City of Lloydminster

Lloydminster Cemetery Master Plan





Date: December 14, 2020
Final Report



Figure 1: Lloydminster Cemetery - Old Section, Source: City of Lloydminster

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Executive Summary

Lloydminster Cemetery is approaching an important threshold. There is approximately 10 years of capacity remaining on the existing property while Lloyminster is expected to continue to grow with an increasingly diverse population. As a result, it is expected that Lloydminster Cemetery will experience a gradual increase in the demand for cemetery services and burial space over the next 25 years and beyond.

The City of Lloydminster has commissioned this Cemetery Master Plan to guide the development the existing Lloydminster Cemetery to ensure there will be appropriate inventory and cemetery services to serve the needs of Lloydminster and area residents in the short and longer term.

There are two areas on the western parts of the cemetery that have yet to be platted out to provide more burial capacity. This physical Master Plan provides a concept plan and recommendations for the development of these lands.

The Master Plan addresses key issues including drainage, the management of healthy vegetation, access and circulation, visitor amenities and new interment and memorialization options in the context of the existing property.

In addition, this Master Plan provides a concept for future expansion into City owned farmland abutting the northern boundary of the cemetery which has been identified for cemetery expansion purposes. This concept identifies the need to buffer the cemetery from proposed development identified in the Area Structure Plan.

Community engagement was undertaken and feedback on the proposed concept plan informed the final recommendations presented within this Master Plan.

With this Master Plan to guide development, the City is in a strong position bring forward a series of projects in phased priority order to ensure that the cemetery can serve the needs of Lloydminster and area families for generations to come.

Key Findings

Community Needs and Trends

In the upcoming 25 year period, it is expected that:

- The population of the Lloydminster Census Metropolitan Area (LCMA) will grow by 65% from 37,075 in 2015 to approximately 61,420 in 2044
- The number of deaths will total approximately 10,850 between 2020 and 2044, and
- Lloydminster Cemetery will have approximately 550 casket lot sales and 975 cremation interment sales between 2020 and 2044. It is estimate that out of those sales, there will be approximately:
    - 22 casket interment sales per year, and
    - 87 cremated remains interment sales per year.

Burial Inventory and Cemetery Capacity Analysis (Demand)

The Burial Inventory and Cemetery Capacity Analysis analysis found that there is approximately:

- 8 – 10 years of full-body casket lot sales remaining;
- 2-3 years of in-ground cremation lot sales remaining, and
- 2-3 years of columbaria niche sales remaining.

Burial Inventory and Cemetery Capacity Analysis (Supply)

The additional interment inventory required to meet projected demand for the next 25 years is:

- 380 full-body casket lots;
- 495 in-ground cremation lots, and
- 435 columbaria niches.

Analysis of potential expansion areas within Lloydminster Cemetery finds that:

- There is enough space within the existing cemetery to develop additional inventory to meet the demand for the range of existing interment types for the next 50 years, and
- The City has secured land abutting the existing cemetery to meet projected demand for burial inventory for a further 100+years.

Site Analysis

Opportunities and constraints were identified through virtual and in-person site visits, analysis and discussions with staff and stakeholders. Key areas of improvement and opportunities for development were identified including:

- Opportunities to expand internment inventory to the western side of the cemetery and into the decommissioned tree nursery, and
- Opportunities to enhance the overall aesthetic of the cemetery through new plantings, a water mitigation strategy and implementing a grave restoration strategy to address sunken graves and fallen and broken headstones.

Engagement

- The team met virtually with city staff and various stakeholder groups in the community, and
- The public was engaged through an online public survey.

Summary of Recommendations

Cemetery Bylaw Recommendations

Engage a consultant to update the current cemetery bylaw including but not limited to:

- Make the bylaw current;
- Strengthen the language around supremacy of Saskatchewan cemetery legislation;
- Change the structure, expand and strengthen content on best practices content in a number of subject areas;
- Anticipate expanded development and service options and include language anticipating new cemetery goods and service offerings, and
- Improve consistency and document flow.

Products and Services Review

- Continue to provide and broaden the range of interment and memorialization products and services, especially cremation products and services;
- Develop a operations and procedures manual to improve cemetery administration and operations and address staff requests for more training;
- Ensure families purchasing cemetery services at City Hall have appropriate meetings spaces, and
- Increase marketing and promotion strategies to raise overall public awareness of the cemetery with the aim of increasing the number of families who choose the cemetery.

Development Plan

Key areas for cemetery site improvements and future burial area development were identified by the consulting team. Detailed recommendations with corresponding plans are presented in Chapter 6: Development Plan. Key recommendations include:

Burial Expansion Area A:
It is recommended that the construction of additional burial inventory is focused at the following locations within the existing cemetery:

- Burial Expansion Area A; and
- Burial Expansion Area B.

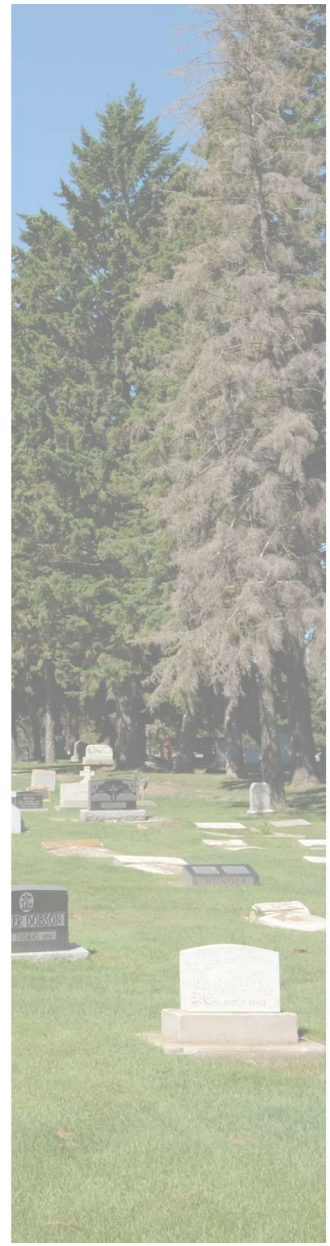
Future Burial Expansion Area C:
It is recommended that a first phase of burial inventory is developed in Burial Expansion Area C when there is approximately 10 years of capacity remaining in Burial Expansion Areas A and B. All burial expansion areas should be platted out with a wide range of interment and memorialization options through the development of:

- Cremation gardens;
- In-ground full-body casket lots and in-ground cremation lots, and
- Specialized burial areas (such as Muslim burial areas).

Infill Strategy:
Infill with burial lots in pathways between developed burial sections once all full-body casket lots have been sold in the existing cemetery and the burial expansion areas

Cemetery Wide Physical Enhancements:
Recommendations for cemetery wide physical enhancements include:

- Consolidate and fence the materials storage area on land within the cemetery property to the north of the operations buildings;
- Create swales to convey water off site more quickly to reduce the amount and length of time water ponds causing damage to lawns and graves of families,and
- Make physical enhancements to improve the attractiveness of the existing



scattering garden, children's burial area and existing columbaria area.

Develop the following strategies:

- A wayfinding and signage strategy;
- Alandscape management strategy to ensure the long term health of the tree stock;
- A storm water and ground water mitigation strategy to reduce the ground water level for burial purposes, and
- A grave restoration strategy.

Implementation Plan and Recommended Budget Allowance

It is recommended that cemetery expansions and site wide recommendations are divided into phases and developed to meet the immediate demand for new burial lots and columbaria and to ensure there are interment options for future demand. The phases include:

- Phase 1: High Priority, to be implemented in 1-5 years;
- Phase 2: Medium Priority, to be implemented in 5- 10 years;
- Phase 3: Low Priority, to be implemented in 10- 15 years, and
- Phase 4: Future development Implemented over the next 150 years.

The estimated budget allowance for proposed new burial areas and cemetery wide physical enhancements over the next 150 years incudes:

- Site wide improvements and products and services:
  - Phase 1: $2,300,000
  - Phase 2: $43,000
- Expansion Area A:
  - Phase 1: $550,000
  - Phase 2: $86,000
  - Phase 3: $270,000
- Expansion Area B:
  - Phase 1: $150,000
  - Phase 2: $580,000
  - Phase 3: $290,00
- Expansion Area C (to be developed over the next 150 years): $26,000,000

Conclusion

The purpose of this physical Cemetery Master Plan is to review the cemetery needs of the City, outline recommendations to enhance the cemetery property, interment and memorialization options, recommendations for cemetery products and services over the coming years, and serve as a guide for future development.

This plan will assist the City of Lloydminster in preparing to effectively meet the future interment and service needs of the community for the foreseeable future and charting a path forward that will move this important social service towards long term sustainability in its future operations.



Figure 2: Lloydminster Cemetery Entrance, Source: City of Lloydminster



Introduction

The City of Lloydminster commissioned LEES+Associates to prepare a Cemetery Master Plan for Lloydminster Cemetery. The objective of this plan is to provide the City with a vision to guide the development and operation of the Cemetery property and serve the needs of Lloydminster and area residents. This plan provides a functional, aesthetic and operational vision for the Cemetery that is sustainable over the short and long term. The Master Plan was developed through continued collaboration and consultation with key staff and stakeholders over the duration of the project. The plan outlines a framework for the City to continue to provide quality cemetery services to its residents into the future.

Lloydminster Cemetery is located in the north east section of the City at the end of 54th street, and is bounded by the Lloydminster Golf and Curling Centre to the south and west and farmland to the north and east. The Cemetery over is 100 years old and is approximately 30 acres in size.

Key issues addressed in this Master Plan include:

- The delivery of much needed new burial inventory;
- Providing an overall vision for the Cemetery including recommendations for site improvements and a water management strategy;
- Ensure products, services, interment and memorialization options are aligned with emerging disposition trends and family preferences;
- Assessing capacity and future land need, and
- Providing an implementation plan to guide development recommendations in order of priority over the coming years.

This Master Plan report summarizes the background research and consultation and presents a series of clear key findings and recommendations for action. The Master Plan is organized under the following headings:

- Community Needs and Trends;
- Site Analysis;
- Community Engagement;
- Bylaw Review;
- Products and Services Review;
- Development Plan, and
- Appendices.

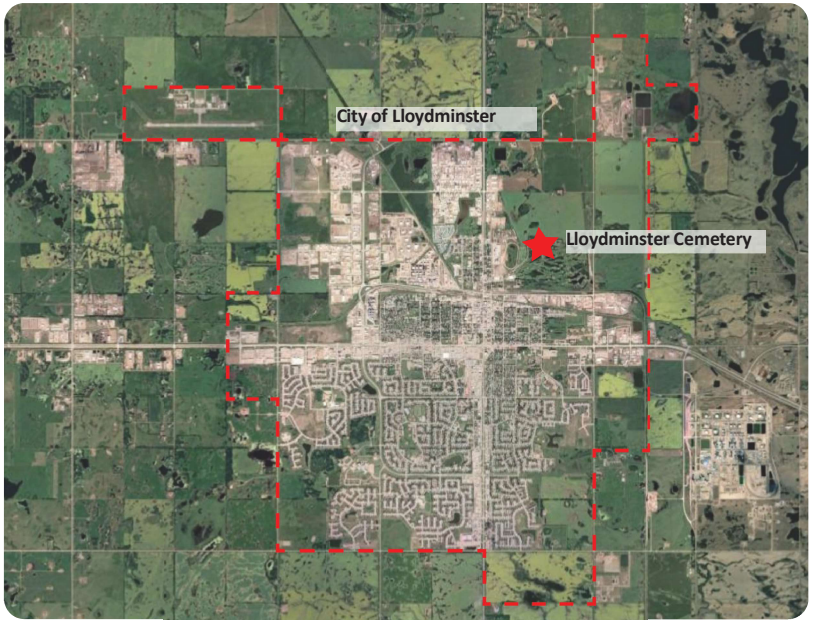


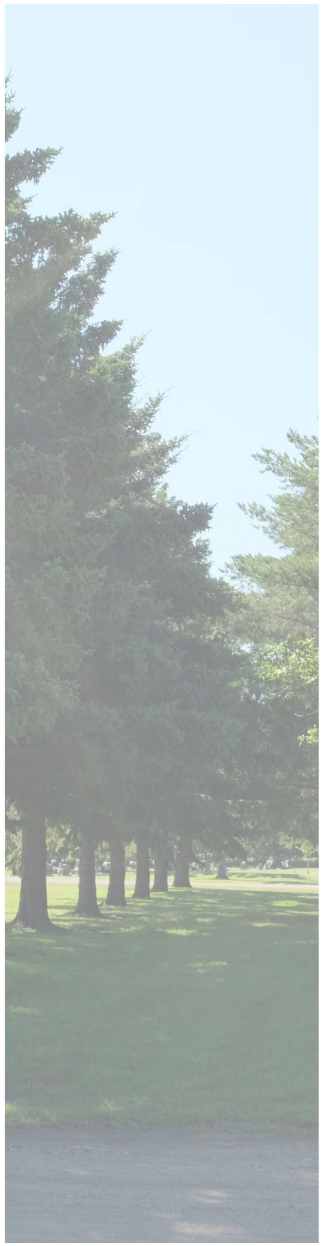
Figure 3: City of Lloydminster, Source: LEES+Associates and Google Earth

By implementing the recommendations within this Master Plan, the City of Lloydminster will continue to improve service delivery and reaffirm the City's commitment to Lloydminster Cemetery as a core service to families and the community.

The plan on the next page shows the extents and highlights key elements of the existing cemetery.

Lloydminster Cemetery Existing Conditions





Chapter 1: Community Needs and Trends Analysis

This chapter identifies relevant demographic, death and burial trends that will guide recommendations in relation to burial capacity and the range of interment options to be provided at Lloydminster Cemetery.

This chapter is set out under the following headings:

- Market Area Analysis;
- Demographic and Disposition Trends Analysis (Demand);
- Burial Inventory and Cemetery Capacity Analysis (Supply), and
- Key Findings.

Market Area Analysis

This section describes Lloydminster Cemetery's market area and outlines the demographic variables that have and will continue to affect demand for the Cemetery's land and services. These include:

- Catchment area;
- Age distribution;
- Religious and ethnic distribution, and
- Immigration trends.

Catchment Area

The City of Lloydminster is situated along the Alberta-Saskatchewan border with a portion of the City in each province. Although the majority of the population resides on the Alberta side of the border, the City is under The Saskatchewan Health Authority and the cemetery is located on the Saskatchewan side. Therefore, Saskatchewan is used for provincial data collection and comparison in this report.

The analysis assumes that the primary market served by Lloydminster Cemetery are the residents and communities within the Lloydminster Census Metropolitan Area (LCMA). Refer to Figure 5 for the geographical area of the LCMA . The LCMA includes the City of Lloydminster agglomeration and the census subdivisions of Marshall, Lashburn and Wilton No. 472. The LCMA covers a total area of approximately 1,100 km² and has an estimated total population of 34,53 (2016). Over 90% of the LCMA population live within the City of Lloydminster.

The LCMA was defined as the catchment area for Lloydminster Cemetery services for the following reasons:

- The most detailed and accurate demographic data available is tracked by municipal, provincial and federal governments by local health region and census divisions;
- Cemeteries typically serve residents beyond their local city limits; therefore a cemetery's catchment area often includes the neighbouring small communities and rural areas, and
- The geographical regions considered for catchment area and the basis of the data gathering included the City of Lloydminster, the LCMA and the Prairie North Local Health Region. The City was considered to be too small of a region and the Health Region was too large to accurately reflect the area served by the cemetery.

Age Distribution

Analysis of the LCMA demographic data from the 2016 Statistics Canada census finds that 30 to 34 year old's are the largest age cohort in the LCMA, and the average age is 34.3. The LCMA has a slightly younger population than the Province of Saskatchewan where the average age is 39.1. The LCMA's population over the age of 60 accounts for 18.75% of the total population. This is a lower proportion than the rest of the Province where the population over the age of 60 accounts for 23.25% of the total population.

Younger communities usually have lower average death rate, decreasing the anticipated need for cemetery land.

Religious Profile

Religious affiliations have a significant influence on an individuals end-of-life choices. Understanding the religious profile of LCMA residents is important to help the City to meet local demand for different types of interment and memorialization. Some religions require specific forms of disposition and interment, such as full-body burial while others prohibit this option and require cremation. As some groups discourage or even forbid cremation it is expected there will always be a segment of the population that will need in-ground casket burial.

The Jewish Orthodox Church is one example where a church or religion that forbids cremation as a form of disposition for its members. Reform and Conservative Jewish authorities also frown upon the practice of cremation, although cremation is growing

in popularity in the Jewish community across the world[1]. Since Vatican II in 1962,[2] cremation has been allowed by the Catholic Church, provided the cremated remains are kept together and are not scattered. Catholics are also more likely to choose interment in a cemetery over scattering or keep the cremated remains at home due to church-mandated funeral and burial customs.[3] Some other branches of Christianity however, oppose cremation, including minority Protestant and Orthodox groups, such as Greek and Serbian Christians.

Analysis of the LCMA's religious distribution finds that:

- 68% of the LCMA's residents identify as Christian;
- The largest Christian group that residents identify with is Catholic, 26% of residents identify as Catholic;
- Residents reporting no religious affiliation account for 30% of the population, and
- The largest group from other faiths is the Muslim community, which accounts for 1% of the LCMA population identify as Muslim.

Figure 4 illustrates the current religious distribution of residents in the LCMA.

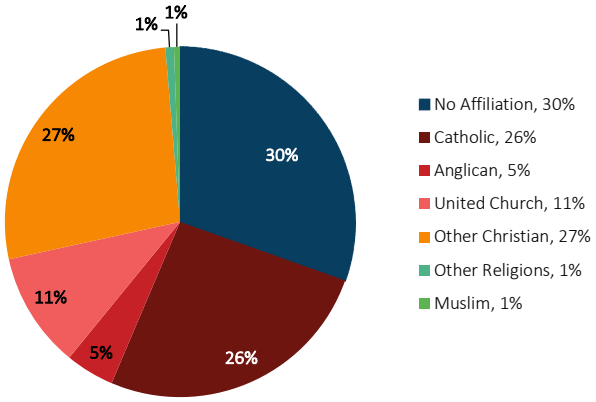


Figure 4: Religious Profile of the LCMA Residents, Source: Statistics Canada

1 Cremation becoming Increasingly Popular Among Jews, Funeral Professionals Say https://www.haaretz.com/jewish/more-jews-opting-for-cremation-1.5191067
2 Changing Catholic Attitudes about Cremation, http://www.catholicworldreport.com/2012/11/03/changing-catholic-atti des-about-cremation/
3 Vatican issues new rules on Catholic cremation- Remains cannot be scattered, divided, or kept at home http://www.cbc.ca/news/world/vatican-catholic-cremation-1.3820336

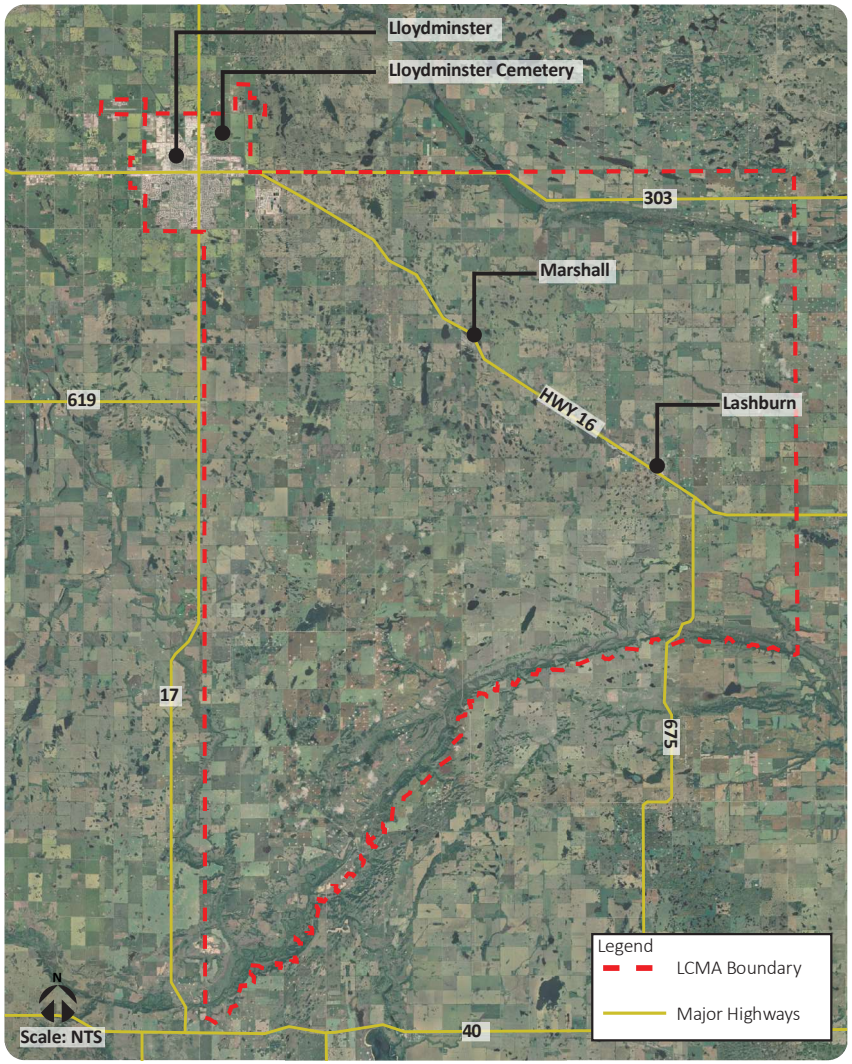
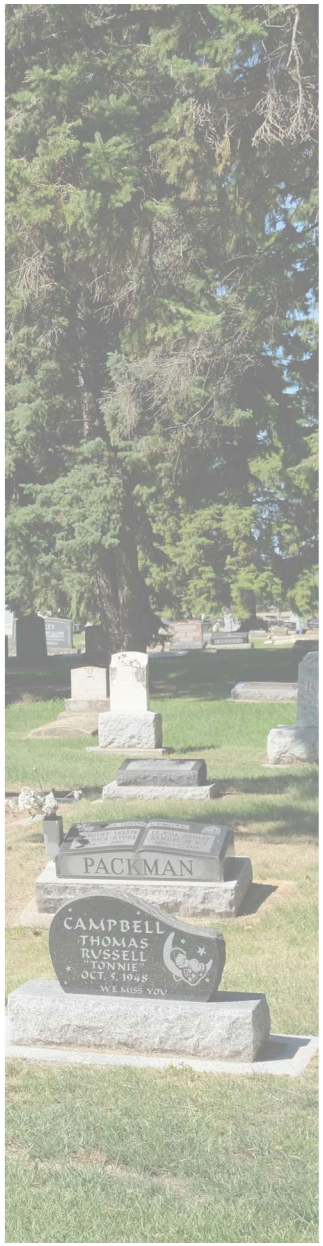


Figure 5: Lloydminster Census Metropolitan Area (LCMA), Source: LEES+Associate and Google Earth



Ethnic Profile

Similar to religious affiliations, ethnic profiles can be a significant influence on an individuals end-of-life choices. Understanding the ethnic profile of LCMA residents is important to help the City to meet local demand for different types of interment and memorialization. An example of ethnic affiliation preference would be how Italian and Portuguese families often favour mausoleums and columbaria over graves.[1] In-ground burial is the culturally preferred interment option for many Indigenous families in Canada. Many Saskatchewan Indigenous families prefer to be buried on their own reserve lands. The Indigenous population is the youngest and fastest growing in at more than four times the growth rate of the national population.

Analysis of the LCMA's ethnic distribution finds that:

- 86% of the population are of European heritage;
- 8% of the population are of Indigenous heritage, and
- 5% of the population are of Asian heritage (including South Asian, Chinese, Filipino, Southeast Asian and Korean)

Figure 6 illustrates the current ethnic distribution of residents in the LCMA.

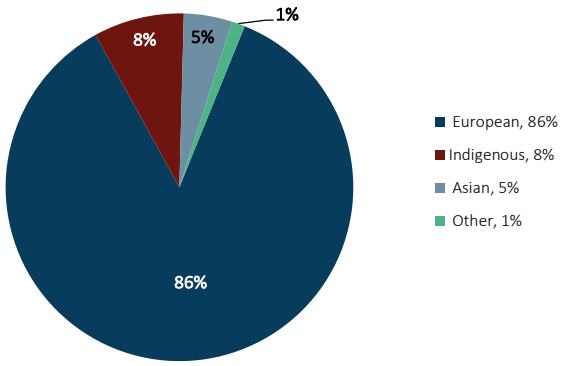


Figure 6: Ethnic Profile of the LCMA Residents, Source: Statistics Canada

Immigration Profile

Understanding the current immigration trends in the LCMA will inform decisions about interment options and services that should be offered at Lloydminster Cemetery. Analysis of the LCMA's first generation immigration population's country of origin finds that:

- Between 2011 and 2016 there were approximately 1,800 first generation immigrants;
- First generation immigrants account for approximately 10.5% of the total LCMA's population, and
- The largest group of first generation immigrants in the LCMA are from the Philippines.

