Addressing the constraints therefore has low impact for the public, service providers and staff in the short term and medium term. This recommendation is forward looking to when there is a need to access those areas frequently.	1) During the development of new (previously approved) ranges in the Northwest section and Memorial Gardens A, ensure maintenance pathways are included to provide access to constrained areas.

**Buildings and Maintenance**

Recommendation		Follow Up Report Required	By-law Amendment Required	Regulator Approval Required	I support the recommendation (Highest aggregate survey result is indicated in <b>BOLD</b> ).		This recommendation should be considered a: (Highest aggregate survey result is indicated in <b>BOLD</b> . Recommended prioritization indicated by <b>green background</b> )			Rationale	Implementation Plan
4.2.13	Develop a Business Case for the Restoration of the Chapel, Including Indoor Columbaria and Contemplative Space	✓	✓	✓	<b>79%</b>	21%	34%	18%	<b>48%</b>	Based on the City's 5 year capital plan, a chapel renovation is currently being considered after 2020. The timing of the recommendation reflects the anticipated renovation pending budget approval, aligned with the timing provided in the City's 2020 5 year capital forecast	1) Develop a business case to support a chapel renovation that includes indoor columbaria; 2) Retain a design/engineering consultant to assess the structure and provide renovation construction design; 3) A design will be submitted as a future capital budget request; 4) Pending the outcome of the capital budget request, tender and contract the renovation.
4.2.14	Leverage the City's Asset Management Plan to Ensure Critical Maintenance of Cemetery Buildings is Identified and Addressed in the City's 10-year Capital Forecast				<b>93%</b>	7%	33%	18%	<b>49%</b>	The province mandates that Municipalities in Ontario will establish an asset management plan. The timing of this recommendation aligns with the City's overall asset management plan goals, and some building assets have been included in the City's asset management system. This recommendation supports continuing those activities.	1) Collect non-core asset data and enter into the City's Asset management plan and asset management system
4.2.15	Explore the Designation of Greenwood Cemetery Buildings under Part IV of the Ontario Heritage Act Following the Renovation of the Chapel	✓			<b>73%</b>	27%	32%	19%	<b>49%</b>	A chapel renovation is included in the City's 2021 capital budget forecast. Pending the outcome of 4.2.13, and the completion of a renovation in 2021, The City will explore the designation under part IV of the act after 2021.	1) Pending successful completion of 4.2.13 and construction of an approved chapel renovation design, submit the Chapel, Mausoleum, and Cemetery office for designation under part IV of the heritage act after 2022.