Figure 7 illustrates the origin country distribution of immigrants in the LMCA.

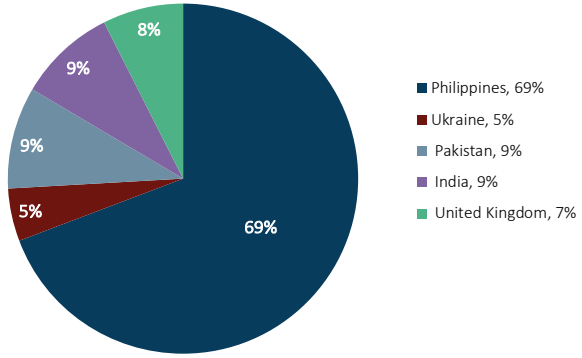


Figure 7: Top Birth Places of Lloydminster Immigrants, Source: Statistics Canada

1 Spaces and Ethnic Practices put Heavy demands on Cemeteries. https://www.sbs.com.au/news/space-and-ethnic-practices-put-heavy-demands-on-cemeteries

Demographics and Disposition Trends Analysis (Demand)

This section outlines the key demographic and disposition variables that will affect the future demand for lots and services offered at Lloydminster Cemetery. These variables include:

- Historic Cemetery Market Profiles;
- Historic and Projected Population Growth;
- Historic and Projected Death Rates, and
- Historic and Projected Disposition Trends.

Historic Cemetery Market Profile

Figure 8 summarizes the demographic and disposition trends that define the market profile of the communities served by the Lloydminster Cemetery from 2015 to 2019. In this graph, population data aligns with the left vertical axis. Death, cremation and casket burial aligns with the right vertical axis.

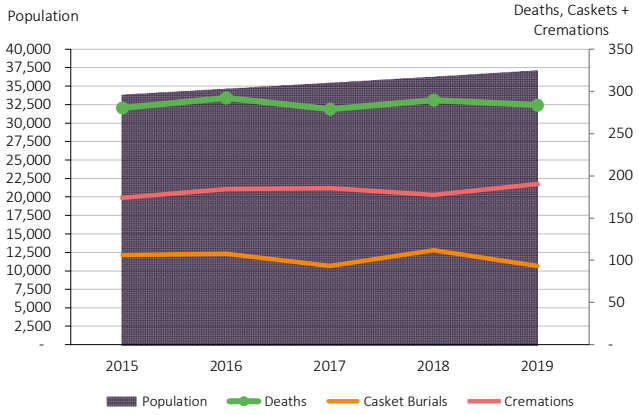


Figure 8: LCMA Demographic and Disposition Trends Profile, Source: Statistics Canada

The graph tells us over the last 5 years in the LMCA there were a total of:

- 1,425 deaths, resulting in:
  - 513 casket burials, and
  - 912 cremations.

The rate of cremation increased slightly and the rate of full-body casket burials decreased slightly which is consistent with long term trends.

Historic and Projected Population Growth

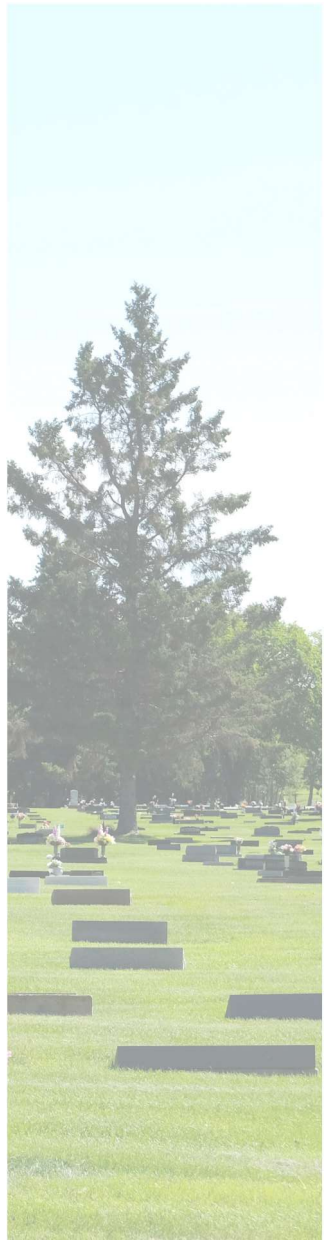
The demographic projections used in this plan are based on the Stats Canada 2016 Census data and the 2013 Comprehensive Growth Strategy Population Forecast.

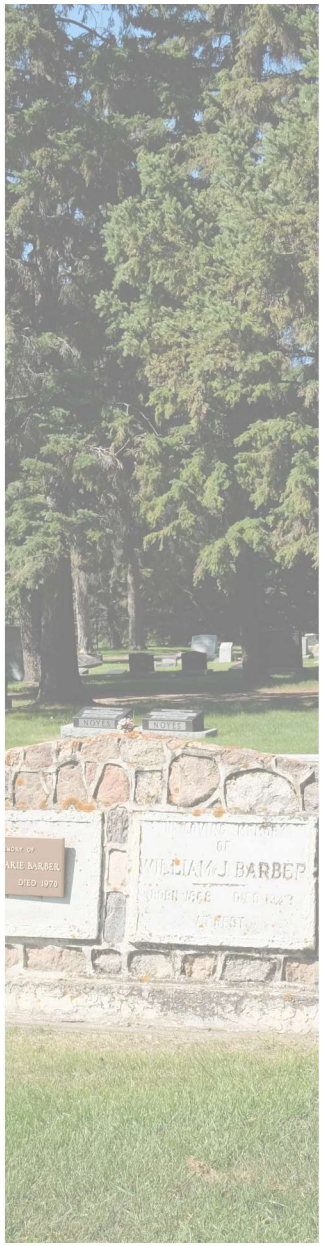
Table 1 summarizes the LCMA's historic and projected population numbers.

Population 2015	Population 2019	Average Growth 2015-2019	Population 2044	Average Growth 2020-2044
33,790	37,075	2.35%	61,300	2.35%

Table 1: LCMA's Historic and Projected Population Numbers, Source: Statistics Canada and 2013 City of Lloydminster Comprehensive Growth Strategy

The population within the LCMA is projected increase 65% from 37,790 in 2019 to 61,300 in 2044.





Historic and Projected Death Rates

Statistics Canada predicts an increasing aging population in the LCMA to cause an increase in the need for cemetery and funeral-related goods and services. This is projected to start in 2022, when the oldest of the Baby Boomer generation reaches the age of 70. The number of deaths is expected to increase towards 2045, when the youngest members of this cohort turn 80.

Analysis of the historic and projected death numbers finds that:

- Over the past 5 years there were 1,425 deaths of LCMA residents, averaging 285 per year;
- Over the past 5 years the LCMA averaged 8.06 deaths per 1,000 residents per year;
- The LCMA's death rate will increase to 8.99 deaths per 1,000 residents by 2044, due to the passing Baby Boomer generation, and
- In the upcoming 25 years the number of deaths in the LCMA is projected to be 10,865, averaging 435 per year.

The following table summarizes the LCMA's historic and projected death numbers.

Annual Deaths 2019	Deaths Per 1,000 in 2019	Annual Deaths in 2044	Deaths Per 1,000 in 2044
285	7.65	595	8.99

Table 2: LCMA Historic and Projected Death Numbers ,
Source: eHealth Saskatchewan and LEES+Associates

Historic and Projected Cremation Rates

Disposition describes the manner in which human remains are handled after death. The most common disposition options in North America are full-body burial and cremation. Cremation is increasingly becoming the preferred disposition option in most Canadians.

The National average cremation rate rose from 58.8% in 2008 to 73.1% in 2019, and is expected to continue to rise across the country. The following map illustrates the preference for cremation in Canadian Provinces and Territories as of 2019.

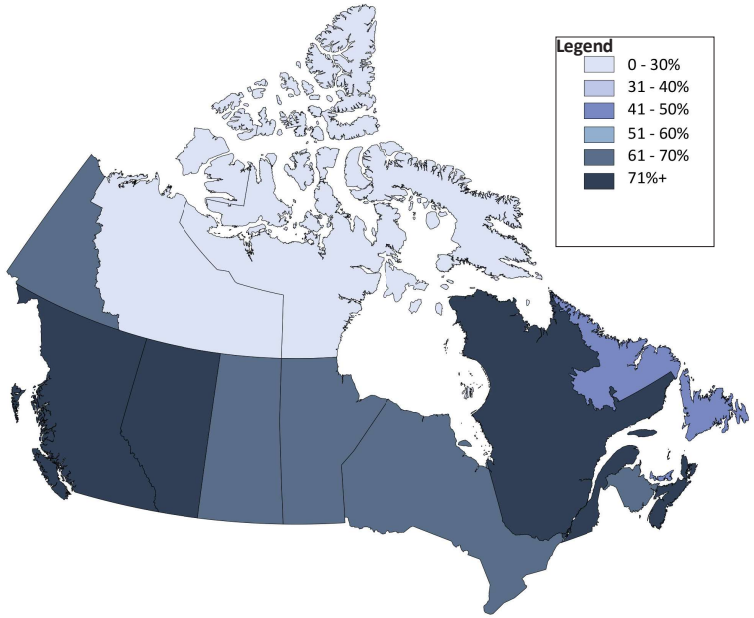


Figure 9: Map of 2019 Canadian Cremation Rates as a Portion of Total Deaths,
Source: Cremation Association of North America (CANA)

Provincial Cremation Data

In 2019, there were 9,075 deaths across Saskatchewan, of which in 6,360 families chose cremation. The cremation rate in Saskatchewan has increased from 51.7% in 2008 to 67.1% in 2019. The Cremation Association of North America (CANA) predicts Saskatchewan's cremation rate will rise to 73.2% by 2044.

LCMA Cremation Rate

The demographics and trends analysis in this report has assumed that the historic annual cremation rate in the LCMA is the same as the rest of the province. It also assumes that the LCMA's cremation rate will continue to grow at approximately the same rate predicted for the Province of Saskatchewan by CANA. Given the LCMA's religious and ethnic demographic profile, this report assumes cremation will not rise beyond 90% of dispositions over the next 25 years.

Summary of Disposition Trends in the LCMA

Analysis of the historic and projected disposition trends within the LCMA finds that over the past 5 years:

- There were 912 cremations of LCMA Residents, averaging 182 per year;
- There were 513 casket burials of LCMA residents, averaging 103 per year;

Analysis of the historic and projected disposition trends finds that over the next 25 years it is predicted that:

- There will be 1,858 deaths in the LCMA where families choose casket burials, averaging 80 per year;
- There will be 8,917 deaths in the LCMA where families choose cremation, averaging 355 per year;
- There will be a decrease in the number LCMA families choosing casket burial from 95 per year in 2019 to 25 per year in 2044, due to the increasing trend towards cremation, and
- There will be an increase in the number of LMCA families choosing cremation from 60 per year in 2019 to 535 per year in 2044.

History of Interments and Sales at Lloydminster Cemetery

This section reviews the historic demand by families for the City's cemetery services and cemetery space over the last 5 years. Demand is measured in terms of the number of annual sales and interments at Lloydminster Cemetery, as a proportion of the number of deaths in the Cemetery's catchment area (the LCMA) in the same year.

Analysis of historic sales and interment numbers finds that from 2015 to 2019, Lloydminster Cemetery:

- Served on average 30% of LCMA families choosing casket burial per year. This is below average for municipal cemeteries in Canada, which typically serve 80%-90% of their community;
- Served on average 20% of LCMA residents choosing cremation per year. This is on par for municipal cemeteries in Canada, which typically serve 10-20% of their community;
- Market capture of caskets burial and cremations has not significantly fluctuated over the past 5 years. There was a small decrease in cremation interments in 2016;

Table 3 shows the breakdown of cemetery interments and sales over the last five years.

Interments	2015 - 2019	Annual Average
Casket	173	35
Cremation	267 *(of which 231 were interred in lots and 36 were interred in niches)*	54
Sales	**2015 - 2019**	**Annual Average**
Casket	170	34
Cremation	120 *(of which 68 were lot sales and 52 were niche sales)*	24

Table 3: Lloydminster Cemetery Interments and Sales over the Last 5 years ,
Source: Lloydminster Cemetery Records and LEES+Associates





Projected Cemetery Market Profile

Figure 10 summarizes the population growth, deaths and disposition trends that will define the future market profile of the communities served by Lloydminster Cemetery and residents' need for cemetery space and services over the next 25 years.

The number of families served by the Cemetery has remained largely consistent over the past five years. This projection of future needs for the Cemetery assumes that the proportion of the community served by Lloydminster Cemetery will remain consistent over the next 25 years.

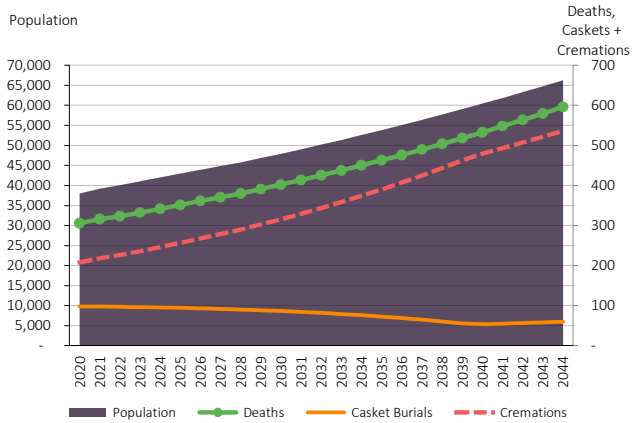


Figure 10: 25 year forecast of population growth, deaths and disposition trends in the LCMA, Source: LEES+Associates

The graph tells us that over the next 25 years:

- The population is expected to grow from 37,900 to 66, 300;
- Casket burials are expected to decline from an average of 35 a year to 21 a year, and
- Cremations are expected to increase from an average of 58 a year to 357 a year.

Trends in Demand for Cemetery Services

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

- Attractiveness of the existing cemetery site;
- Diversity of the product and service options;
- A cemetery's ability to meeting religious/ethnic traditions;
- Level of community engagement;
- Cemetery's proximity to residential areas and residents; and
- Level of universal design and accessibility, pricing of services and other considerations.

A high cremation rate significantly affects the total number of families choosing to inter at a cemetery. This is because most cremated remains in North America are not interred in cemeteries. Many families choose to scatter a family member's cremated remains in unregulated areas such as public parks, private property, lakes, rivers and other outdoor places of personal meaning. This trend is expected to increase, in correlation with the increasing trend towards cremation as a preferred method of disposition in the Province. In contrast, the majority of families choosing casket burial will inter in their local cemetery.

Universal Design (sometimes also called inclusive design or barrier-free design) is the design and structure of an environment so that it can be understood, accessed, and used to the greatest extent possible by all people regardless of their age or ability. (Rick Hansen Foundation, 2017)

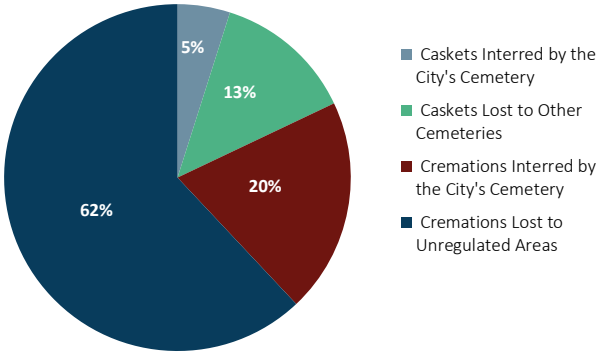


Figure 11: Distribution of Deaths from LCMA Residents Over the next 25 years, Source: LEES+Associates

Figure 11 provides an overview of the entire market that Lloydminster Cemetery will serve compared to the potential percentage of families that the Cemetery could be serving over the next 25 years of. The graph indicates that the Cemetery will serve approximately 25% of the market, which is below average for municipal cemeteries in Canada, which typically serve 80%-90% of their community.

Projected Demand for Interment at Lloydminster Cemetery

This section estimates the projected demand for interment inventory at Lloydminster Cemetery. This analysis assumes historic service rates, interment and sales trends, and average annual growth in the LCMA will remain consistent over the next 25 years. It also assumes the City will continue to develop cemetery inventory similar to its existing offerings to meet demand.

Figure 12 summarizes Lloydminster Cemetery's projected sales and interments over the next 25 years, from 2020 to 2044.

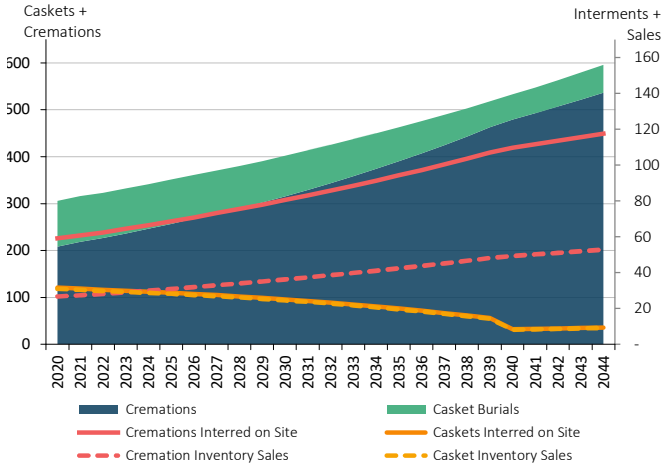


Figure 12: Lloydminster Cemetery 25 Year Market Capture Projections , Source: LEES+Associates

Projections of sales and interment numbers finds that Lloydminster Cemetery can expect to :

- Inter 535 caskets and 2,175 cremated remains;
- Average 20 casket and 85 cremation interments per year.
- Of the 2,175 cremations interred:
  - 1,880 will be interred in lots, and
  - 295 will be interred within niches.
  - Averaging 75 lots and 12 niche interments per year.
- Sell 525 casket lots and 975 cremation lots and niches, and
- Average 20 casket lot sales, 40 cremation sales every year. Of the 975 cremation sales:
  - 555 will be lot sales, and
  - 420 will be niche sales.





Burial Inventory and Cemetery Capacity Analysis (Supply)

This section of the report analyzes the current burial and potential inventory capacity at Lloydminster Cemetery, and compares it to the land needed to meet demand over the next 25 years.

The key terms used in this section of the report are:

Sales Capacity: In this analysis the anticipated demand for lots and niches is compared to the number of available lots and niches for sale, and used to estimate the number of years of sales remaining. “Sales” refers to all purchases of a right-of-interment for in-ground burial lot or columbaria niche that can accommodate a casket or an urn at Lloydminster Cemetery. The City is expected to continue interring family members at the Lloydminster Cemetery, long after the final lot is sold due to pre-need sales.

Interment Capacity: Interment capacity is the total space available for interment, including lots and niches that are currently available for sale as well as those lots and niches purchases in advance of need, but are not yet occupied.

Cemetery Inventory: In this plan, “casket lots” and "full-body burial lots" refers to all in-ground lots at Lloydminster Cemetery that could accommodate caskets. “Interment spaces” refers to the capacity of a lot or niche, as defined by the number of caskets and/or urns that could be placed within it.

Existing Cemetery Inventory

Table 4 summarizes Lloydminster Cemetery’s inventory that is currently available for sale, the projected average number of sales per year (over the next 25 years) and the estimated number of years of sales remaining.

In addition to the primary inventory pool of in-ground casket lots, cremation lots and columbaria niches, Lloydminster Cemetery has a small scattering garden. Scattering rights are currently free of charge and not tracked. If managed in line with best practices, a scattering garden has an infinite number of years of capacity. Due to the lack of interment information and the longevity of a scattering garden, scattering has not been accounted for in the following inventory calculations.

Inventory Type	Available for Sale	Average Sales Per Year	Years of Sales
Casket Lots	173 lots	20	**8 - 10 years**
Child Lots	94 lots	0.5	**95 - 300 years**
Cremation Lots	120 lots	5	**2 - 3 years**
Columbaria Niche	43 niches	17	**2 - 3 years**
Total	**369 spaces**	**60 sales**	

Table 4: Summary of Lloydminster Cemetery Existing Inventory Sales Capacity, Source: Lloydminster Cemetery Records and LEES+Associates

Burial Inventory Required to Meet Future Need

Table 5 summarizes the additional burial inventory needed to meet anticipated need for the next 25 years.

Inventory Type	Available for Sale	Estimated 25- year Demand	Estimated Additional Inventory Required
Casket Lots	173 lots	510	**330**
Child Lots	94 lots	10	**0**
Cremation Lots	120 lots	555	**435**
Columbaria Niche	43 niches	425	**380**
Total	**369 spaces**	**1,500 spaces**	**1,205 spaces**

Table 5: Additional Inventory Required to Meet Future demand, Source: LEES+Associates

Expansion of Interment Inventory Strategy

The purpose of this section is to highlight the potential capacity that could be developed at Lloydminster Cemetery.

Burial Expansion
Currently the Cemetery has three undeveloped sections, shown in Figure 13. Using the basic calculation of 500 lots x acre, we can expect:

- Expansion Area A to accommodate 10-15 years of interment sales;
- Expansion Area B to accommodate 50 years, and
- Expansion Area C to accommodate over 100+ years of interment sales.

For a more detailed study of the potential capacity of the expansion areas, refer to Chapter 6: Development Plan.

Infill Strategies
Capacity can be increased in the developed areas of the Cemetery through infill strategies, such as:

- Infilling underutilized pathways in between casket lots;
- Strategically infilling redundant cemetery driveways;
- Reallocating some Child lots for adult in-ground cremation, and
- Creating cremation gardens containing the full spectrum of cremation interment and memorialization options in areas where traditional lot layouts cannot be accommodated.

Unclaimed Lots Reclamation Strategy
Some cemeteries seek to increase their capacity and conserve land through the reuse and resale of unclaimed graves. These are lots where the interment rights holders have not been in contact with the Cemetery at least 50 years since the time of purchase. The first step in a reclamation strategy would be for the City to identify and confirm the location of all existing sold, used, and unclaimed lots. Best practices surrounding this strategy include:

- Identifying individuals/families that purchased burial lots more than 50 years ago;
- Attempting to find the last known interment rights holder;
- Advertising in the local media (e.g. newspapers), and
- Where no contact can be established with the interment rights holder or family members, confirm the status of the lot as abandoned.

The circumstances for reclamation and expiry date of a right-of-interment in an

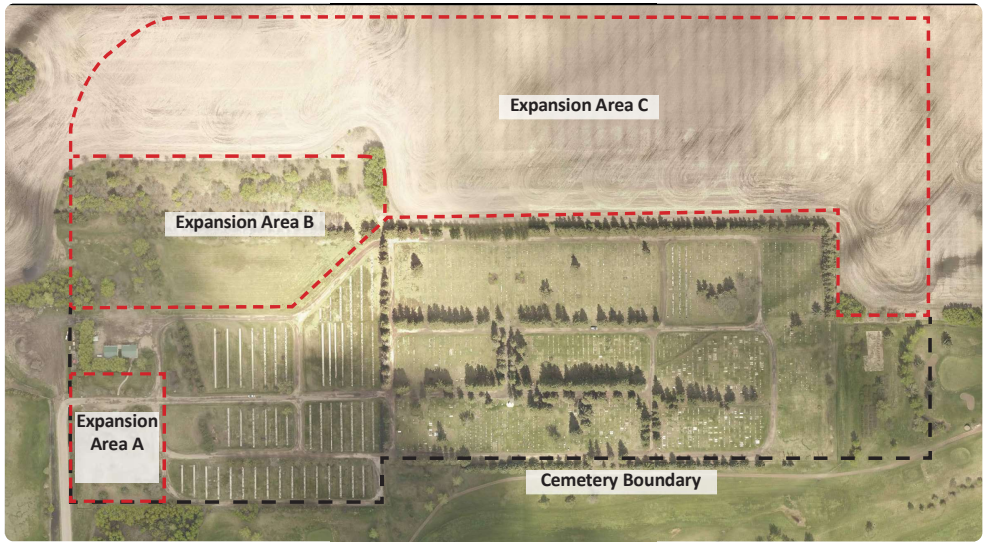


Figure 13: Lloydminster Cemetery Potential Interment Expansion Areas, Source: City of Lloydminster



Figure 14: Expansion Area A Source: LEES+Associates



unclaimed lot should be fully delineated in the Cemetery Bylaw. Unclaimed lots that are determined to be abandoned can then be resold, typically at the current fair market value. It is important to note that just because a lot was sold 50 or more years ago, it may not necessarily indicate a lack of family interest. Significant staff time may be required to fully investigate and determine if unclaimed lots are in fact abandoned and therefor available.

Conclusion

Cemeteries are unique in that their land use designation is legislated to remain unchanged in perpetuity. For this reason, it is prudent for cities to plan to have enough cemetery capacity to meet community needs for at least 100 years.

This cemetery community needs and trends analysis finds that Lloydminster Cemetery does not presently meet the best practices for planned inventory. The City will need to develop the lands that has been set aside for cemetery expansion beginning in the next 5 years to ensure it does not run out of inventory for sale.

Key Findings

The following section is a summary of the key findings from the community needs and trends analysis. The methodology, detailed analysis and key components of this analysis are outlined in sections to follow.

Regional Market Analysis

The community served by the Lloydminster Cemetery is assumed to predominately include residents of the Lloydminster Census Metropolitan Area (LCMA).

The analysis of the LCMA population finds that:

- 30 to 34 year old's are the largest cohort;
- The average age is 34.3;
- 69% of the population identify as Christian, 30% have no religious affiliations and 2% identify with other religions;
- 86% of the population are of European heritage, 8% are of Indigenous heritage, and 5% are of Asian heritage, and
- Between 2011 and 2016 there were approximately 1,800 first generation immigrants. The largest group of first generation immigrants are from the Philippines.

Demographic and Disposition Trends Analysis (Demand)

The analysis of historic sales and interment numbers finds that from 2015-2019, Lloydminster Cemetery:

- Served on average 29% of the Lloydminster Census Metropolitan Area (LCMA) residents choosing casket burial per year. This is below average for municipal cemeteries in Canada, which typically serve 80% - 90% of their community;
- Served on average 20% of LCMA residents choosing cremation per year. This is on par for municipal cemeteries in Canada, which typically serve 10-20%;
- Interred 173 caskets and 267 cremated remains:
  - Averaging about 35 casket and 53 cremation interments per year over the past five years.
- Sold 170 casket lots, 68 cremation lots and 52 columbaria niches:
  - Averaging 34 casket lots, 14 cremation lots and 10 columbaria niche sales per year.

Projected Sales:
Projections of sales and interment numbers over the next 25 years finds that Lloydminster Cemetery will:

- Inter 535 caskets and 2,175 cremations:
  - Averaging 20 casket and 85 cremation interments per year
- Sell 525 casket lots and 975 cremations lots and niches,
  - Averaging 20 casket lot sales, 40 cremation lots and niche sales every year.

Burial Inventory and Cemetery Capacity Analysis (Supply)

Existing Inventory:
Lloydminster Cemetery records identified 369 interment spaces available for sale as of July 2020. This includes:

- 173 casket lots;
- 94 children lots;
- 102 cremation lots, and
- 94 columbaria niches.

Remaining Capacity:
Based on the Demographic and Disposition Trends Analysis the current inventory will last for the following number of years:

- Casket lots: 8-10 years;
- Children lots: 95-300 years;
- Cremation lots: 2-3 years, and
- Columbaria niches: 2-3 years.

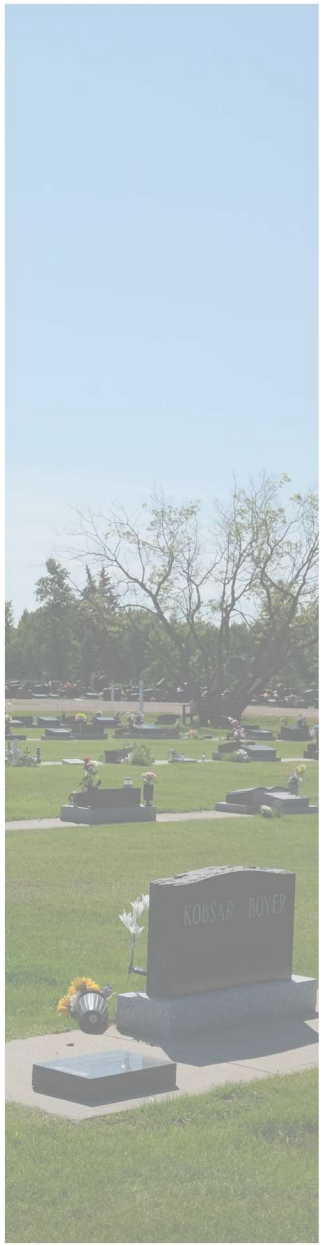
Additional Inventory Required for the next 25 years:
In order to support the community's interment needs over the next 25 years the Cemetery will need an additional 1,205 lots in the following breakdown:

- Casket interments: 330 lots;
- Cremation- in-ground interments: 495 lots, and
- Cremation – niche interments: 380 lots.

Burial Expansion Areas:
Burial inventory can be increased by developing burial expansion areas A, B and C in phased priory order. In addition, infilling of redundant paths and driveways can add capacity to the cemetery

The findings from this chapter inform the recommendations throughout the Master Plan report.





Chapter 2: Site Analysis

On July 16th, 2020 the Lloydminster Cemetery team lead the LEES+Associates team on a virtual tour of the Cemetery. The purpose of the site visit was to identify opportunities and constraints for the development and enhancement of the Cemetery. A site analysis plan that summarizes the opportunities and constraints is provided in Appendix B: Site Analysis Plan.

This section of the report summarizes the site analysis under the following headings:

- Site Opportunities and Constraints, and
- Water Mitigation Strategy;

Site Opportunities and Constraints

Landscape Character and Vegetation

- Need to develop a Tree Management Strategy to address the sick and dying trees in the Cemetery;
- Opportunity to enhance the Landscape Parkland aesthetic throughout the Cemetery;
- Need to improve the Cemetery privacy by adding more vegetation along the perimeter fence, and
- Need to buffer the Cemetery from future planned development as proposed in the Northeast Area Structure Plan.

Interment and Memorialization Options

- Opportunity to enhance the existing scattering garden with more planting and a gathering space;
- Opportunity to enhance the columbaria area with more robust planting;
- Opportunity to make the columbaria accessible and replace the mis-match coloured concrete pedestals;
- Opportunity to add a memorial wall or plaque honoring those in the unmarked grave section;
- Opportunity to establish a Natural Burial section in the wooded area on the North West of the Cemetery property;
- Opportunity to create a meaningful and appropriate landscape setting for the children and infant section;
- Opportunity to establish cremation gardens that offer the full breadth of cremation interment options in proposed burial expansion areas, and
- Opportunity to address fallen and damaged headstones, and sunken graves in the older sections of the Cemetery.

Landscape Character and Vegetation



Figure 15: Opportunity to increase privacy with added vegetation between the cemetery and golf course, Source: LEES+Associates



Figure 16: Opportunity to enhance the Landscape Parkland by adding more vegetation to interment areas , Source: LEES+Associates

Interment and Memorialization Options



Figure 17: Opportunity to enhance existing cremation garden, Source: LEES+Associates



Figure 18: Opportunity to make existing columbaria accessible, Source: LEES+Associates



Figure 19: Opportunity to establish Natural Burial Section, Source: LEES+Associates



Figure 20: Opportunity to address sunken graves and fallen and damaged headstones, Source: LEES+Associates

Access and Circulation



Figure 21: Opportunity to enhance info kiosk area, Source: LEES+Associates

Gates and Fencing



Figure 22: Opportunity to enhance existing scattering garden, Source: LEES+Associates

Access and Circulation

- Opportunity to enhance the entrance and info kiosk area by defining the edge of the road with an at-grade curb or hedge row;
- Opportunity to better organize visitor parking at the entrance of the site;
- Opportunity to enhance the entrance circulation between the info kiosk/parking and the washroom by simplifying the pathways, and
- Need to discourage vehicles from driving on pathways and certain operational maintenance routes.

Gates and Fencing

- Opportunity to enhance the Cemetery entrance by replacing the planters with permanent structure of trees, hedges and flowering plants, and
- Opportunity to implement better screening to the materials storage area from the 54th street with hedging or solid fencing.

Signage and Wayfinding

- Opportunity to remove the corporate Cemetery entrance sign and or replace with a sign that is coordinated as part of the upgrades to the entry area;
- Opportunity to relocate the existing flag from the scattering garden to the info kiosk or the area where the Last Post Celebration is held, and
- Opportunity to update the wooden section markers to match the metal section maps.

Infrastructure

Existing Operations Buildings

- Existing operations buildings are adequate;
- Opportunity to connect buildings with potable well water;
- Opportunity to connect to main lines for fresh water, storm water and sanitary as part of development of the Northeast Area Structure Plan infrastructure, and
- Add a fence around the operations buildings and yard.

Future Buildings

- Create a small amenity service building for use by families during graveside services. This could be used as a warming hut for the Muslim community- a desire expressed during the stakeholder engagement.

Site Furnishings

- Need to provide seating at the existing columbaria;
- Need to implement more seating throughout the Cemetery, and
- Need to restore or replace existing benches that are old, inconsistent and in need of maintenance.

Infrastructure



Figure 23: Opportunity to add fence around operations buildings and yard, Source: LEES+Associates

Site Furnishings



Figure 24: Need to restor or replace existing benches that are old, Source: LEES+Associates

Signage and Wayfinding



Figure 25: Opportunity to remove corporate entrance sign, Source: LEES+Associates



Figure 26: Standing Water Damage, Source: LEES+Associates



Figure 27: Test Dig , Source: LEES+Associates



Figure 28: Test Dig , Source: LEES+Associates

Water Mitigation Strategy

Over the last decade, Cemetery staff have noticed an increasing frequency in the number of storm water events that result in ponding in certain areas of the Cemetery. They have also observed that it takes increasingly longer for certain areas to drain. Standing water has caused damage to certain localised areas of the landscape and some family graves.

Cemetery staff have also observed a perceived rise in ground water levels. Graves often fill with seveal feet of water when they are opened ready to receive a burial. Staff often have to pump graves out ready to receive a casket at a graveside service. This is less than ideal but Staff have no other option. The high ground water level is thought to be the primary cause of the deterioration to some of the mature trees in the Cemetery.

On July 16, 2020, the LEES team and Cemetery operations staff took part in a site investigation with the purpose of identifying areas of ponding and surface drainage concerns within the Cemetery. This site investigation included test digs to examine the ground water level, and subsequently, areas of concern were identified and summarized in the Surface Drainage Analysis Plan in located in Appendix C: Lloydminster Cemetery Drainage Improvement Plans.

To identify surface drainage improvement opportunities for the Cemetery, an additional topographic survey was completed on July 27 and 28, 2020. This information was compiled and formed the basis of the surface water mitigation recommendations discussed below.

Key Observations from the Site Investigation

From discussions with Cemetery Staff and a review of the excavation of two test pits on site, it was observed that a high groundwater table exists. The depth of the ground water fluctuates and varies with both the location and season. It has been generally observed that most new grave sites encounter water before reaching the required burial depth of ~1.5m and that the ground water appears to be rising compared to the water table level based on historical grave digs 10-20 years ago.

Analysis

Based on the site investigation, topographical survey, and Staff input, the following surface drainage opportunities and constraints were identified:

- The golf course to the south has drainage concerns in part due to unwanted run off from the Cemetery grounds. Any recommendations to address the surface water issues on the Cemetery should actively look to reduce surface runoff to the golf course ;
- It is not feasible to raise the ground elevations in low lying areas within the developed parts of the Cemetery, However there are opportunities to install swales connected into existing drainage ditches along the cemetery boundaries;

- Ground water was observed in two test pits excavated during the site investigation that slowly filled with water over a few days to a depth of approximately ~1.2m (~4 feet) below the surface and a way to reduce ground water levels for burial purposes and to reduce the impact on the trees is needed; and
- Ditches that are located on the approach road immediately outside of the Cemetery's western boundary can't be used to convey surface water from the cemetery lands as these ditches need to be pumped out on occasion as they have reached their capacity.

Recommendations

Cemetery Ground Water Mitigation Strategy

To address the Cemetery's surface drainage concerns, it is recommended that a comprehensive Cemetery Ground Water Mitigation Strategy is developed for the existing and future cemetery expansion areas, integrated with a wider Area Structure Plan Storm Water Management Strategy.

As a part of the development of a Ground Migration Strategy, further investigation is required to determine the feasibility of reducing the ground water level in the Cemetery. The investigation would include collecting baseline data on the ground water levels, not just at the Cemetery but in the surrounding area to understand the macro-drainage picture. This will inform the extent to which any proposals to mitigate the Cemetery's ground water levels are interlinked with a wider ground water issue, and any integration with proposals for development of adjacent surrounding lands that may also require a ground water mitigation strategy.

Baseline data collection might involve the following steps, but this would need to be confirmed as part of a separate ground water mitigation strategy project:

- Consultation with a geotechnical consultant to determine the feasibility of upgrading the Cemetery's surface drainage system. This may include a series of standpipes which can be monitored for ground water elevation. These pipes would be placed strategically and include future expansion land to obtain water table information throughout the Cemetery;
- Soil samples to be taken by a geotechnical consultant to confirm soil type and other soil properties within the site to 3-4m depths. This information would be useful in a future cemetery drainage design and ground water mitigation strategies, and
- Consultation with a hydrogeologist familiar with the local area to comment on ground water movement and analysis.
- Coordinate with the surrounding City developments and regional storm water master plan and area structure plan so that major overland drainage routes and storm facilities can be coordinated to include the current and future cemetery grounds;
- Identify major and minor drainage routes through the current and future expansion of the cemetery grounds and assess the opportunity for connection to the regional storm water plan, and
- Develop a cemetery ground water mitigation strategy for the existing and future cemetery expansion areas, integrated with a wider Area Structure Plan Storm Water Management Strategy.

Surface Water Mitigation Strategy

Based on observations from the site investigation, opportunities and constraints mapping, best practices, and Cemetery staff input, the following recommendations for mitigating surface water in the Cemetery were identified:

- Fill low areas to reduce ponding and ensure a cross-fall to the nearest swale per the civil engineers concept plans and drawings in the appendices. (This option is only available in undeveloped parts of the Cemetery where there are no graves with headstones);
- Create swales to convey surface water off site per the civil engineers' concept plans and drawings in the Appendices, and
- Install culverts where a drainage swale crosses a Cemetery driveway. Ensure that culvert headwalls are faced with stone or other material to match the aesthetic standard of the memorial parkland landscape character.

Due to the existing trees and infrastructure on site it is understood that Cemetery Staff may prefer one swale alignment over another. Further design development work is required before construction of any swales or raising of grades can take place.

A summary of the drainage recommendations can be found on Drawing C-001 in Appendix C: Lloydminster Cemetery Drainage Improvement Plans. The Lloydminster Cemetery Drainage Improvement Site Plan highlights several areas of concern and assigns them areas numbered 1 through 9. Drainage improvement recommendations from each area are shown on the site plan drawing and subsequent plan profile sections.

Summary

The surface drainage recommendations identified in this section are used to inform the proposals brought forward in the Development Plan section of this master plan.



Chapter 3: Engagement

To identify key issues and opportunities and constraints related to the Cemetery system, City Staff, external stakeholders, and public were consulted. The staff and stakeholder engagement took place during the information gathering stages of the Master Plan. The information gathered from the staff and stakeholders was used to inform the Cemetery Concept Plan and Recommendation. The public engagement took place in the final stages of the Master Plan to solicit the publics opinion on the proposed development plan. Information gathered from the online survey was used to refine the development plan and recommendations.

- **City Staff Cemetery Workshop:** A workshop with Lloydminster staff was held via video conference on September 15, 2020. The workshop including a presentation of cemetery trends and issues and a discussion that allowed City staff to share their thoughts and observations about the Lloydminster Cemetery, the services offered by the Cemetery, and any improvements that they felt should be considered as part of the Master Plan.
- **Protective Services Interviews:** Interviews with Lloydminster protective services included a representative from the RCMP and Fire Department and took place via video conference on September 15, 2020. The workshop included a brief presentation on Cemetery trends and issues and a discussion that allowed the Protective Services representatives to share their thoughts and observations on the burial and commemoration of individuations who served in the Armed Forces, Police, Fire and Paramedic services. The goal of the workshop was to gain an understanding of the opportunities to improve services for these individuals and their families at the Cemetery.
- **Heritage Group Interviews:** The heritage group interviews included a representative from the Regional Archives, Volunteer Database of Obituaries and Burials and Lloydminster Regional Archives. The interviews took place via video conference on September 16, 2020. The interviews were conducted to gain information on whether the heritage of the Cemetery could be leveraged further to raise the profile of the Cemetery in the eyes of the community, and if heritage tours would be of interest.
- **Culture and Faith Group Interviews:** tThese interviews included a representative from the Jehovah Witness community, local Muslim faith groups, the United Church and the Filipino Community. The interviews took place via video conference on September 17, 2020 The goal of these interviews were to gain an understanding of how the Cemetery is currently serving the variety of cultural and faith groups of the area, and how the Cemetery could improve their services.
- **Funeral Home Interview:** There are two main funeral homes that serve the Lloydminster region. Unfortunately, only one was able to attend an interview via video conference on September 17,2020. The goal of this interview was to gain an understanding of the current relationship between the funeral homes and cemetery staff, as well as to hear the funeral home's thoughts and observations on the Cemetery service and improvements that should be considered.
- **Online Public Engagement:** An online survey was available on the yourvoicelloyd.ca/Cemetery webpage from November 12-26. The goal of the survey was to solicit the publics opinion on the Cemetery Concept Plan. Feedback was used to inform and refine proposals and recommendations throughout this Master Plan document.

Staff and Stakeholder Engagement

Interviews with City staff and stakeholders took place mid-September 2020 through a series of small-group discussions by online video conference. For full interview notes, refer to Appendix D: Staff and Stakeholder Engagement Notes. Meetings were held with each of the following groups:

- **City Staff:**
  - Attended by staff from Planning and Engineering, Parks and Green Spaces, Capital Infrastructure, Operations and Community Development Services, Finances, and the CFO.
- **Protective Services:**
  - Attended by a representative from the RCMP and the Fire Department.
- **Heritage Groups:**
  - Attended by members of the Friends of Lloydminster Regional Archives, and Lloydminster Regional Archives.
- **Cultural and Faith Groups**:
  - Attended by members from The Word Church (Jehovah Witness), Baitul Amaan Mosque (Muslim), Grace United Church and a representative from the Filipino Community.
- **Funeral Homes:**
  - Attended by McCaw Funeral Home.

Invitees that were unable to attend the video conferences were sent questionnaires to complete, including Lloydminster Native Friendship Center, Creeches Funeral Home and St. Anthony's Roman Catholic Parish.

Key findings arising from the interviews included:

- Perspectives on the value of the Cemetery to families for the community it serves;
- Community Awareness of the offered services;
- Service needs and market trends;
- Site considerations, and
- Planning for future land development needs.

Perspective on the Value of the Cemetery:

Key findings arising from the interviews included:

- The Cemetery is highly valued by the community, and
- The City sees the Cemetery transitioning from a rural cemetery to more of an urban cemetery as the City continues to grow, and residential development begins to encroach the cemetery boundaries. The City would like to see the how the Cemetery could be incorporated into the City park system and used for passive recreational purposes, such as walking.

Community Awareness, Market Trends and Service Needs

Community Awareness

Key findings arising from the interviews included:

- The opportunity to make information more readily available to the public by increasing the amount of information available on the website and promoting the iCemetery App for families to download onto a mobile device to locate a grave;
- The opportunity increase the community awareness and raise the profile of the cemetery though programming and events such as historical tours, Remembrance Day Celebrations and guided or self-guided tours;
- Explaining the cultural and historical significance of the Cemetery by developing interpretive signage relaying information about notable people and areas, such as the unmarked grave area, and
- The City hopes to create a more informative market package to give to families when selling lots from City Hall.

Market Trends

Key findings arising from the interviews include:

- Lloydminster Cemetery is only capturing 29% of the casket burials within the are served by the cemetery. This could be related to the transient nature of the City's population which has a high number of residents who have moved to the City for work or retirement. When it comes to choosing where their final resting place will be, most people are choosing to go to cemeteries where their families are interred;
- Some families are put off by the high water table in the Cemetery;
- Although there is not yet a Natural Burial section, there is evidence that it could be a popular interment option. Funeral homes received inquires about Natural Burial and have already conducted several shrouded burials;
- Scattering of cremated remains are becoming more popular, and
- The Muslim community expressed the desire to purchase sections of graves.

Service Needs

Key findings arising through the interviews included:

- Currently families purchasing a grave directly from the City are served at City Hall. There is not a proper meeting space and transactions take place at the service desk. There is a need for a private meeting space to better serve grieving families;
- Staff (both sales/office and parks) expressed the need for better resources and training to better serve grieving families;
- A common statement from stakeholders was there is a need for a shelter or tent for graveside ceremonies to shelter the attendees from the elements, both the cold and heat;
- There is an opportunity to create outdoor gathering spaces. Grave side ceremonies are increasingly being chosen over Church funeral services. Offering a gathering space would improve the services offered to families at the Cemetery;
- There is a small, but growing Muslim population in Lloydminster. Although one of the two denominations in Lloydminster accepts East-West graves, other denominations would prefer to have graves facing Mecca. Both groups would appreciate the opportunity to purchase a block of graves and have a dedicated Muslim burial area;
- There is a good working relationship between the City and the McCaw Funeral Home. Church representatives also expressed a good working relationship with both the City and McCaw Funeral Home, and
- McCaw Funeral Home homes provide greens and lowering devices for services. However, occasionally there are burials with no funeral home present. There is an opportunity for the Cemetery to invest in greens and lowering devices.
- Monument leveling and maintenance is not provided by the Cemetery but has been requested.

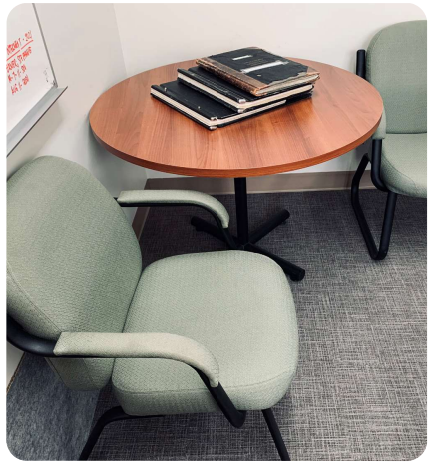
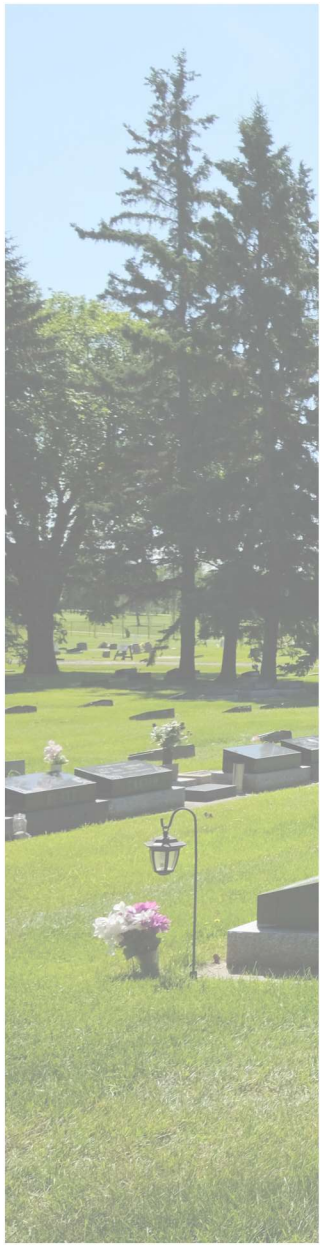


Figure 29: Current Meeting Space for Cemetery Sales, City Hall, Lloydminster, Source: City of Lloydminster

Site Considerations

Key findings arising from the interviews include:

- The most common complaint is about standing water;
- There is concern about the physical appearance of dead and dying trees and the loss of tree cover impacting the quality of this sacred landscape;
- Current section maps and section markers are useful to families navigating the cemetery. There is an opportunity to install section markers that are easier to read, and
- Opportunity to make the Cemetery a more welcoming place by buffering the neighboring driving range and golf course.



Planning for the Future

Key findings arising through the interviews include:

- The Northeast Area Structure Plan proposes a number of parks. There is a future opportunity to link these parks to the Cemetery to offer extended walking routes;
- The Cemetery should establish a phased water management plan for the existing cemetery land and future cemetery expansion lands. It is important to lower the groundwater table in the cemetery, this could be address as part of a storm water management strategy for the Northeast Area Structure Plan, and
- The population of Lloydminster is expected to continue to grow and be more culturally diverse. There is an opportunity for the Cemetery to establish a closer relationship with representatives from all sectors of the community including migrant, ethnic and indigenous communities.

Public Online Survey

Due to restrictions on public gatherings as a result of the COVID-19 virus, the City of Lloydminster hosted all engagement for the Cemetery Master Plan virtually on the yourvoicelloyd.ca/Cemetery webpage. This webpage allowed for residents to view the proposals illustrated on the concept plans, respond to questions relating to plan concepts, understand introductory and background information and participate in the survey. Through this consultation, 491 individuals viewed the project webpage, 220 were informed of the activities on the page and 86 engaged in the survey. The survey was open for public participation from November 12 to November 26th. For the What We Hear report and the full online survey results , refer to Appendix E: Online Public Survey Results.

Public consultation for the Cemetery Master Plan was advertised through the following channels:

Newspaper:

- Merdian Source;
- Weekly Bean, and
- Morning News.

Radio:

- Real Country, and
- The Goat.

Website:

- Lloydminster.ca, and
- Yourvoicelloyd.ca/Cemetery

Media release:

- The goat;
- Stingray (Prime Time, 101 Boom, 95.5 Real Country);
- Meridian Source;
- Kurt Price;
- Lloyd Connect, and
- Municipal Infonet.

Social Media:

- Facebook.
- Instagram, and
- Twitter.

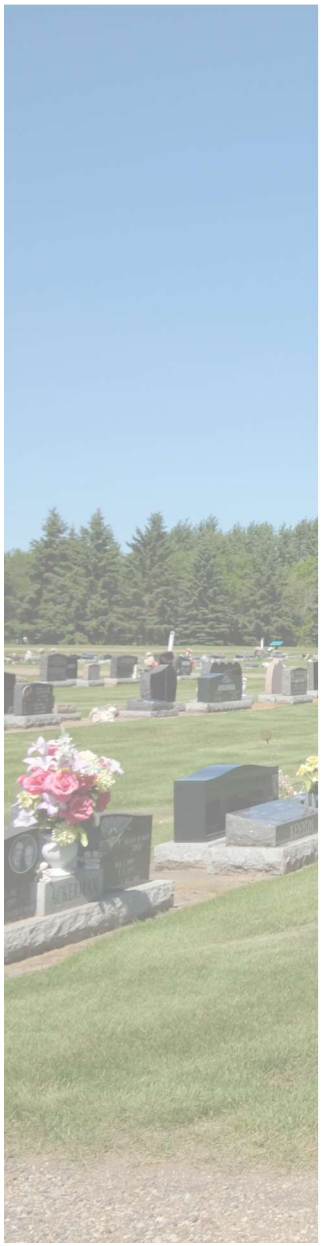
What We Heard

The online survey feedback was overall in support of the Concept Development plan. The survey participants expressed that an overall enhancement to the cemetery's aesthetic appearance was desired. This included removing dying vegetation, increasing vegetation, restoring sunken graves and damaged headstones. A common theme in the survey results was concern about the water issues and suggested that resolving the water issue in the cemetery be a top priority and be addressed prior to any new development. Additional suggestions to upgrade the cemetery included paving the cemetery driveways for safety, additional seating and an enhanced wayfinding system.

Almost half of the participants were in favour of the cemetery hosting programs and events for families. The majority of interest was for candle lighting services in conjunction with main holidays and historic tours. The participants expressed desire for a broader range of interment options. Memorial walls and natural burial both had significant support from the participants.

Conclusion

Full responses by survey participants can be found in the Appendix E: Online Public Survey Results on page 102. Community feedback was used to inform and refine proposals and recommendations throughout this Master Plan document.





Chapter 4: Bylaw Review

Responsibility

As a cemetery 'owner' the City of Lloydminster is responsible for everything that happens in the Cemetery under their ownership and control. As municipal operators this means that the Mayor and Council are ultimately answerable to cemetery client families, cemetery visitors, the Provincial Regulator and the community at large in regards to the way the cemetery is operated, how service is provided and how the Cemetery is maintained.

It is the responsibility of the City to establish and maintain an up-to-date bylaw for any cemetery under its control. An outdated, weak, ambiguous or incomplete cemetery bylaw can mean Mayor and Council, along with municipal staff, will at minimum endure regular complaints about the Cemetery from users and visitors and, at worst, expose the City (unnecessarily) to considerable legal jeopardy and financial liability.

Having an effective cemetery bylaw will:

- Establish clear standards of design, service, maintenance, and the quality and forms of products permitted in the cemetery;
- Provide protections for the City as cemetery operator and underpin their ability to establish, apply and enforce cemetery rules of use- equitably- to every user;
- Contain language to promote the protection and preservation of the significant heritage and historical importance that is present in community cemeteries, and
- Reflect and be consistent with current cemetery (and other related) legislation and regulation.

Effective Cemetery Bylaws

A strong cemetery bylaw is the foundation upon which the professional management, operation, provision of service and maintenance of a cemetery is made possible. The effective cemetery bylaw will, as a foundational document, guide the cemetery operator's every action related to the management and operation of the cemetery under its ownership or control.

A cemetery bylaw, if kept current and updated on a regular basis, will demonstrate to cemetery users that the cemetery is being operated and maintained to a high standard of best management practices, professional service delivery and high aesthetic appearance standards. Additionally, to maintain the trust established with cemetery users and the cemetery operator the bylaw, rules and regulations must be applied with transparency, equitably and enforced consistently to all who use or visit the cemetery.

The cemetery bylaw is a 'legacy statement' as the bylaw is the 'starting point' from which operating policies and procedures are established to guide the long-term, day-to-day administration, provision of service and maintenance in the cemetery. By clearly setting out the rights, rules and regulations of the cemetery an operator can minimize potential problems, conflicts, disagreements or potential exposure to litigation.

A strong cemetery bylaw is an essential tool in organizational risk management. In view of the long-term, successional 'life' of a cemetery the bylaw is a key element of administration as responsibility transfers on a regular basis to new generations of cemetery management and staff.

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

Saskatchewan: Regulatory Framework

The municipal cemetery operator essentially has three key areas of accountability in the operation of cemeteries under its control. In equal measure the municipality, starting with the Mayor and Council, is directly answerable to,

- Cemetery users- the bereaved client families to which cemetery goods, services and facilities are provided;
- Municipal taxpayers – protecting the City's asset and ensuring operationally sound, environmentally sustainable and professional fiscal management are always followed, and
- Provincial Registrar – who, through their oversight role, ensures cemeteries are operated in accordance with the law, in a transparent and equitable manner, with a focus on consumer protection.

In Saskatchewan there are two primary documents that contain legislative language and regulations governing cemeteries, they are:

- The 'Cemeteries Act, 1999' (Chapter C- 4.01 and last amended in 2017), and
- The 'Cemeteries Regulation, 2001' (Chapter C-4.01 REG 1 and last amended in 2015).

In addition to the above there are other Acts and Regulations have a bearing on cemetery management and operation. These will include (but are not limited to) Acts and Regulations governing funeral and cremation services, standard business operation and consumer protection, wills and executor authority, workplace safety, etc.

Currently, regulatory oversight of cemeteries in Saskatchewan is carried out by the Consumer Protection Division, and Financial and Consumer Affairs Authority of Saskatchewan (FCAA).

Of Special Regulatory Note:

It is important to note that funeral and cremation service provision in Saskatchewan falls under a separate Act and Regulations, and regulatory oversight of those Acts, Regulations and funeral and cremation service providers in Saskatchewan are overseen by the Funeral and Cremation Services Council of Saskatchewan (FCSCS).

In the process of the City operating and providing cemetery services there is a necessary synergy between the cemetery operator and funeral and cremation service providers in the community. This synergy is most evident in terms of coordinating services with the shared client families of the cemetery and a funeral service or cremation service provider.

In view of this consideration there are sections of the Cemetery Act and Regulations that have a direct (and indirect) bearing on working with funeral and cremation service providers, and conversely there are sections of the Funeral and Cremation Services Acts and Regulations that can affect cemetery operations. The City must be mindful, and the cemetery bylaw should anticipate the synergistic nature of the provision of the entire spectrum of death care services in the community.

As a cemetery operator, the City needs to ensure it is are operating in accordance with the most current law and that key cemetery management and operational personnel understand and have a working knowledge of the full range of legislation and regulations that govern or may affect cemeteries under their purview.

Bylaw as Risk Management

Whether for regular operation and maintenance, resolving a simple complaint, satisfying the regulator or, worst case, dealing with legal action against the cemetery (the City), resolution will most likely be based first on an examination of "what does the bylaw say?". In that instance, if the cemetery bylaw can be shown to be outdated, ambiguous, inconsistent with legislation or 'silent' on critical cemetery management, operation and maintenance matters, then this shortcoming in the bylaw may expose the City to considerable punitive risk.

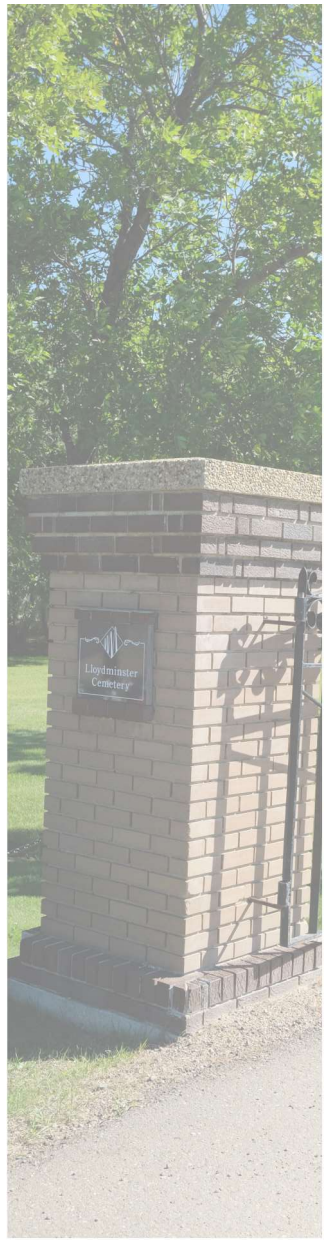
The City of Lloydminster Cemetery Bylaw Review

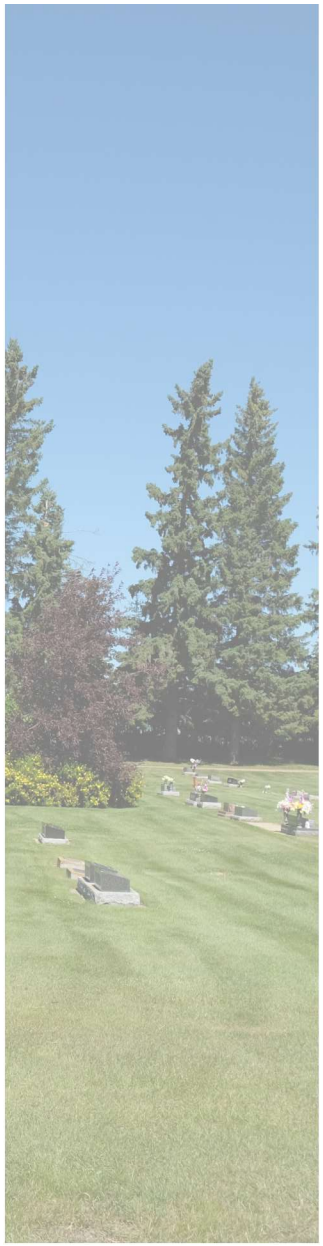
The most current 'municipally approved/official' Cemetery Bylaw (No. 13-90) for the City's cemetery is dated from June 1990. Additional to the 1990 Cemetery Bylaw there is the Cemetery Regulations document that is dated from February 1997. While the 1990 bylaw, along with the 1997 regulations, may have been adequate documents that served the City sufficiently for the past 23 plus years, there have been significant changes, on a number of fronts, that directly affect the management, operation and maintenance of the cemetery in 2020.

Enactment of new provincial legislation, changing community demographics (see Chapter 1), improved thinking around fiscal sustainability for municipal cemetery operations and maybe most significant, major changes in consumer attitudes and expectations around the selection and provision of death care all suggest an update of the current bylaw is needed.

Our reading of the existing bylaw / regulations reveals the following:

- **Not Current:** The existing bylaw is outdated when you consider current provincial cemetery (and other death care) legislation and regulations. On its own, this is an important reason to consider a comprehensive update of the City's cemetery bylaw.
- **Outdated Definitions & Terminology:** There is use of terminology and descriptions of goods and services that are outdated, inconsistent with current legislation/regulation and do not consider current best practices in modern cemetery management & operation.
- **Inconsistent Language:** There are statements and requirements within the existing bylaw that are inconsistent with language set out in current legislation, regulation or even elsewhere in the existing bylaw.





- **Vague or 'Missing' Language:** Critical definitions and important information about cemetery operations, management, interment rights, cancellation rights and cemetery operating rules and regulation are insufficient, unclear or absent from the existing bylaw.
- **Ambivalent Language:** While the cemetery 'basics' are covered in the existing bylaw and regulations there are, throughout both documents, general subjects and individual items that need to be given more 'weight', expanded or strengthened to deliver more clarity around operational needs and requirements. Updating these would go a long way in mitigating risk exposure for cemetery / City liability.
- **Complicated Language:** The existing bylaw, to the 'lay' reader is difficult to understand and, in some cases, moves back and forth between different subjects. The existing bylaw does not have a logical 'flow', and this makes the bylaw difficult to make sense of or to easily locate important information about specific topics.

Recommendations

The Lloydminster Cemetery Bylaw and Regulations requires an update and at a minimum it is recommend the following changes:

- **Make It Current:** The 1990 Bylaw and 1997 Regulations, including references, definitions and terminology, need to be made current with the 'Cemeteries Act, 1999', the 'Cemeteries Regulation, 2001' and other acts and regulations that may have a bearing on cemetery management and operation. These will include (but are not limited to) acts and regulations governing funeral and cremation services, standard business operation and consumer protection, wills and executor authority, workplace safety, etc.
- **Saskatchewan Cemetery Regulations:** Given the unique setting of the Lloydminster Cemetery regularly serving residents from two separate legal jurisdictions, Saskatchewan and Alberta, it is recommended that new language is created and added in the Bylaw strengthening language around the 'supremacy' of Saskatchewan cemetery legislation in relation to all cemetery management and operations.
- **Change Structure / Expand / Strengthen Content:** Increase 'best practices' content in a number of subject areas that are lacking essential information. It is recommended that language throughout the bylaw is strengthened and outdated terminology is removed or replaced. A Bylaw with Schedules format that will make it easier to keep the Bylaw and Schedules current, add (or delete) services and products offered or changes to basic cemetery rules, regulations or fees. Special attention should be given to strengthening rules and regulations around the type and form of memorial markers and monuments that are permitted in the cemetery.
- **Anticipate Expanded Development and Service Options:** This Cemetery Master Plan sets out several recommendations and future development ideas. These include expanded cremation interment features and service options, Natural Burial, accommodation of special religious needs, memorial walks, etc. An updated Bylaw should include language anticipating new cemetery goods and services offerings arising from the Cemetery Master Plan. An updated bylaw can be structured and written in such a way as to anticipate and easily integrate new service features and options as they are added over time.
- **Improve Consistency and Document Flow:** Through the use of a 'plain language' approach, resolve contradictions or inconsistency in content that may exist between existing bylaw sections, resolve descriptions and details around lot types, permitted memorials, etc. and reorder the sections and content of the bylaw to have a more logical 'flow'. Ensure, most importantly, throughout the bylaw, consistency with the Saskatchewan legislation and regulations.

Conclusion

Taking the above recommended actions an updated and more comprehensive and bylaw, with accompanying schedules, can be delivered that will:

- Increase ease of use for City council and staff as cemetery 'operators', as well as for cemetery users;
- Be more understandable and easier to explain to cemetery client families and cemetery visitors;
- Anticipate new interment and service options arising from the implementation of the Cemetery Master Plan recommendations;
- Promote standardized operational, service and maintenance outcomes that permit for better management of the aesthetic appearance of the Cemetery, and
- More effectively limit or mitigate legal risk and financial liability exposure for the City.



Figure 30: Example inconsistent application of bylaw: markers with names etched on both sides, Source: LEES+Associates



Chapter 5: Products and Services Review

This chapter introduces an assessment of current cemetery product and service offerings at Lloydminster Cemetery and proposes a range of products and services that are based on industry trends and a focus on providing a community service that is accessible to all residents.

This chapter set out in the following sections:

- Current Offerings;
- New Interment and Memorialization Options;
- Interment and Memorialization Recommendations, and
- Cemetery Bylaw Review.

Current Offerings

Product and Service Variety

Lloydminster Cemetery has historically offered rights of interment for full-body in-ground burial (casket lots, or traditional lots), in-ground cremation burial, columbaria niches and scattering gardens. The range of options is around par with comparable municipalities across Canada..

Existing Interment Options
Lloydminster Cemetery currently offers the following in-ground interment services for full-body and cremated remains:

Full-body casket burial:

- Full-body interment burial lots for adults are approximately 1.5 m x 3 m. The Cemetery currently allows the following interment combinations in an adult casket lot:
    - A maximum of two casket interments;
    - Up to one casket interment and two cremation interments, or
    - Up to four cremated remains.

Child Lots

- Child lots (under 6 years of age) that are approximately 1.2 m x 1.8 m and allow only on interment.

In-ground Cremation Lots

- Cremation lots that are approximately 1 m x 1.5 m and allow up to 6 cremated remains.

Columbarium
In addition to in-ground cremation burial, Lloydminster Cemetery currently has two columbaria. One columbaria unit is at capacity the other unit is nearly at capacity, with approximately 3 years of niche sales remaining. Each niche allows up to two cremated remains to be interred.

Columbaria niches are growing in popularity with the rising cremation rate in Canada, which gives Lloydminster Cemetery an opportunity to expand its range of columbaria offerings. Columbaria are available in a wide range of styles and costs vary widely depending on size, design details and associated amenities placed in the adjacent landscape. All installations typically have high return on investment (typically 200% or more), This interment option can be profitable to the Cemetery due to the rising demand for niches and have a relatively low cost of internment – the simple opening and closing of a niche.

An added benefit to columbaria is that they preserve internment land capacity, take little space, and can often be placed in areas unsuitable for other types of interment, both which are assets in terms of conserving cemetery space.

Scattering Garden
The Cemetery allows cremated remains to be scattered in designated common ground at no charge. The current scattering garden is a raised planting bed that does not use an ossuary or an associating memorial wall.

Cemetery Administration and Operations

Private Family Rooms:
Families are able to purchase a lot in the Cemetery directly though City Hall or through a local Funeral Home. When purchasing a lot directly through City Hall, families are served in an open concept office, a less than ideal location for sensitive matters. Typically, municipal cemeteries will have a private location within their office that is used to help families choose a grave.

Grave Side Set Up:
The Cemetery does not offer any grave side amenities, such as lowering devices, tents and chairs. These items are all supplied by the Funeral Homes.

Family Support
The Cemetery currently does not have a training manual for staff to refer to when dealing with grieving families. More training for from line staff (those selling the lots) and maintenance staff is required.

Marketing and Promotion

Lloydminster Cemetery does not currently have a marketing strategy. The public acquires information about the Cemetery through the City website, by calling City staff and through local Funeral Homes.

Traditional In-ground Burial



Figure 31: Lloydminster Cemetery Section B, Source: LEES+Associates

In-ground Cremation Burial



Figure 32: Lloydminster Cemetery Section K, Source: LEES+Associates

Columbaria Niches



Figure 33: Lloydminster Cemetery Columbaria, Source: LEES+Associates

Scattering Garden



Figure 34: Lloydminster Cemetery Scattering Garden, Source: LEES+Associates



Figure 35: Family Vessel and Scattering Garden, Sushwap Memorial Cemetery, Salmon Arm, BC, Source: LEES+Associates



Figure 36: Columbaria, Family Vessel and Memorial Wall, Woodbuffalo Cemetery, Fort McMurray, AB, Source: LEES+Associates

An Alternative Method to Grade Beams

Products such as MonuGrid area an alternative to concrete grade beams, which can be costly in planning time, labour and materials. MonuGrid is a light material that is installed prior to placing down a headstone. The celluar confinement system spreads the weight of the monument and stops it form shifting by reducing the stress on natives soils.



Figure 37: Grade Beam Alternative, Source: Monugrid Concrete ReplaCEMENT



Figure 38: Grade Beam Alternative, Source: Monugrid Concrete ReplaCEMENT

Interment and Memorialization Opportunities

The range of interment options currently offered at Lloydminster Cemetery is around par compared with most municipal cemeteries within Canada. Diversifying offerings will assist the Cemetery in continuing to meet the growing need for different interment and memorialization options, and will create an attractive spectrum of price points. This will provide greater access to services for families with different budgets.

Cemetery products and services provided by other Canadian municipal cemeteries that are not currently offered at the Lloydminster Cemetery include:

- Family vessels;
- Ossuaries and scattering services;
- Memorialization without Interment;
- Companion Lots;
- Natural Burial;
- Mausoleum crypts, and
- Muslim Burial.

The purpose of this section is to describe the products and services that are offered at similar Canadian municipal cemeteries and the current trends in Interment and Memorialization. Recommendations on products and services that should be offered at Lloydminster Cemetery are at the end of this Chapter.

Family Vessels

Family vessels are a relatively new interment option that has been introduced to North America that provides an opportunity to diversify cremated remains offerings. The granite urns are about 30” tall with interior capacity of about 14 cubic feet. Each vessel securely accommodates up to 3 nested urns, 8 soft urns, or 10 to 15 sets of commingled remains. Like a columbaria unit, each vessel is owned by the Cemetery, which sells families a right-of-interment for its use.

Typically, the fee for a family vessel includes one opening and closing and one memorial plaque when purchased. For subsequent interments, the family is charged an additional opening and closing fee, and a fee for additional memorial plaques or engravings. Cemetery operators approve the size, design, and content of the plaques inscriptions.

Family vessels are intended as a premium cremation option and have been placed in several cemeteries in Canada including at Royal Oak Burial Park, Victoria (BC), Kelowna Memorial Park, Kelowna (BC), and in the Town of Slave Lake Cemetery, Slave Lake (AB).

Since these vessels are a relatively new offering in North America, the introduction of family vessels would require marketing to increase awareness. As such, family vessels should be installed in phases, beginning with one or two display units placed in the Cemetery.

Ossuaries + Scattering Services

An ossuary is a container used to hold the co-mingled cremated remains of community members. Ossuaries can be above or below-ground.

It is common for an in-ground ossuary to be installed in a scattering garden, allowing for a portion of the cremated remains to be scattered and the remainder to be placed in the ossuary. Ossuaries and scattering gardens often include associated memorial walls.

Memorialization without Interment

With increasingly mobile population, many families are choosing not to inter cremated remains of a family member in a local cemetery. This memorialization option enables a person to be memorialized at their community's cemetery, while their remains may be interred or scattered elsewhere.

Companion Burial Lots

There are two principle types of Companion Burial lots:

- Companion Lot for full-body burial; and
- Companion lots for in-ground cremation.

Companion Lots for full-body burial typically include between two and four lots side-by-side. Companion lots for in-ground cremation could be group in a square or rectangular configuration. Companion Lots are often defined by flowering shrubs and trees, and a bench is often sited close-by for family and friends who visit the Lot. Flat or upright markers can be placed on each individual Lot, or a single larger marker can be used to memorialize family members.

This interment type is a premium option and likely to appeal to a limited number of families. Non-the-less it is in an important component as part of the wide spectrum of interment and memorialization options offered to families..



Figure 39: Ossuary, Source: LEES+Associates



Figure 40: Memorial Wall, Lake View Cemetery, Cold Lake, AB (under construction), Source: LEES+Associates

Marker Placement

The City of Lloydminster team has expressed a common complaint is in regards to the marker size. The size restrictions do not allow for all the names of those interred in a lot to be on the monuments.

Large monuments can be troublesome to work around an can take away from the aesthetic. The Cemetery should continue to have size restriction, but should consider allowing more than one monument on a lot. A flat marker can be placed at the head of the grave to accommodate extra names. The diagram below show how this could work.

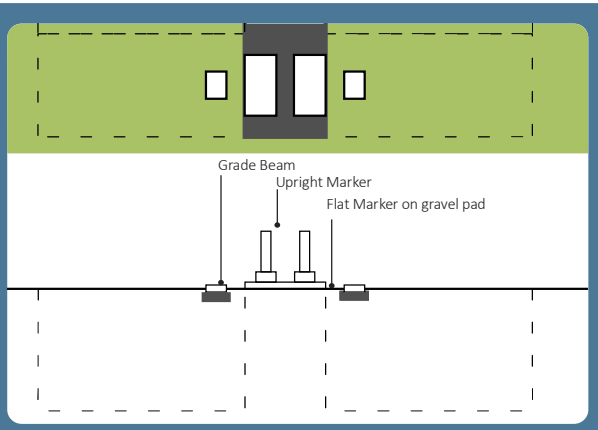


Figure 41: Typical Layout for Additional Markers, Source: LEES+Associates



Figure 43: Natural Burial Grave Side Service Demo, Royal Oak Cemetery, Victoria, BC, Source: LEES+Associates



Figure 42: Communal Marker at Woodlawn Natural Burial Section, Royal Oak Burial Park, Victoria, BC. Source: Wayne Worden



Figure 44: Woodlawn Natural Burial Section, Royal Oak Burial Park, Victoria, BC Source: Wayne Warden

Natural Burial

Natural Burial movement began in Europe in the 1900's and now there are over 300 sites. It is now attracting increasing interest from families across North America. Also known as "natural burial," "country burial," or "woodland burial," natural burial or Natural Burial, is defined as an earth burial. The five key principles of Natural Burial are:

- No embalming;
- A fully biodegradable casket or shroud;
- No use of plastic grave liners or concrete vaults;
- Some form of habitat restoration of the grave site, such a planting with native species, and
- A communal marker made of locally sourced and natural materials.

Jewish and Muslim communities are two examples of religious groups that have traditionally interred the deceased according to Natural Burial practices. Most recently, the Catholic Church has begun to actively embrace natural burial.

Families across North America are increasingly seeking environmentally sustainable products and services, including from within the bereavement sector. Natural Burial often appeals to those that would otherwise not choose to be interred in a conventional cemetery. An increasing number of cemeteries are now offering Natural Burial interment options, either in a dedicated section with full habitat restoration, or within the cemetery without the on-site habitat restoration component.

Many people have heard of Natural Burial and are interested in this form of interment. Marketing and promotion of a Natural Burial service can be used to raise the profile of the cemetery in the community. Media and social network sites are especially attuned to stories about Natural Burial. The Green Burial Society of Canada or GBSC (http://www.greenburialcanada.ca/) is a non-profit organization who offers a certification program to qualifying service providers and lists the Canadian cemeteries currently offering Natural Burial. There is an opportunity for Lloydminster Cemetery to be the first cemetery to be certified in Saskatchewan.

Mausoleum Crypts

A Mausoleum is an above ground structure that contains crypts for above ground full-body interment. This is generally an expensive premium offering and typically requires some form of business case analysis to ensure that there is a market for this form of interment before installing at a cemetery.

Secular and Denominational Burial Sections

Lloydminster Cemetery is a secular inclusive municipal cemetery. Each section is named with letters (Section A to Section N) and does not have burial sections by religious denomination.

Some municipal cemeteries provide burial sections based on faith where historically there has been sufficient need from families in a community. Religious and ethic groups who may require designated burial sections based on their faith and beliefs, include, but are not limited to:

- Muslim;
- Chinese;
- Russian Orthodox, and
- Roman Catholic

Municipal cemeteries are by their nature open to all. This combined with a more sectoral society means that new burial sections in municipal cemeteries are often named to reflect something related to the local landscape. For example:

- Birch Section;
- Maple Section, or
- Aspen Section.

Alternatives to naming sections after features of the local landscape are to simply name sections alphabetically.



Figure 45: Mausoleum Companion Crypts, Kelowna Cemetery, BC. Source: LEES+Associates



Figure 46: Muslim Section, Royal Oak Cemetery, Victoria, BC. Source: LEES+Associates



Figure 47: Quibla Stone, Woodlawn Cemetery, Fort McMurray, AB. Source: LEES+Associates



Recommendations

To align Lloydminster Cemetery with best practices in cemetery services and communicate The City's commitment to delivering enhanced value to the community, it is recommended that Lloydminster:

- Increase products and services diversity;
- Fees and Charges
- Improve cemetery administration and operations, and
- Develop a marketing and promotion strategy.

Increase Products and Services Diversity

Given the site's characteristics, standard regional offerings and current market trends, Lloydminster should prioritize developing and adding the following products and services:

- Additional columbaria niches;
- Additional in-ground cremation lots;
- Additional full-body burial lots;
- Natural Burial;
- Burial areas to serve specific interment requirements i.e. Muslim burial;
- Provide temporary shelter and/or a warming hut for families to use as refuge against the elements when on site for a grave side service;

Fees and Charges

To meet best practices a Pricing Strategy should be developed, and moving forward, the Cemetery should charge for scattering rights. Other items included in a pricing strategy include: price bench marking study, a financial review, and price increase plans.

Improve Cemetery Administration and Operations

Lloydminster should prioritize improving the following services by:

- Ensuring the Cemetery is equipped appropriately- for example, the Cemetery should have its own lowering devices and greens, in order to serve families who choose not to use a funeral home.
- Ensure families coming to the City Hall for purchasing cemetery services have access to an appropriate private meeting space for sensitive discussions and an individual trained in working with grieving families.
- Creating systems to help staff better support families or individuals that need support on-site, and to provide those individuals with information to more easily access help they may need (e.g. solo elderly individual burying spouse). Connect them with social services such as the Walking Through Grief Society.
- Developing an training manual for maintenance and administration staff to ensure that staff are properly trained and comfortable fulfilling their job requirements.

Increase Marketing and Promotion Strategy

The City should work to raise the overall public awareness of the Cemetery with the aim of increasing the number of families it serves.. This can be done by:

- Developing a social media page for the Cemetery. Add links to the Cemetery website and Facebook pages to the Lloydminster Archives.
- Posting updates on the social media page including:
    - The City lowering flags at the Cemetery, City Hall and other municipal locations in remembrance of protective services.
    - Announce upcoming protective services commemorative events.
    - Promote Cemetery events.
- Partner with a representative of Lloydminster Archives and Friends of the Regional Archives to develop a program to celebrate and promote the heritage and historical value of the Cemetery (public education and community awareness effort in raising the profile of the Cemetery). These could include:
    - Hard copy brochure celebrating the stories of interesting people buried at the Cemetery;
    - Develop a guided heritage tour of the Cemetery led by Archivists and Volunteers from Lloydminster Archives and the Friends of the Lloydminster Regional Archives);
    - Interpretation of the Cemetery landscape including the unmarked graves area;

- Indigenous heritage connected with the Cemetery, done in collaboration with Indigenous communities;
- Interpretation of early historical black settlement (Shiloh Baptist Church and Cemetery) and individuals buried in the Cemetery (Must be done in collaboration with subject experts/community decedents, such as the Shiloh Baptist Church and Cemetery Restoration Society);
- Provide hard copy tour map and cemetery heritage brochures at the Cemetery kiosk. Provide a version of this map for available for download via the Cemetery web page;
- Develop an online, self-guided tour through Stone Orchard;
- Ensure cemetery book is updated twice a year and kept at the Cemetery kiosk;
- Develop interpretive signage panels for installation at key location;
- Undertake a research project for the section of unmarked graves – reconciling records and geolocating graves – as far as possible, and
- Promote cemetery events on the Cemetery website and on the City's general events calendar. Create a simple and manageable events program by starting with one or two events such as Easter Day or an Ice Candle festival.

• Cemeteries are a valuable historic resource and act as an archive; preserving information about the people of the community. It is recommended that historic interpretation signage is installed at notable graves and locations in the cemetery to contribute to telling the history of Lloydminster.
  - A fence, gate and gate should be installed around the unmarked grave section. Interpretive signage telling the story of the area should also be installed.



Figure 48: Private Meeting Space for Cemetery Sales, Mountain View Cemetery, Vancouver, BC, Source: Amanda Bullick



Figure 49: Interpretive Signage, Source: Unknown



Figure 50: Typical Interpretive Signage Section, Source: LEES+Associates

Chapter 6: Development Plan

The Lloydminster Cemetery currently has 5- 10 years of in-ground cremation and casket burial inventory, and 2- 3 years of columbaria niches. The Development Plan and recommendations have been created primarily in response to the need to provide:

- Additional interment inventory via:
  - Development of new burial areas, and
  - Maximization of additional interment inventory through an infill strategy.
- A holistic site wide plan for future cemetery expansion, that works in conjunction with the Northeast Area Structure Plan.

The recommendations and proposals set out in this section and previous sections are incorporated into the Concept Development Plan. Diagrams to reference through this chapter include:

- The Northeast Area Structure Plan on page 42;
- The Concept Development Plan on page 43, and
- The Interment and Memorialization Plan on page 44

An alternative Concept Development Plan showing a larger storm water mitigation pond is located in Appendix G: Concept Development Plan- Alternate Option.

This chapter of the report is organized under the following headings:

- **Cemetery Context within the Northeast Area Structure Plan;**
- **Cemetery Concept Development Plan;**
- **New Burial Areas:**
  - Expansion Area A;
  - Expansion Area B, and
  - Expansion Area C.
- **Cemetery Wide Improvements:**
  - Wayfinding Strategy;
  - Landscape Management Strategy;
  - Water Mitigation Strategy;
  - Physical Enhancement Strategy, and
  - Infill Strategy.

Cemetery Context within the Northeast Area Structure plan

The Northeast Area Structure Plan (ASP) identifies lands for the future cemetery expansion, refer to Figure 52.

The Cemetery Concept Development Plan on page 43 shows the vision for the physical development of the Cemetery including the proposed Future Cemetery Expansion lands identified in the Northeast ASP.

The ASP shows significant proposed residential development along the northern boundary of the Cemetery expansion lands, and the proposed upgrade to 54th street to a 4-lane collector road on the western boundary of the Cemetery. The Cemetery Concept Plan proposes a range of recommendations designed to protect the Cemetery from the impacts of future surrounding development.

Cemetery Concept Development Plan

Key objectives of the Concept Development Plan are:

- To ensure that the City can provide cemetery services to Lloydminster residents for decades to come;
- To integrate future burial expansion areas as part of the holistic cemetery experience;
- To create a 'destination' memorial parkland that can be implemented in phases;
- To develop a interment and memorialization plan that can be adapted to meet the future needs of families as they change over upcoming decades;
- To create a strong landscape buffer to protect the Cemetery and visiting families from adverse impacts arising from future planned surrounding development;
- To enable compatible recreation uses such as walking, cycling and wildlife watching, as well as future celebrations, events and programs such as Mothers Day, and
- To create a memorial parkland landscape that provides park like amenities to families and future neighbouring residents.

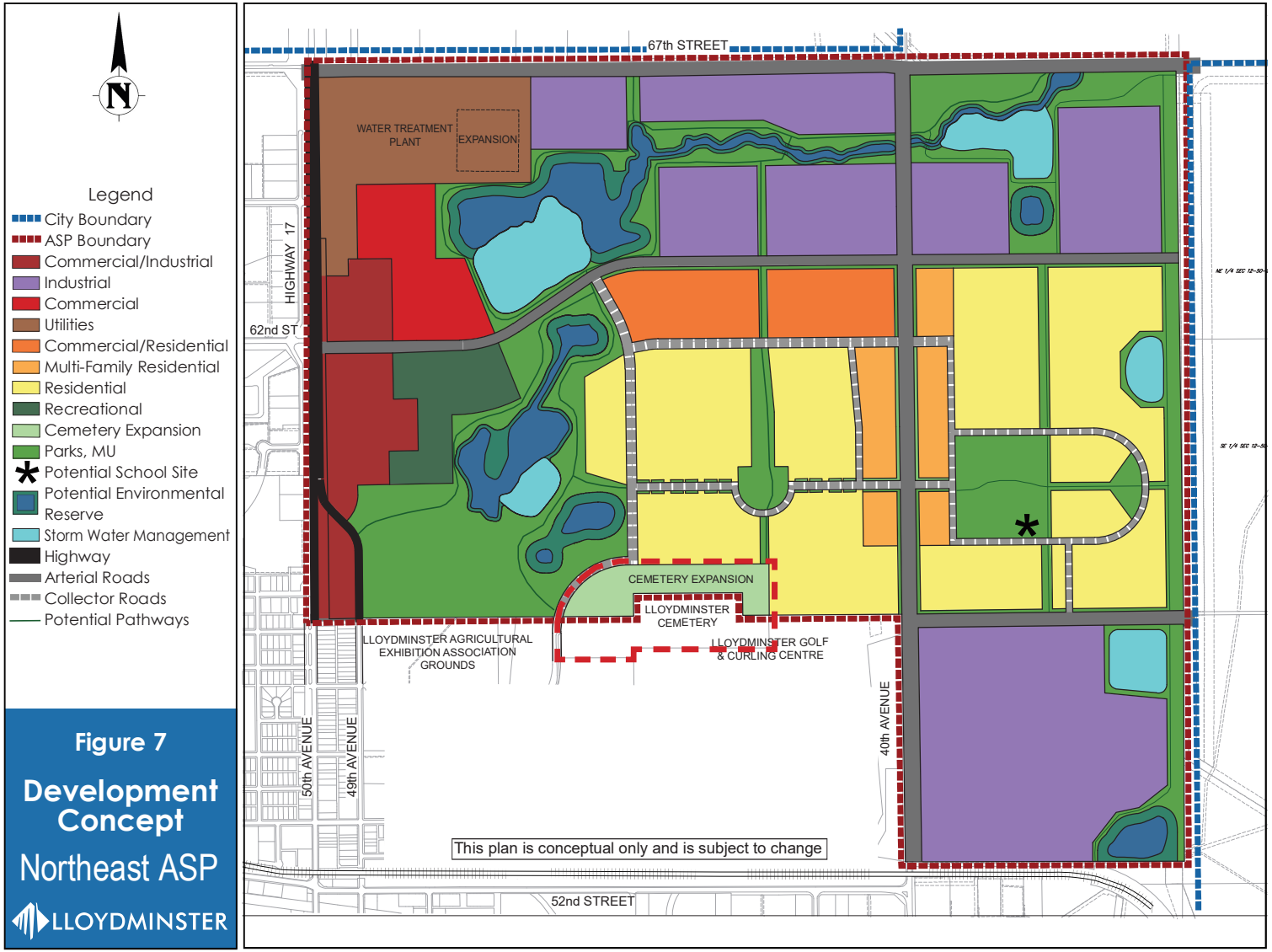
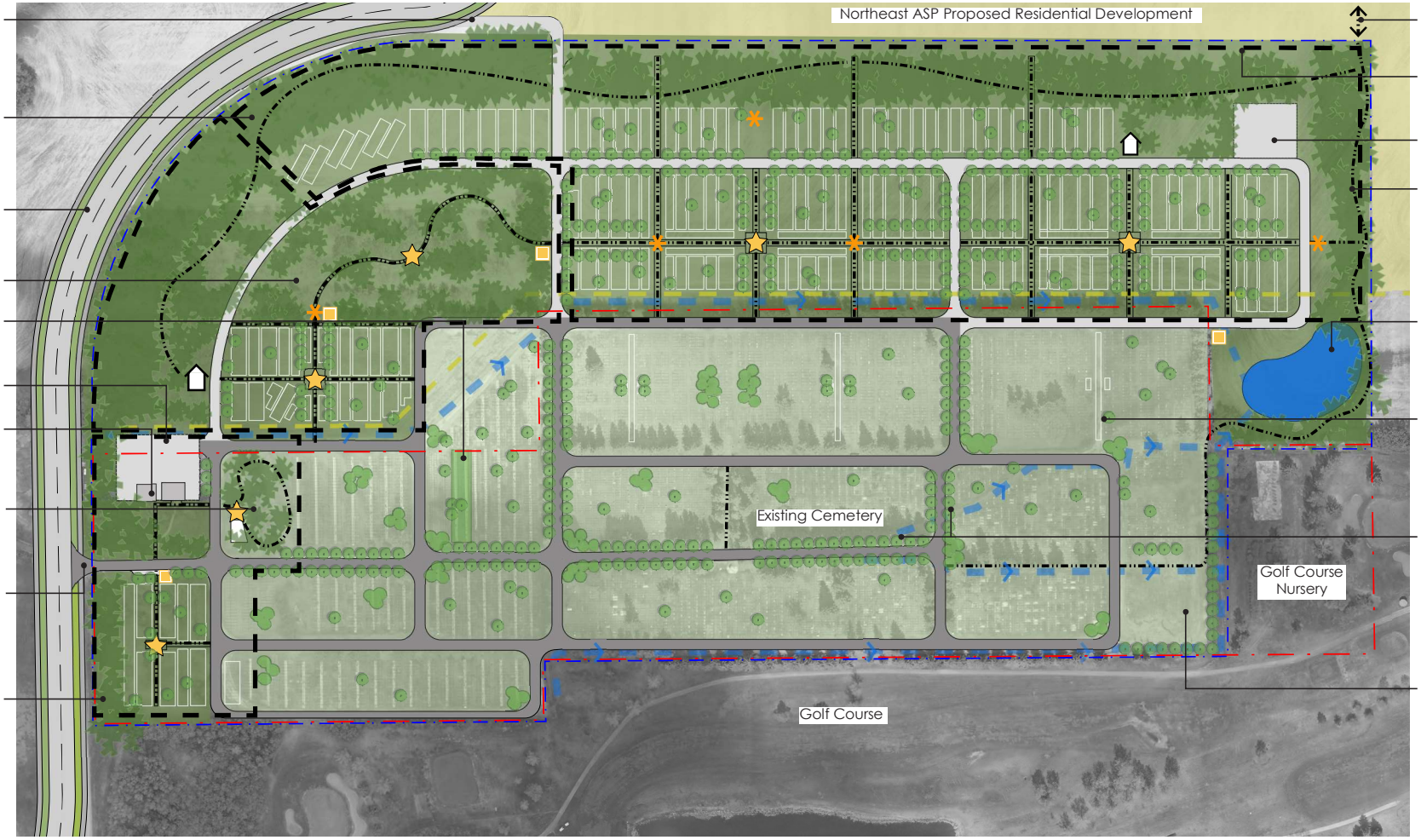


Figure 51: Taken from the Northeast ASP Plan, Source: City of Lloydminster, Scale: NTS

Concept Development Plan

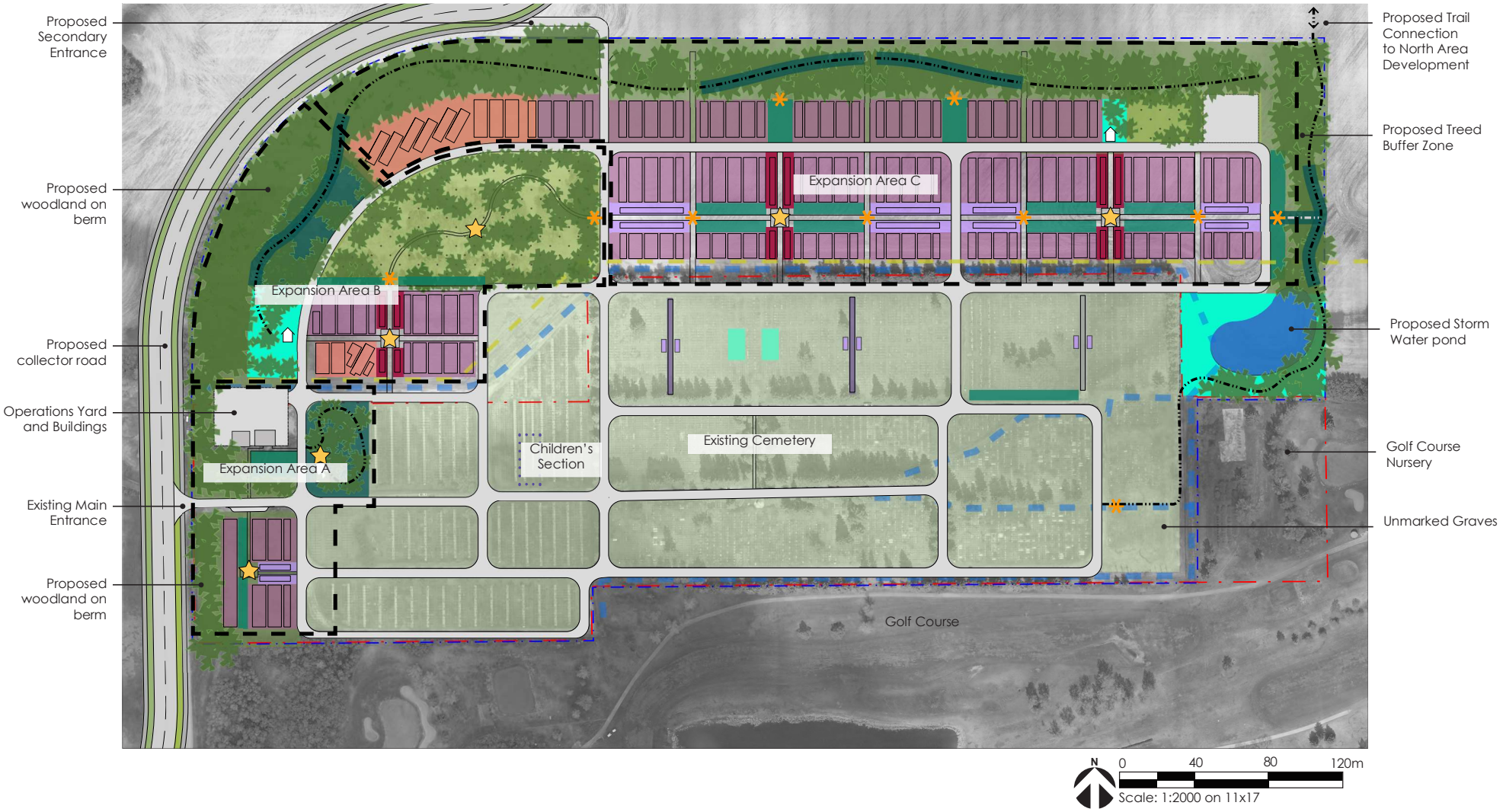


Legend

Existing Elements
- Property Line
- Abandoned Pipeline
- Driveways

Proposed Elements
- Property Line
- Swale
- Pedestrian Pathways and Trails
- Driveways
- Woodland Buffer
- Allée/Specimen Trees
- Clumps of Specimen Trees
- Information Kiosk / Map
- Gathering Space
- Information Kiosk / Map
- Gathering Space
- Warming Hut

Interment and Memorialization Plan



Legend

Existing Elements
- Existing Property Line
- Abandon Pipeline

Proposed Elements
- Proposed Property Line
- Muslim Burial
- Full Body Companion Lots
- In-ground Cremation Companion Lots
- Full Body Burial + In-ground Cremation
- In-ground Cremation
- Natural Burial
- Cremation Garden
- Scattering Garden
- Memorial Walk
- Pedestrian Trails
- Gathering Space
- Warming Hut
- Place of Interest / Node
- Swale

New Burial Areas

There are three undeveloped areas identified for potential expansion:

- Expansion Area A: land that is currently within the existing cemetery boundary;
- Expansion Area B: land that has been allotted for cemetery use in the Northeast Area Structure Plan, and
- Expansion Area C: land that has been allotted for cemetery use in the Northeast Area Structure Plan.

This Interment and Memorization plan has been informed by the findings from the previous chapters to determine the types of interment and memorization that will likely meet the needs of Lloydminster and area families. The Interment and Memorization plan is a flexible plan that will enable the Cemetery Team to adopt to changing preferences of families over upcoming decades. The site wide Interment and Memorialization Plan is on page 44.

Expansion Area A

The proposed Expansion Area A of Lloydminster Cemetery is in direct response to:

- The immediate need to provide additional columbaria niches, full-body burial, in-ground cremation burial;
- Projected community in-ground interment demand for the next 10 years, and
- Projected community cremation niche demand for the next 30 years.

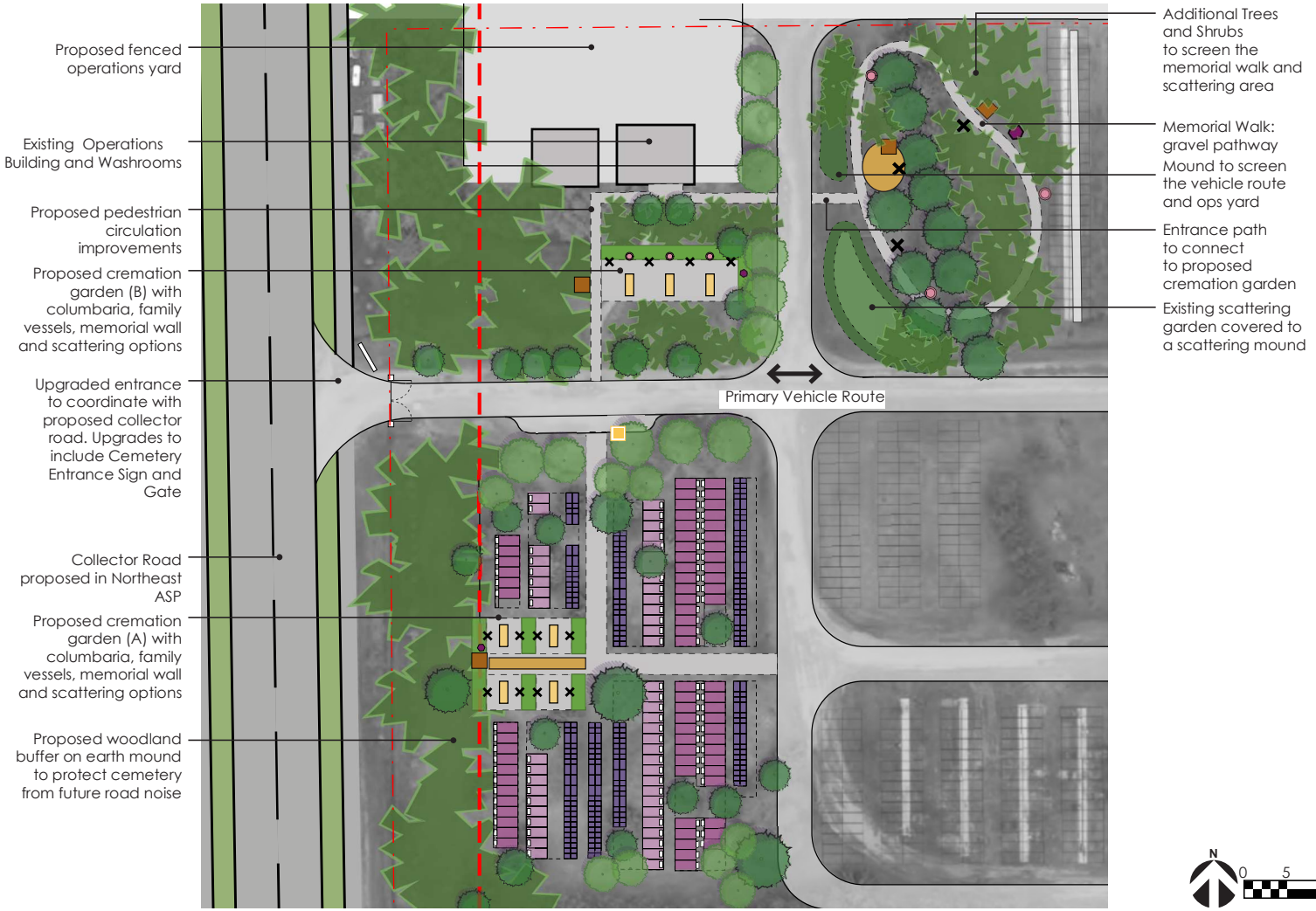
Design Concept

The concept for Expansion Area A is to offer and immediate solution to the need for more columbaria niches, in-ground cremated remain lots and the need for more interment and memorialization options.

The design concept includes:

- A mix of full-body burial and in-ground cremation interment;
- Cremation Gardens that offer a mix of interment options for cremated remains including:
    - Columbaria niches;
    - Memorial Walls;
    - Family Vessels, and
    - Scattering Gardens with an ossuary.
- The use of mature trees to enhance the landscape character, and
- Enhancements to existing features such as the entrance and scattering garden to give a good first impression to families entering the Cemetery.

Expansion Area A Interment and Memorialization Plan



Scale: 1:500 on 11x17

Legend

- Property Line
- 30m Setback from Center Line
- Existing Trees to Remain
- Proposed Specimen Tree
- Proposed Forest Areas
- Scattering Garden
- Gathering Space
- Information Kiosk anc
- Family Vessel
- Ossuary
- Memorial Wall
- Seating
- Full Body Burial Lot with Upright Marker
- Full Body Burial Lot with Flat Marker
- In-ground Cremation Lot

Typical In-ground Interment Layout

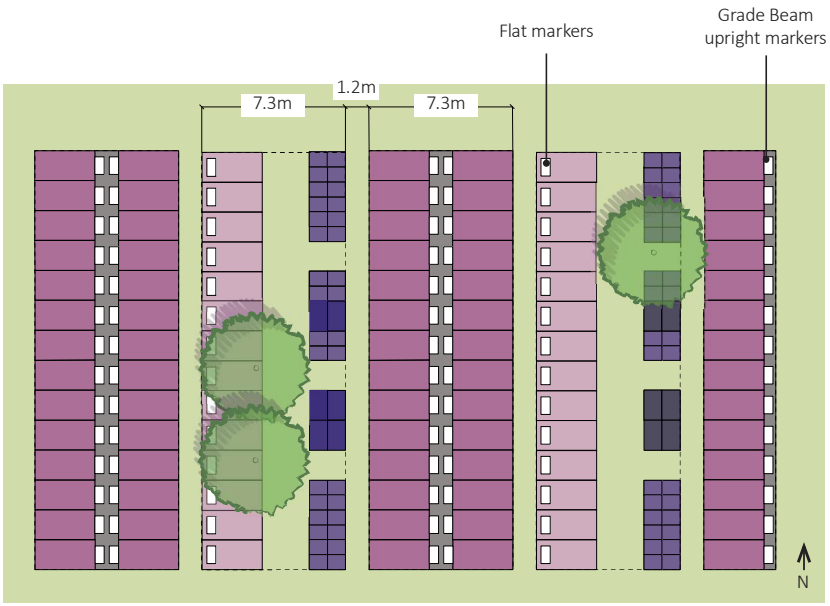


Figure 52: Typical In-ground Interment Layout Plan- Mix of Cremation and Full-body, Source: LEES+Associates
Scale: NTS

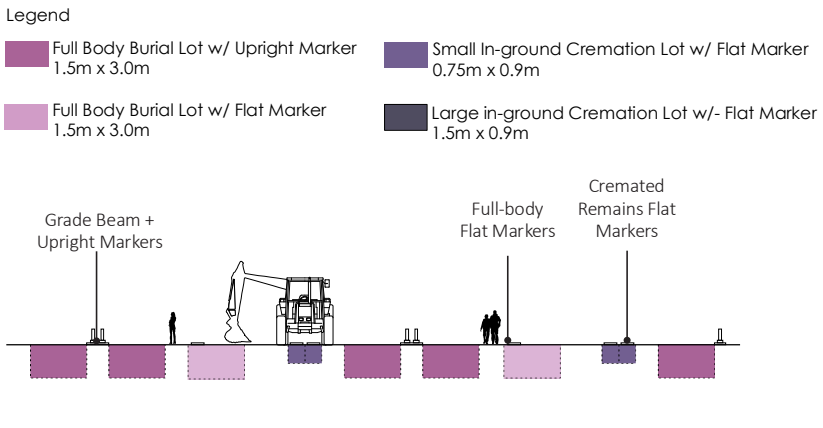


Figure 53: Typical In-ground Interment Layout Section, Source: LEES+Associates
Scale: NTS

In-ground Interment

The layout of the in-ground interment area is designed to accommodate a range of interment options, allowing family members to be buried in close proximity to each other no matter what interment method they favour.

The in-ground lot layout alternates between upright and flat markers, to allow for large equipment to access all the areas. Grade beams are used for upright markers, but alternative methods are to be considered for areas that allow only flat markers. The spaces left between blocks offer pathways for families to stand and walk. These areas can be used for future infill in order to prolong the life of the Cemetery.

Select healthy and mature trees are to remain, and new trees are to be planted throughout the burial areas to keep consistency with the existing landscape character, and to avoid an open expanse of headstones.

Figure 53 and Figure 54 show a typical layout for in- ground interment. For alternative interment block layouts, refer to Appendix F: Alternative Interment Block Layouts. This layout method is not currently used at the Cemetery. It is recommended that a portion of Expansion Area A is laid out in this method to test the uptake from families and if it works with the Cemetery's maintenance and operation protocols.

Cremation Gardens

Additional columbaria units added to the Cemetery should be incorporated as part of the cremation gardens, and should not be stand alone units. Expansion Area A Plan shows two proposed locations for a cremation garden.

Each location will have its own unique design that is specific for the location, allotted land and the current market demand. However, each cremation garden should follow the recommended design principles including:

- Offer a diverse range of interment and memorialization options, including Columbaria Niches, Scattering Gardens, Family Vessels and Memorial Walls;
- Accessible pathways;
- Ample seating;
- Appropriate vegetation, including plants tolerant of cremated remains in scattering beds;
- Gathering spaces for small celebrations of life;
- Columbaria materials and colours that jibe with the Lloydmisnter Cemetery landscape and are consistent throughout the Cemetery;
- Columbaria units should face east-west if possible so both sides receive some sunshine, and
- Columbaria units should all be two sided.

Columbaria Phasing Recommendations

Lloydminster Cemetery will need new columbaria units in the next 2- 3 years. Installing a cremation garden with columbaria units should be a top priority. The proposed Cremation Garden A included in Expansion Area A shows four columbaria units, however these do not need to be installed all at the same time, and can be installed on an as need basis. The foundations and landscaping around the columbaria should all be done at the same time as the first columbaria installation.

Existing Scattering Garden Upgrade

It is recommended that the following upgrades to the existing scattering garden are completed:

- Enhance the area with landforms and trees and shrubs to create a sacred place and screen from passing vehicles;
- Create a memorial walk;
- Add an ossuary, and
- Add a memorial wall.

Main Entrance Upgrades

With the prospect of a 4-lane collector road being constructed along the Cemetery frontage, the City will need to remodel the main entrance to the Cemetery. This represents an important opportunity to improve the entry experience for families and visitors. Upgrades should include new entry gates, surface materials, cemetery entry sign, and vegetation. It is recommended that these upgrades are completed as part of the construction of the collector road.

A 30 foot offset from the center line of the of the potential collector road is shown on Expansion Area A Interment and Memorization Plan to abide by standard provincial collector road offsets. To protect the Cemetery from the noise and views of the collector road, the City should develop a strategy to implement treed mounds to act as a sound buffer. This treed mound should wrap around the property boundary into Expansion Area B and C to protect the Cemetery from future development.

Upgrades to the entrance that can be done immediately include:

- Replace the industrial cemetery sign with one that better suits the character of the Cemetery;
- Resurface the roads with asphalt;
- Add a flush curb to the road and pullout by the information kiosk, and
- Add more trees and shrubs to develop the main processional route into the Cemetery.



Figure 54: Section A: Schematic Scattering Garden Upgrades, Source: LEES+Associates
Scale: N.T.S



Figure 55: Cremation Garden, Boundary Bay Cemetery, Delta, BC, Source: LEES+Associates

Operations Yard Upgrades

The current operations yard is spread out over a large area and is partially fenced. Part of the operations yard is on borrowed land that will eventually have to be surrendered to the development of the collector road. For security and aesthetic purposes, it is best practice for cemetery operations yards to be enclosed by a fence. This will screen the operations yard from the main entrance and enhanced scattering garden area.

Expansion Area B and C

Design Concept

Burial Expansion Areas B and C represent the opportunity to create a cohesive memorial parkland. The concept for Expansion Areas B and C is to establish a flexible interment and memorialization plan that can be developed in phases so it can adapt to the needs of Lloydminster and area residence over the next 150 years.

Interment and Memorialization

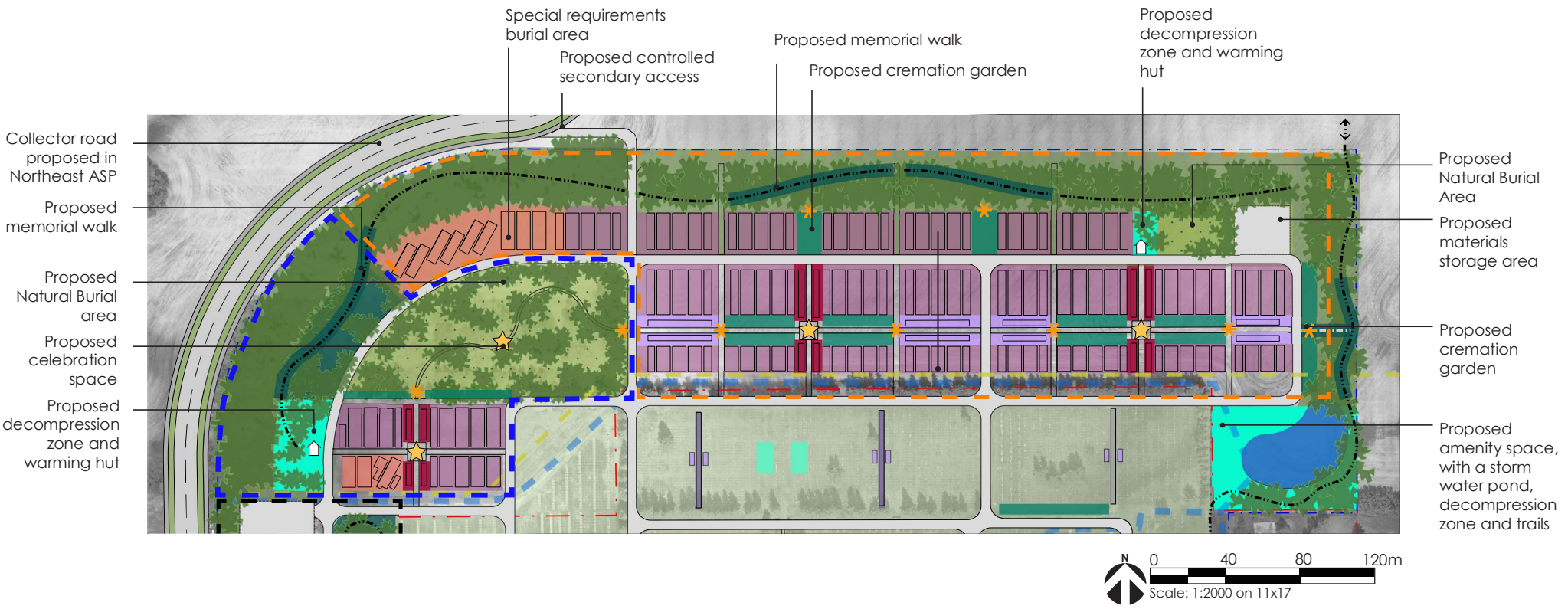
It is proposed that a wide range and mix of interment and memorialization options are provided as part of each phase of development. With cremation rates continuing to rise towards 90% of all deaths, it will be important to include a variety of cremation options. The mix of options proposed includes:

- Full-body casket burial areas including:
    - Single depth full-body casket lots, and
    - Companion lots.
- Cremation Gardens including:
    - In-ground cremation;
    - Columbaria niches;
    - Family Vessels;
    - Scattering options;
    - Ossuary, and
    - Memorial boulder walk.
- Special requirement burial areas (e.g. Muslim burial);
- Natural Burial areas, and
- Memorial Walls.

In addition, the following elements are recommended to support families visiting the Cemetery:

- Decompression areas;
- Gathering areas, and
- Warming huts.

Expansion Area B and C Interment and Memorialization Plan



Legend

- Expansion Area B
- Expansion Area C

Existing Elements

- Existing Property Line
- Abandon Pipeline

Proposed Elements

- Proposed Property Line
- Muslim Burial
- Full Body Companion Lots
- In-ground Cremation Companion Lots
- Full Body Burial + In-ground Cremation
- In-ground Cremation
- Natural Burial
- Cremation Garden
- Scattering Garden
- Decompression Zones
- Memorial Walk
- Pedestrian Trails
- Gathering Space
- Warming Hut
- Place of Interest / Node
- Swale

Phased Development

It is recommend that Area B is developed in phases as Area A is nearing capacity to provide a further 50 years burial inventory. As Area B is nearing capacity it is recommended that Burial Area C is developed in phases to provide a further 100 years of capacity.

In-ground Interment

Similar to the key characteristics of the in-ground interment in Expansion Area A, this section will host in-ground interment that is designed to accommodate a range of interment options, and burial sections that alternate between upright and flat markers.

Grade beams are to be used for upright markers, but alternative methods are to be considered for areas that allow only flat markers. The spaces left between blocks offer an area for families to stand and walk. These areas can be used for future infill in order to prolong the life of the Cemetery.

Figure 57 shows a typical layout of the in-ground interment with 90% cremation lots. For alternative interment block layouts, refer to Appendix F: Alternative Interment Block Layouts.

Special Requirement Areas - eg. Muslim Burial Area

Some members of the community have specific burial requirements. In order to be inclusive and responsive to the community's needs, Lloydminster Cemetery is encouraged to consider requests that require some adaptations to the existing layouts. One of the groups in the local community that require unique considerations for burials is the Muslim community. The graves in a Muslim burial are oriented to the shortest route to Mecca and may include a Qibla (prayer) stone and a memorial wall. Initially a smaller section within this area can be dedicated, and later expanded to meet future demand from the Muslim Community.

Companion Lots - Full-body and Cremated Remains

Companion lots will be a new, premium interment option for Lloydminster Cemetery. These lots offer larger families the option to be buried in the same lot. The Companion lots will flank main pedestrian pathways. They will be distinguishable from other lots by the hedge row behind the markers and tree planting at every or every other grave.

Full-body companion lots should allow up to two full-body burials and eight cremations. Full-body burials are side by side, not double depth.

Cremated remains companion lots should allow up to eight cremations. Companion

Typical In-ground Interment Layout



Figure 56: Typical In-ground Interment Layout- 90% Cremation, Source: LEES+Associates
Scale: NTS

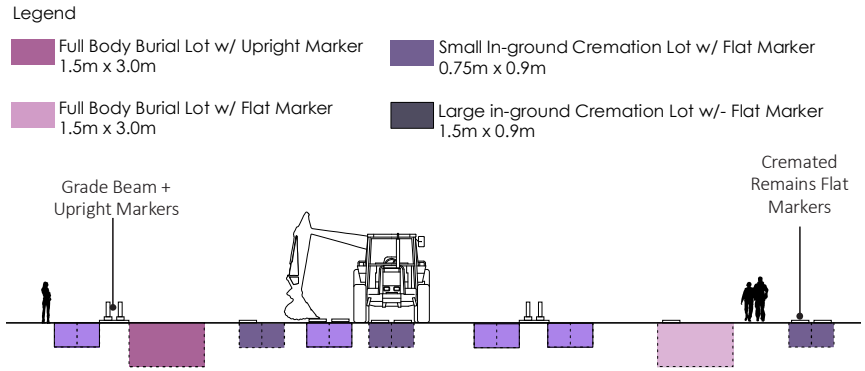


Figure 57: Typical In-ground Interment Layout Section- 90% Cremation, Source: LEES+Associates
Scale: NTS

Companion Lots

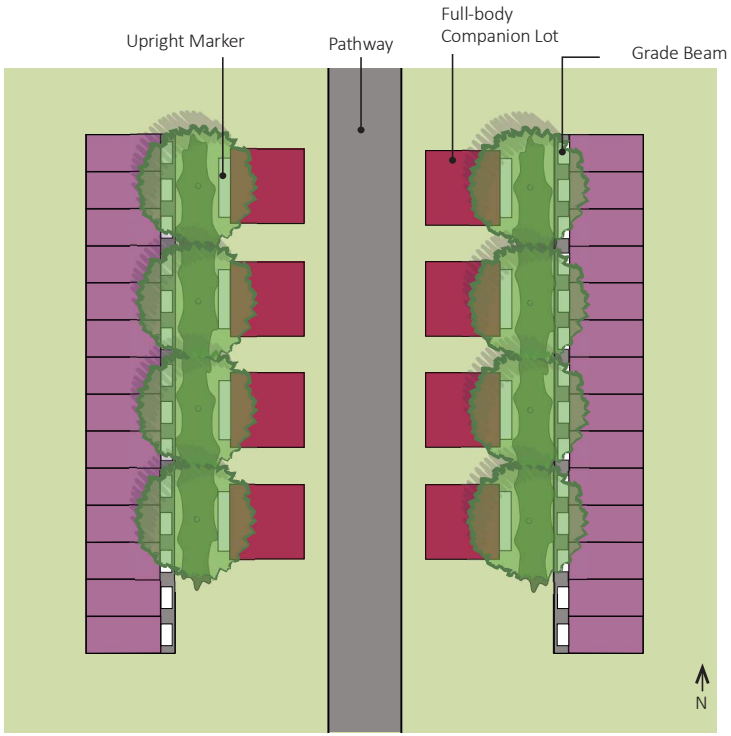


Figure 58: Typical Full-body Companion Lots Plan, Source: LEES+Associates
Scale: NTS

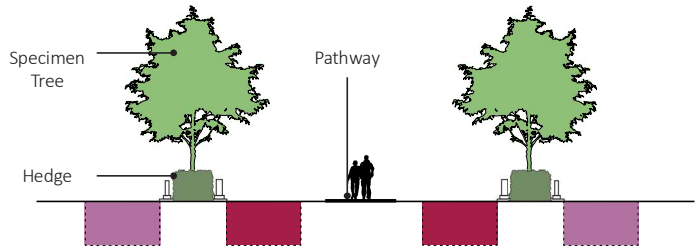


Figure 59: Typical Full-body Premium Companion Lots Section, Source: LEES+Associates
Scale: 1:200 on 11x17



Figure 60: Typical Cremation Premium Companion Lots Plan, Source: LEES+Associates
Scale: NTS

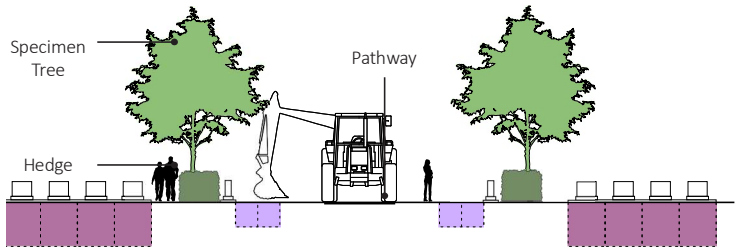


Figure 61: Typical Cremation Premium Companion Lots Section, Source: LEES+Associates
Scale: 1:200 on 11x17



Figure 62: Mowed Path in Meadow, Source: Unknown



Figure 63: Natural Burial Marker, Ramsey Creek Preserve, South Carolina, Source: Tom Bailey



Figure 64: Natural Burial Welcome Figures, Denman Island Natural Burial Cemetery, British Columbia, Source: unknown

lots should allow slightly larger markers than the rest of the Cemetery in order to fit all the names.

It is recommended that a limited amount of inventory is provided as part of a first phase to test out demand for these options typical layouts for the full-body companion lots and cremated remains companion lots are on page 52.

Natural Burial

Concept

The proposed Natural Burial section is in response to the emerging need to provide sustainable methods of interment. The design concept for the Natural Burial Section is to create a distinct and beautiful native landscape character consisting of gladed prairie meadow burial areas set within the surrounding trees. A formal gravel pathway meanders through the Natural Burial Section supported by informal pathways mown through the meadow. A central gathering space with a dolmen table provides families with the opportunity to visit regularly and remember.

Interment

The Natural Burial Section will offer single depth, full-body interment in a simple biodegradable casket or burial shroud, and a communal marker for each burial area for names of those interred in the area.

Phase 1

It is recommended that the first phase of approximately 30 - 50 Natural Burial lots are developed. Depending on popularity of this option, additional phases of Natural Burial can be developed. If this interment option does not gain traction in Lloydminster the alloted area can be used as traditional burial or as a decompression zone or amenity space.

Some initial maintenance will be required, including removal of dead and sick trees and the planting of new trees and shrubs to create the desired landscape character.

NATURAL BURIAL CONCEPT PLAN



Legend
- Celebration of Life Gathering Space
- Place of Interest / Node
- Formal Gravel Path
- Informal Mowed Path
- Communal Marker
- Burial Lot
- Meadow
- Existing Trees Enhanced with New Structure Planting

Figure 65: Natural Burial Interment Diagram, Source: LEES+Associates
Scale: 1:1000 on 11x17

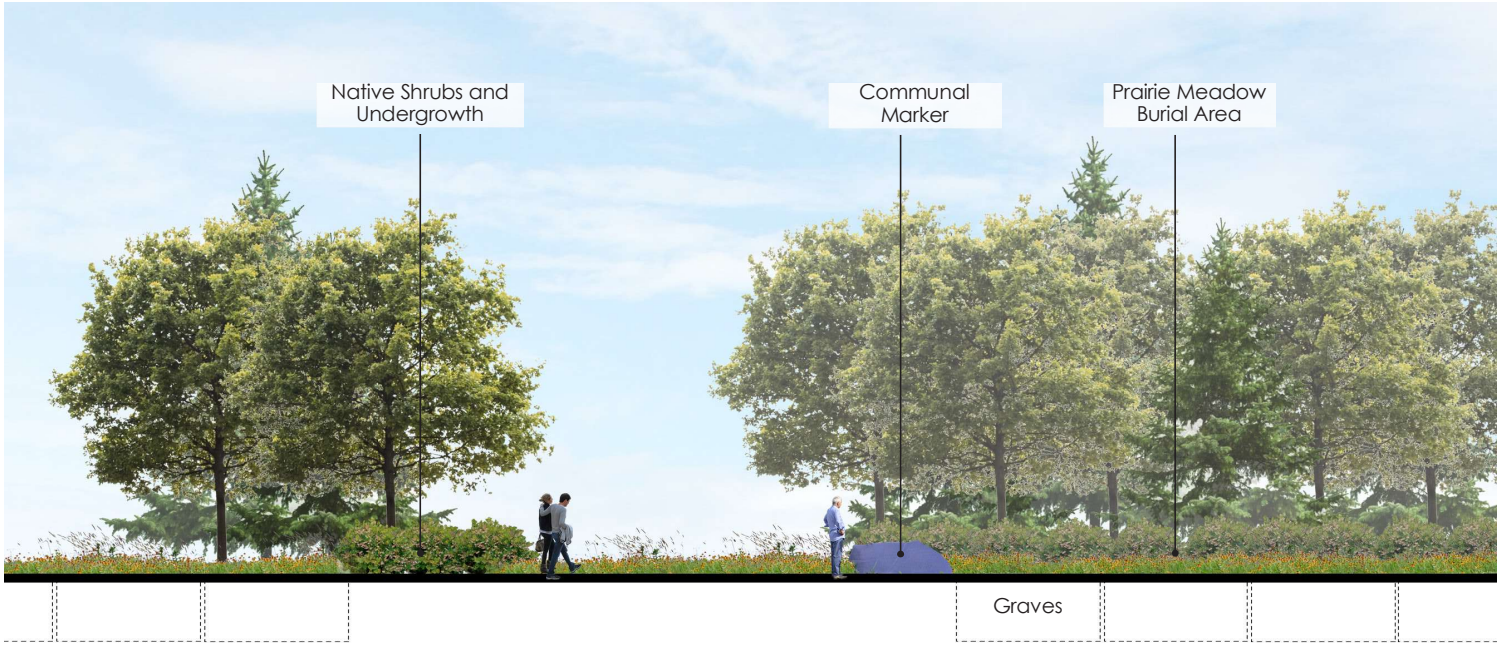


Figure 66: Natural Burial Interment Illustrative Section, Source: LEES+Associates
Scale: N.T.S



Figure 67: Example of a Memorial: Render for Town of Cochrane Cemetery Nature Walk, Source: LEES+Associates

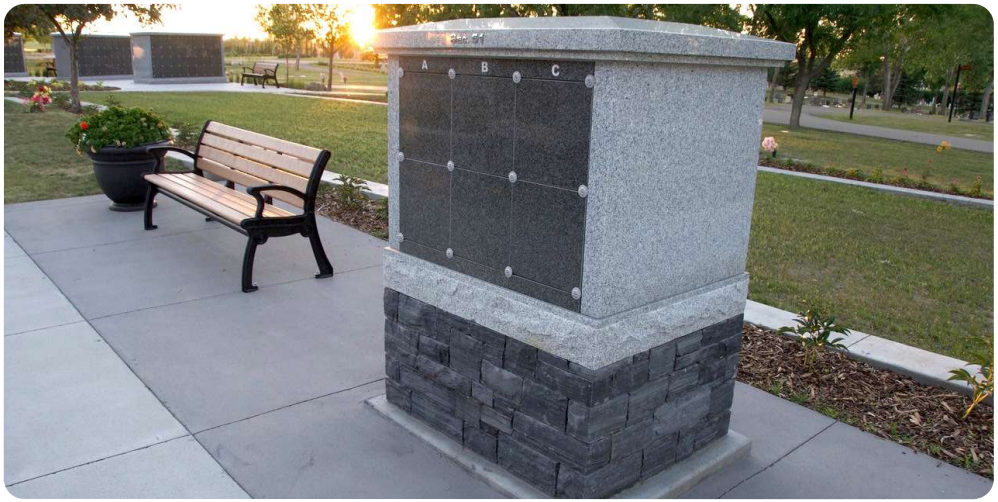


Figure 68: Family Columbaria, Okotoks Cemetery, Alberta, Source: LEES+Associates

Cremation Gardens

Cremation Gardens in Area B and Areas C should follow the same design principals as the cremation gardens in Area A. This includes

- Site specific design to optimize use of existing trees and views;
- Offer a diverse range of interment and memorialization options, including Columbaria Niches, Scattering Gardens, Family Vessels and Memorial Walls;
- Accessible pathways;
- Ample seating;
- Appropriate vegetation, including plants tolerant of cremated remains in scattering beds;
- Gathering spaces for small celebrations of life;
- Columbaria materials and colours that jibe with the Lloydminster Cemetery landscape and are consistent throughout the Cemetery;
- Columbaria units should face east-west if possible so both sides receive some sunshine, and
- Columbaria units should all be two sided.

Memorial Walk

The design concept of the proposed memorial walk is to utilize the treed and mounded buffer around the Cemetery property line that is designed to screen and protect the Cemetery from the proposed collector road and Northeast ASP development. This land will not be suitable for in-ground interment, however memorial walks can be established throughout the treed area to make this land revenue generating.

The meandering pathway spans the Cemetery boundary, with sections being devoted to memorializing family members with memorial walls, boulders and benches. Along the memorial pathway there is also family vessels, small columbaria units and cremated remains scattering opportunities.

The memorial pathway is broken into sections to allow decompression zones and areas for art installation. This path should ultimately offer connections to the pathways system in the Northeast ASP.

Decompression Zone and Warming Hut

Cemeteries are as much a space for the living as they are for the dead. Families visit the Cemetery long after a loved one has passed away. The design concept for the Decompression Zone is to offer visitors a space without interment and memorization, to reflect without reminders of death.

The decompression zone includes a forested area with meandering pathways, seating, opportunities for art installation and a warming hut. The intention is for the warming hut to offer refuge from the harsh elements to families attending grave side ceremonies.

To test out the public's interest in a warming hut, the Cemetery should first invest in a collapsible tent or temporary structure that can be set up upon request for grave side services. The tent or temporary structure should be compatible with a propane or gas heater to be used in winter months.



Figure 69: Example of a Warming Hut, Castle Provincial Park, AB, Source: https://www.acrockofschmidt.com/2020/07/15/beaver-mines-lake-campground-castle-provincial-park-review/



Figure 70: Example of a Collapsible tent, Source: https://www.elkmountaintents.com/product/yukon-bell-tent/

Cemetery-Wide Improvements

Through the course of the site analysis described in Chapter 2: Site Analysis, a number of cemetery wide improvements were identified. It is recommended that the Cemetery-wide improvements are developed through the following strategies:

- A Wayfinding Strategy;
- Landscape Management Strategy;
- A Water Mitigation Strategy;
- A Physical Enhancement Strategy, and
- An Infill Strategy.

Wayfinding and Signage Strategy

In order to improve the experience of visitors to the Cemetery, and to assist others including Operations Staff and Funeral Directors to undertake their duties more easily, it is recommended that a wayfinding and signage strategy is developed.

Information Signs

Information signs should be placed at the main entrance and other key junctions within the Cemetery. As the Cemetery expands it will be important for information to be readily available to visitors in all areas of the Cemetery. Information signs should enable visitors to easily navigate the Cemetery, find key amenities and burial areas and provide key contact details for Cemetery sales and operational information such as opening and closing times.

Historic Interpretive Panels

Lloydminster Cemetery is historically and culturally significantly important in the evolution of Lloydminster. It is recommended that historic interpretation panels are installed to hightlight the unmarked grave section, other notable graves in the Cemetery and the old wagon route. The information to be conveyed should tie into broader cultural, historical and educational programs supported by the City and organized by cemetery staff.

Signage for Officially Designated Trails and Memorial Walks

It is recommend that Lloydminster Cemetery provide informational signage and maps along the trails that span the perimeter of the cemetery. Once the Northeast ASP is developed, it is possible the Cemetery trails will be used for passive recreation. Signage stating proper etiquette while in the Cemetery will be necessary, as well as maps of connecting City trails.

Vehicular Routes

All areas of the Cemetery are easily navigated with the current vehicular routes. The following elements are recommended for the current vehicular routes to elevate the status of the Cemetery:

- Pave primary vehicle driveways or add concrete curbs to formalize the edge along sections of the primary routes or at key intersections;
- Straighten driveways where possible;
- Tightening up corners where possible;
- Establish wayfinding and orientation landmarks, such as allées of trees along the primary vehicular and pedestrian routes, and
- Upgrade Cemetery driveway surface treatment at key intersections.

The diagram on page 58 shows the hierarchy of vehicle circulation routes proposed for the Cemetery. As the Cemetery expands, additional driveways will be required and a few existing driveways will no longer be needed. Primary routes and secondary routes should be established.

A temporary construction access route is proposed coming off the proposed future Collector Road into the Cemetery the northern boundary of Burial Expansion Area C. This road will reduce the number of large trucks driving through the established cemetery when the expansion areas are under construction. Once constructions is completed this access road should be decommissioned and filled in with planting or converted to a pedestrian pathway.

Circulation and Wayfinding Plan



Legend

- Existing Property Line
- Proposed Property Line
- Primary Vehicle Route
- Secondary Vehicle Route
- Temporary Construction Access
- Decommissioned Vehicle Route
- Proposed Connector Trails
- Proposed Interment Blocks
- Information Kiosk / Map
- Gathering Space
- Warming Hut
- Point of Interest / Focal Point
- Abandon Pipeline
- Proposed Swale



Figure 71: Cremation Garden Pathway Example, Source: LEES+Associates

Pedestrian Routes

The existing cemetery layout does not accommodate defined pedestrian routes. To elevate the status of the Cemetery, and provide accessible routes between the interment sections, the cemetery expansion should accommodate pedestrian routes through the interment sections to eliminate the need to walk on the driveways.

Paved pedestrian routes are not necessary, Figure 72 is and example of an accessible gravel pathway contained by a concrete curb. This material treatment should be used in premium areas such as cremation gardens that have columbaria and premium companion lots.

Landscape Management Strategy

The Landscape character of the Lloydminster Cemetery is defined by clumps of deciduous and coniferous trees, open and groomed lawn areas and driveways lined with specimen trees. It is recommended that a landscape management strategy is developed to ensure a memorial parkland landscape continues to develop and evolve, and the experience of being in this sacred landscape is enhanced for families and visitors.

The Landscape Management Strategy should include but not be limited to:

- A holistic Tree Management Strategy to ensure the Memorial Parkland landscape character continues as aging and dying trees are replaced. The strategy should consider which species of trees will be able to adapt to the changing conditions on the site, ie. the rising water table, climate adaption and threats from pests and disease;
- A plant and lawn management and maintenance plan, and
- Standard Operating Procedures to set the standard of care and maintenance of the Cemetery landscape.

Physical Enhancement Strategy

The Physical Enhancement Strategy should aim to create an aesthetically cohesive cemetery character.

Site Furnishings and Signage

A guide for site furniture and signage should be established to ensure overall coordination of the style across the cemetery. The guide should include the existing developed sections of the Cemetery and the future expansion areas.

Vegetation

It is recommended that the following vegetation upgrades are made in order to enhance the overall appeal of the Cemetery:

- Introduce more specimen parkland trees over developed parts of the Cemetery to break up large expanses of burial lawn and enhance the character of the memorial parkland landscape as show in Figure 74;
- New trees and plantings should align with the Memorial Parkland Landscape Character with limited use of ornamental trees and shrubs.
- Plant more allée trees along primary cemetery driveways to act as wayfinding devices along primary vehicle and pedestrian routes. These trees should be primarily deciduous to minimize the shadow cast on the roads during winter months. Allée trees should have a notable fall colour to offer seasonal interest and a high crown to allow for vehicles to easily pass under them.
- Forest Areas / Tree Buffer zones should me a mix of deciduous and coniferous trees that have a large mature size. These areas should also have a layer of shrub cover.
- Trees and shrubs planted in the Children's Garden should stand out from the other plantings in the cemetery. Use of colourful and dwarf plants to create a more intimate space appreciate to the memory of these little ones.

Children's Garden

Currently the City refers to the children's section as "Baby Land". This name is jarring and could be offensive to some. It is recommended that the section be refer to as the "Children's Garden". The Children's Garden has ample inventory to serve the Cemetery over the next 100+ years. Currently the Children's Garden is not denoted and very difficult to identify within burial areas of adult graves. It is recommended that the section receives an enhanced landscape treatment to create the appropriate sense of scale and intimacy in which to remember. Ways this can be achieve include but are not limited to:

- Establishing a boundary with planting or fencing;
- Add signage, and
- Establish gathering and seating space to reflect.

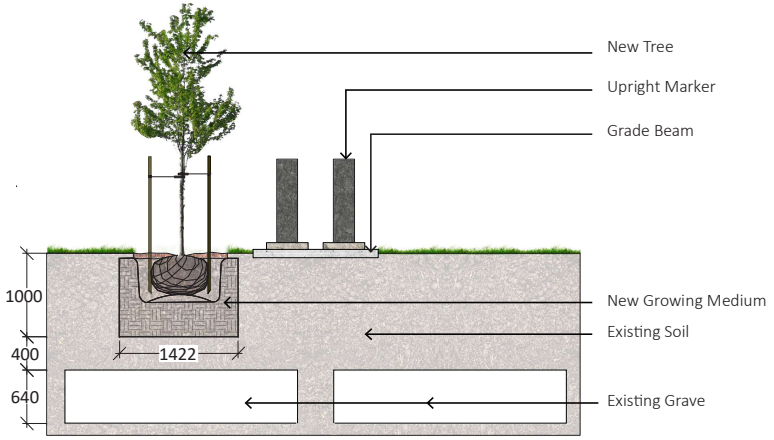


Figure 72: Tree Planting on Existing Grave, Source: LEES+Associates

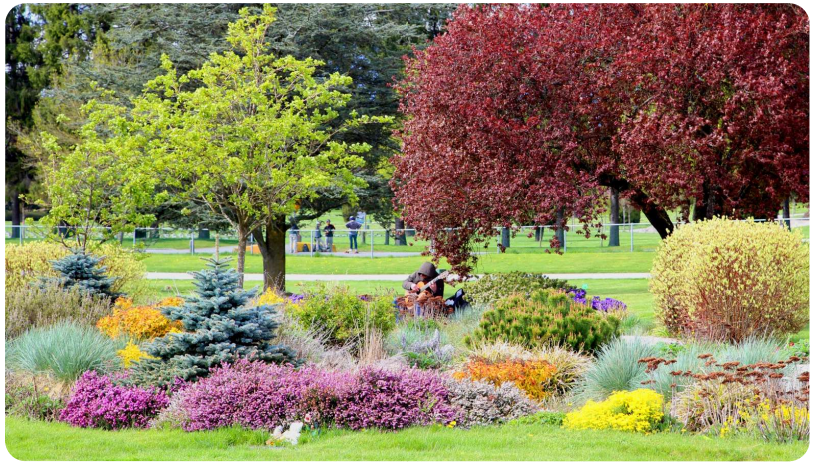


Figure 73: Infant Garden at Mountain View Cemetery, Vancouver, BC. Source: LEES+Associates



Figure 75: Existing Columbaria, Source: LEES+Associates

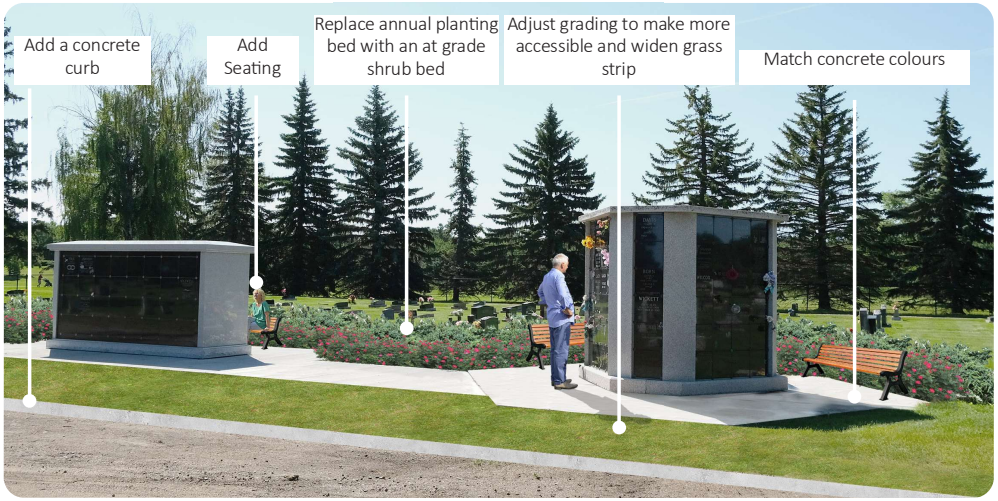


Figure 74: Proposed Upgrades to Existing Columbaria, Source: LEES+Associates

Existing Columbaria

It is recommended that the following upgrades are implemented for the existing columbaria:

- Even out the road edge and add a concrete curb to create a finished appearance;
- Adjust grades between the concrete pads the columbaria sit on and the road to eliminate the need for a step, making the columbaria more accessible;
- Replace the annual planting beds with at-grade shrub beds. Shrubs should include a flowering deciduous shrubs and a coniferous shrubs for all season interest, and
- Add seating.

New columbaria should be installed as part of the Development of Burial Expansion Areas A, B and C. No more columbaria should be added to the existing columbaria location.

Grave Restoration

There are many graves at the Lloydminster Cemetery that are in significant disrepair, damaged or have fallen headstones. Areas where there are significant issues with ponding surface water see more damaged graves. There is currently no program in place for grave restoration or cleaning. Damaged and unmaintained graves affect the overall aesthetic of the Cemetery and may give the impression to the public of general absence of care and maintenance.

A Grave Restoration Strategy should be developed. This process should include, but not be limited to:

- Referencing documents such as "Landscape of Memories: A Guide for Conserving Historic Cemeteries";
- Creating a phased plan for restoration dealing with those graves that represent a health and safety risk to the public and staff as a priority;
- Inventory graves and markers in need of cleaning, restoration or replacement;
- Tendering out specialist restoration work to heritage monument restoration specialists;
- Consulting heritage and historic monument restoration specialists, and
- Develop a budget.

Infill Strategy

The goal of an Infill Strategy is to prolong the life of the Cemetery as much as possible. Because there is ample space available for the Lloydminster Cemetery to expand, an infill strategy will not be necessary until the burial expansion areas are sold out, or it has not been possible to develop the burial expansion areas as planned. However, the following areas have potential for infill purposes:

- Pathways in sections G and H. Refer to the site wide Interment Plan on page 44;
- Cemetery driveways that become redundant once burial sections are full and there is no need to access them for opening and closing of graves;
- All pathways in Burial Expansion Areas A B and C have been designed to accommodate infill burial once these areas are full.

Storm Water and Ground Water Mitigation Strategy

It is recommended that the opportunities and constraints discussed around the water issues in the Site Analysis chapter are considered as part of a more in-depth Water Management Strategy for the whole area for a more in-depth Water Management Strategy. It is recommended that the strategy involves the surrounding areas including the golf course and future development.

Drainage Improvements Phasing

The following is a rationale for the phased implementation of surface drainage enhancements:

Phase 1:
The proposed drainage swale along the southern cemetery border (AREA 5 SWALE) will improve the existing cemetery drainage by directing water to the east. This can be completed any time in the next few years.

- Approximately ~16 trees may need to be removed pending final swale alignment.
- Note: The existing swale on the golf course to the east of the cemetery is flat and will increase ponding on the golf course side of the fence until a storm pond, water feature or improved drainage drains the water further east as noted on drawing C-004

The drainage improvement from section A, E and D of the cemetery (AREA 3 and 4 SWALES) can be completed in the next few years to reduce ponding and drain storm water to the east

- Approximately ~7 to 16 trees may need to be removed pending final swale alignment and if both area 3 and area 4 swales are completed.
- Note: The existing swale on the golf course to the east of the cemetery is flat and will increase ponding on the golf course side of the fence until a storm pond, water feature or improved drainage drains the water further east as noted on drawing C-004.

Phase 2 - 3:
The proposed drainage improvements along the north of the existing cemetery site (AREA 1 SWALE) can be completed once expansion area B and C are developed to improve the drainage around the operations buildings and to drain the lands to the north as part of the expansion design.

- Approximately ~6 trees may need to be removed pending final swale alignment.
- Note: The existing swale on the golf course to the east of the cemetery is flat and will increase ponding on the golf course side of the fence until a storm pond, water feature or improved drainage drains the water further east as noted on drawing C-004.

Conclusion

Implementation of the recommendations set out in this section of the Master Plan will help ensure that the City is able to address three key issues:

- The provision of sufficient burial inventory and the appropriate types of interment and memorialization options to serve Lloydminster and area families for generations to come;
- The long term enhancement of the tree structure to ensure the evolution of a beautiful and sacred memorial park landscape, and
- The start of mitigation of both surface and ground water impacts on the cemetery landscape and graves of families.

Chapter 7: Implementation Plan

It is recommended that new burial areas and cemetery wide improvements are developed in phases. The key recommendations are identified as:

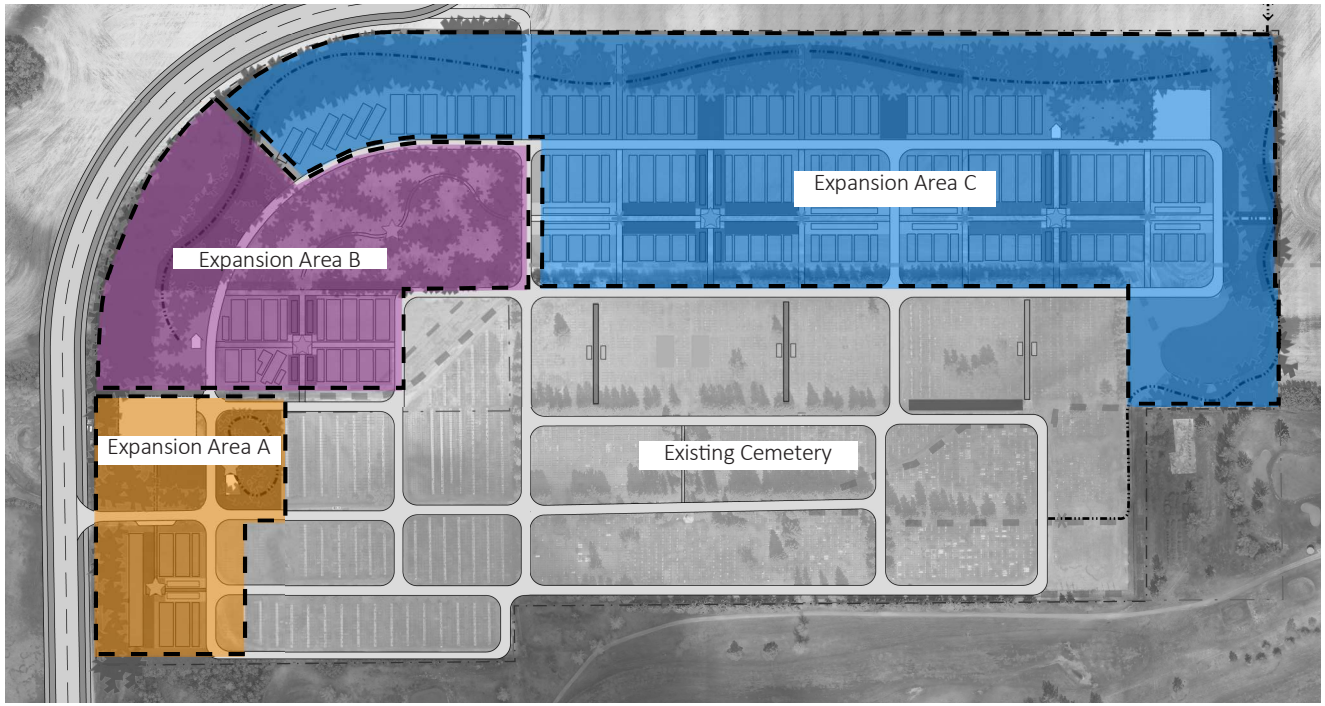
- Phase 1: High Priority, to be implemented in 1-5 years;
- Phase 2: Medium Priority, to be implemented in 5- 10 years;
- Phase 3: Low Priority, to be implemented in 10- 15 years, and
- Phase 4: Future development Implemented over the next 150 years.

The proposed phasing reflects the need to balance:

- The immediate need for new burial lots and columbaria;
- Upcoming demand for particular interment types, and
- Coordinating with proposed changes in the Northeast ASP that will affect the Cemetery.

Accompanying the phasing recommendations are recommended budget allowances. These are high level budgets that should be used for capital budget planning.

A financial plan was not part of the scope of this project but it is recommended that a Capital Development Fund is set up for the cemetery to assist in paying for the implementation of recommendations set out in this master plan. Typically capital projects are funded by injections of funding from a municipalities general capital budget.



Site Wide Improvements + Products and Services Phasing

The table below summaries recommended phasing for site wide improvements relating to the existing cemetery.

Task	Phase 1: 1-5 Years	Phase 2: 5-10 years	Phase 3: 10-15 years
Site Wide Improvements Relate to the Existing Cemetery			
Road resurfacing and improvements	*		
Develop Wayfinding and Signage Strategy and implement first phase	*		
Woodland buffer on berm	*		
Develop Landscape Management Strategy and implement first phase	*		
Drainage Improvements -Install surface drainage	*	*	*
Upgrades children area	*		
Develop the unmarked grave section into a historical section of the cemetery	*		
Landscape improvements to existing columbaria area	*		
Develop an Infill Strategy			*
Develop a Grave Restoration Strategy and implement first phase	*		
Products and Services			
Establish an appropriate meeting room in City Hall to serve families who are purchasing lots	*		
Develop an Operations and Procedures Manual for maintenance and administration staff	*		

Recommended Budget Allowances for Site Wide Improvements

Phase 1 = $2,300,000
The phase 1 recommended budget allowance includes:

- Surface drainage install;
- Road resurfacing and improvements;
- Woodland buffer on berm;
- Children area upgrades;
- Existing columbaria upgrades ;
- New tree planting and removal;
- Signage;
- Project overhead;
- Design fees, and
- Contingency of 15%.

Phase 2 + Phase 3 = $43,000
The phase 1 recommended budget allowance includes:

- Surface drainage install;
- Project overhead;
- Design fees, and
- Contingency of 15%.

Expansion Area A Phasing

Expansion area A will meet the immediate demand for traditional in-ground burial for 10 years and demand for cremation niches for 30 years.

The table below summaries recommended phasing for Expansion Area A.

Task	Phase 1: 1-5 Years	Phase 2: 5-10 Years	Phase 3: 10-15 Years
Expansion Area A			
New Cemetery entrance sign		*	
New cemetery gate		*	
New information kiosk and pull out area upgrades		*	
New Cremation Garden (A)	*		
New Cremation Garden (B)			*
New full-body and cremation burial	*		
Existing Scattering Garden upgrades	*		
Cemetery Operations yard fence and screening trees	*		

Recommended Budget Allowances for Expansion Area A

The phase 1 recommended budget allowance:

- Tree removal as part of site preparation;
- Cremation Gardens;
- New full-body and cremation burial;
- Scattering garden upgrades;
- Project overhead;
- Design fees, and
- Contingency of 15%.

Phase 1 = $550,000

The phase 2 recommended budget allowance:

- Entrance upgrades, including signage, gate and kiosk;
- Project overhead;
- Design fees, and
- Contingency of 15%.

Phase 2 = $86,000

The phase 3 recommended budget allowance:

- Cremation Garden B;
- Project overhead;
- Design fees, and
- Contingency of 15%.

Phase 3 = $270,000

Proposals for Expansion Area A

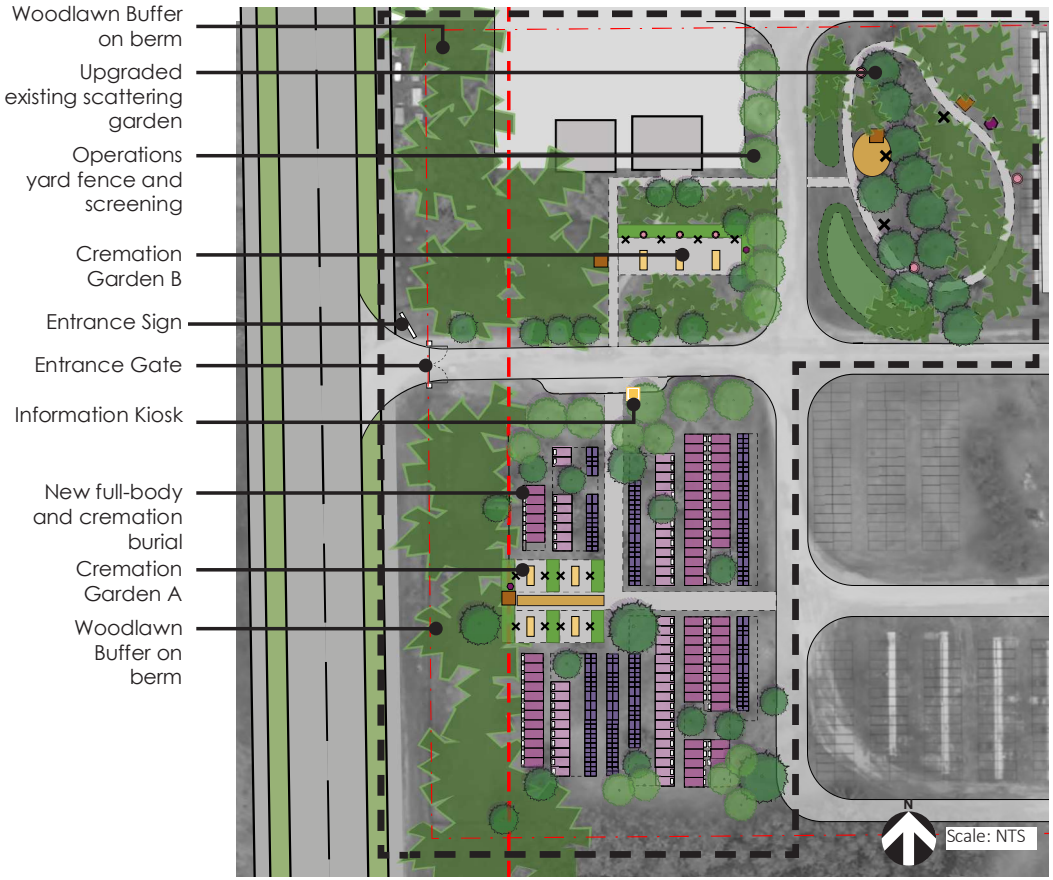


Figure 76: Proposals for Expansion Area A , Source: LEES+Associates

Expansion Area B Phasing

Expansion Area B will be needed to serve the needs of families after the sale of the last in-ground burial lot in Expansion Area A, which is expected to be sold in 10 years time. Tree plantings in the Natural Burial Area and in the Woodland buffer areas should be done in phase 1, prior the Expansion Area B being needed for interment purposes.

The table below summaries recommended phasing for Expansion Area B.

Task	Phase 1: 1-5 Years	Phase 2: 5-10 Years	Phase 3: 10-15 years
Expansion Area B			
Driveways		*	
Natural Burial Section- Tree Planting	*		
Natural Burial Section- pathways and gathering space		*	
Memorial walk and pedestrian trails with decompression zone and warming hut		*	
New full-body and cremation burial		*	
New full-body companion lots		*	
Special requirement burials, e.g. Muslim Burial		*	
Cremation Garden			*

Recommended Budget Allowances for Expansion Area B

The phase 1 recommended budget allowance:

- Natural Burial Section;
- Project overhead;
- Design fees, and
- Contingency of 15%.

Phase 1 = $150,000

The phase 2 recommended budget allowance:

- New cemetery driveways;
- Tree clearing;
- Decompression zone with warming hut and benches;
- Memorial walk;
- New in-ground interment areas;
- Project overhead;
- Design fees, and
- Contingency of 15%.

Phase 2 = $580,000

The phase 3 recommended budget allowance:

- Cremation Garden;
- Project overhead;
- Design fees, and
- Contingency of 15%.

Phase 3 = $290,000

Proposals for Expansion Area B

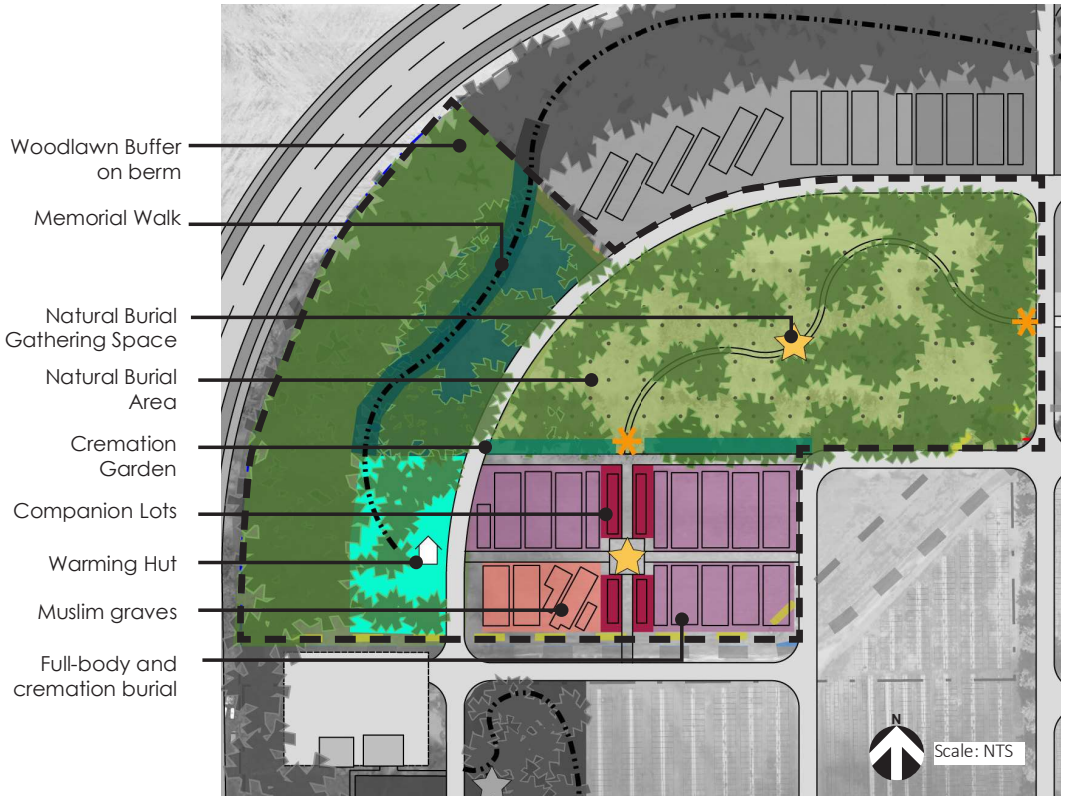


Figure 77: Proposals for Expansion Area B , Source: LEES+Associates

Expansion Area C Phasing

Expansion area C will is a long range plan and will be implemented over the next 150 years. Once all traditional in-ground burial capacity has been sold in Expansion Area B, Burial Expansion Area C will be developed as a series of phases each providing a minimum of 20 years capacity. In this way, the interment and memorialization options and amount of inventory can be refined to meet the interment preferences of families as they change over the decades.

Depending on the timing of construction of proposed surrounding development, the City should look to secure material for the earth berms to be formed around the perimeter of the Cemetery beginning in 2022. The City should look to establish the buffer trees on these berms beginning in Phase 1 to ensure a mature buffer has been established by the time lots the initial Expansion Area C burial areas are available for sale to families.

The table below summaries recommended phasing for Expansion Area C.

Task	Phase 1: 1-5 Years	Phase 2: 5-10 Years	Phase 3: 10-15 Years	Over the next 150 years
Expansion Area C				
New Cemetery driveways				*
Northeast ASP trail connections				*
Cremation Gardens and Memorial Walls				*
Full-body and cremation burial				*
Decompression zone with warming hut and seating				*
Materials storage yard				*

Recommended Budget Allowances for Expansion Area C

The phase 3 recommended budget allowance:

- Tree clearing;
- New cemetery driveways;
- Decompression zones;
- Memorial walks;
- Trails connecting to the Northeast ASP;
- New interment ares;
- A materials storage yard;
- Multiple cremation gardens;
- Project overhead;
- Design fees, and
- Contingency of 15%.

Over the Next 150 Years = $26,000,000

Proposals for Expansion Area C

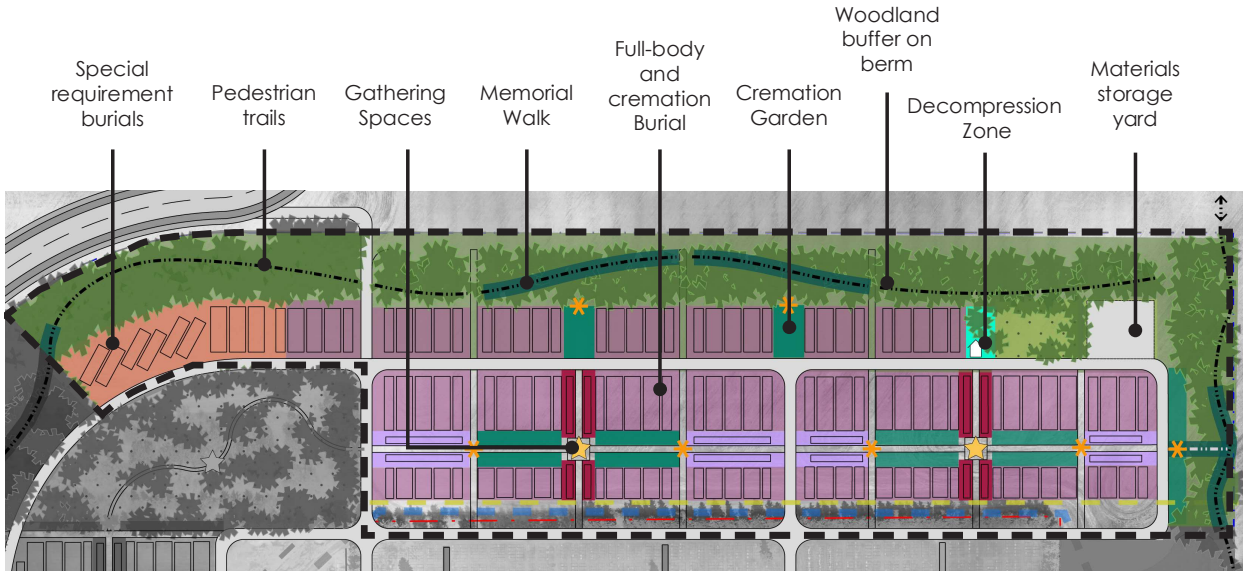


Figure 78: Proposals for Expansion Area C, Source: LEES+Associates

Chapter 8: Conclusion

This Cemetery Master Plan comprehensively reviews the cemetery needs of the City of Lloydminster, and outlines recommendations to serve as a guide to future cemetery site development and operations. This plan will help ensure that the City of Lloydminster will have the resources required to effectively meet the future interment and service needs of the community for the next 25 years and beyond, and charts a path forward that will move this important social service towards long term sustainability in its future operations.



Figure 79: Lloydminster Cemtery Old Section, Source: LEES+Associates

Appendix A: Glossary of Cemetery Terms

Adapted from various sources by LEES+Associates	
AT-NEED	• At the time of, or immediately following, death. • Usually refers to the time of purchase of funeral or cemetery services.
BOOK OF MEMORIES	• Plaque with list of names of the deceased who typically are located in areas not readily accessible. • A type of memorial monument.
BURIAL	• One form of interment. • The placement of human or cremated remains in a grave.
BURIAL LINER	• Similar to a burial vault, however, unlike a vault it only covers the top and sides of the casket
BURIAL PERMIT	• A legal document issued by a regulatory authority authorizing final disposition of human remains.
BURIAL VAULT	• A protective, sealable outer receptacle, into which a casket or urn is placed, designed to restrict the entrance of gravesite elements into the casket or urn.
BYLAWS	• The written regulations, rules or laws governing the organization, management and operation of a cemetery, mausoleum, columbarium or crematorium.
CARE AND MAINTENANCE FUND	• An irrevocable trust fund established, held and administered in accordance with applicable law, with the income from the fund to be used for the upkeep and repair of a cemetery, mausoleum or columbarium.
CASKET	• A rigid container usually constructed of wood, metal or similar material, ornamented and lined with fabric, designed for the encasement of human remains.
CASKET ENTOMBMENT	• When a casket is interred in a mausoleum
CEMETERY SERVICE	• The disposition of human remains by interment or cremation and includes the supply of goods incidental to the provision of such service, but does not include the sale of lots.

COLUMBARIUM (plural: COLUMBARIA)	• A structure, building, an area in a structure or building that contains, as an integral part of the structure or building or as a freestanding sections, niches for the inurnment of cremated remains. • Can be “Individual”, “Family” or “Community”, based on the number of niches, and how they are sold.
COMMEMORATION	A ceremony, service or symbol of memory for a person/people or event
COMMINGLING	The mixing of the cremated remains of more than one deceased person.
CONTAINER	A self-contained receptacle or enclosure other than a casket, made of rigid cardboard, pressed wood or other similar material that is of sufficient strength to hold and conveniently transport human remains, but does not include a metal or fibre glass casket, or receptacle or enclosure made of plastic or similar substance, or a pouch or bag.
CREMATED REMAINS	The human bone fragments that remain after cremation that may also include the residue of any other materials cremated with the human remains.
CREMATION	The irreversible reduction of human remains to bone fragments through the application of flame and intense heat; in some jurisdictions this may include the repositioning or movement of the body during the process to complete the cremation; and the manual or mechanical reduction of the bone fragments after removal from the cremation chamber.
CREMATION LOT	• A space used, or intended to be used, specifically for the interment of cremated remains. • Typically, a smaller than full-sized lot.
CREMATORIUM	• The building or part of a building that is fitted with approved appliances for the purpose of cremation human remains and includes everything incidental or ancillary to it.

CRIB GRAVE	• A grave lot surrounded by a small picket fence.
CRYPT	• One kind of lot. • Typically, a space in a mausoleum used or intended to be used for the entombment of human remains.
DEATH CERTIFICATE	• A legal document certifying the vital statistics pertaining to the life and death of a deceased person.
DIRECT (or IMMEDIATE) DISPOSITION	• The final disposition of human remains without any formal viewing or visitation, ritual, rite, service or ceremony.
DISINTERMENT	• The removal of human remains, along with the casket or container or any remaining portion of the casket or container holding the remains, from the lot in which the remains had been interred.
DOUBLE DEPTH LOT	• A lot dug at extra depth at the time of the interment of the first casket to allow for the accommodation of a second interment at regular depth.
EASEMENT	• The right acquired, whether or not supported by a certificate, to interment in a lot.
ENTOMBMENT	• One form of interment. • The placement of human remains in a mausoleum crypt
FAMILY COLUMBARIUM	• See columbarium
FAMILY ESTATE LOTS	• A family estate lot contains 6-12 lots together.
FAMILY VESSEL	• A large urn for several cremated remains. Remains may be comingled or may be contained in smaller, individual urns, held within the larger vessel.
FLAT MARKER	• A grave marker set flush with the ground.

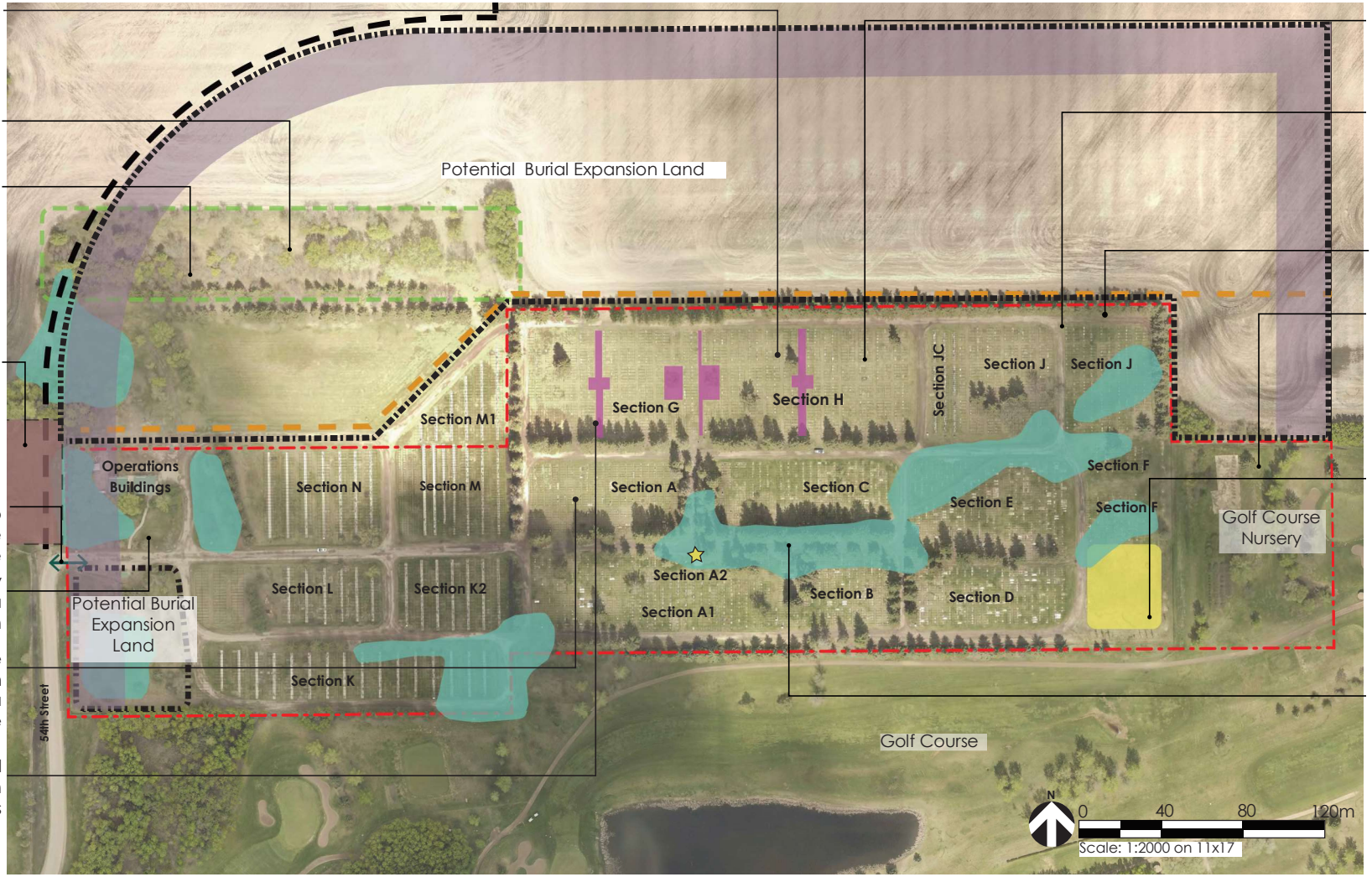
FUNERAL SERVICES	• The arrangements, care and preparation of human remains for interment, cremation or other disposition and includes the supply of goods incidental to the arrangements, care and preparation, but does not include the sale of lots.
GRAVE	• One kind of lot. • A portion of ground in a cemetery, used or intended to be used, for the burial of human remains or cremated remains.
GRAVE LINER	• A fibreglass or concrete structure installed over a casket once it has been placed in the grave.
GRAVE MARKER	• Can be in-ground (flat) or upright.
GREEN BURIAL/NATURAL BURIAL	• A more environmentally conscious alternative to “traditional burial.” Typically includes: ◦ no embalming; ◦ buri directly in the ground without a grave liner or vault; ◦ a fully biodegradable burial container (casket or shroud); ◦ interment sites planted with indigenous ground cover, and ◦ without individual grave markers.
INTERMENT	Disposition by: • Burial of human remains or cremated remains in a grave; • Entombment of human remains in a mausoleum, crypt, or; • Inurnment of cremated remains in a columbarium niche.
INURNMENT	• One form of cremated remains interment. • The process of placing cremated remains in a receptacle including, but not limited to, an urn and placing the urn into a niche.

LOT	• A space used, or intended to be used, for the interment of human remains or cremated remains under a right of interment and includes a grave, crypt, niche or plot.
LOT HOLDER	The person in whose name the right of interment in a lot is registered in the records of a cemetery and, where the interment has taken place, includes the person who has legally acquired ancillary rights to the lot.
MAINTENANCE FUND	• Also known as CARE FUND or CARE AND MAINTENANCE FUND • A fund established for the upkeep and repair of a cemetery, mausoleum or columbarium.
MAUSOLEUM (plural: MAUSOLEA)	A structure or building that contains interior or exterior crypts designed for the entombment of human remains.
MAUSOLEUM CRYPT	A chamber of a mausoleum or sufficient size for entombment of human remains.
MEMORIAL	• A product, meeting the bylaw standard of a cemetery, used or intended to be used to identify a lot or to memorialize a deceased person interred or to be interred in a lot, including but not limited to: ◦ a marker, headstone, tombstone monument, plaque, tablet or plate on a lot; or ◦ a tablet inscription, lettering or ornamentation on a crypt or niche front, or ◦ a tree, boulder or other feature so identified. • A ceremony, rite or ritual commemorating the life of a deceased individual without the human remains being present.
NECESSARIUM	• A necessarium is located in a cemetery for filling vases and disposing of garbage. It often provides watering cans, flower vases, and hand tools. A ncecessarium should be located within 60m from all graves.

NICHE	• One kind of lot. • A space, usually within a columbarium, for placing a receptacle containing cremated remains.
OSSUARY	• A vessel for the interment of two or more cremated remains. • Typically, the cremated remains are commingled
OUTER CONTAINER	• A receptacle, which is designed for placement in a lot to accept the placement of a casket or urn.
PERPETUAL CARE AND MAINTENANCE FUND	• An irrevocable trust fund established, held and administered in accordance with applicable law, with the income from the fund to be used for the upkeep and repair of a cemetery, mausoleum or columbarium.
PRE-NEED	• Any time prior to death. • Usually refers to the time of purchase of funeral or cemetery services. • “Pre-need planning” refers to the process of making arrangements and/or entering into contracts regarding future cemetery services for one or more persons who are still alive at the time.
REGISTRAR	• The person responsible for the administration and enforcement of applicable laws and regulations relating to cemetery and funeral services. In British Columbia or Alberta, this person is known as the “Director of Cemeteries.”
SCATTERING	• The irreversible dispersal of cremated remains over land or water, or commingling in a defined area in a cemetery.
SPIRIT HOUSE	• A wooden shelter over a grave to house the spirit of the dead, typical of First Nations cemeteries.
UPRIGHT MARKER	• A grave marker that is not flush with the ground is mounted on a footing and intended to be visible over the surrounding finished grade.
URN	• A receptacle for containing cremated remains.

Appendix B: Site Analysis Plan

SITE ANALYSIS PLAN



Opportunity to enhance memorial parkland character by planting trees in open sections

Need to remove dead and sick trees

Opportunity to develop a green burial section

Need consolidate storage yard into land north of operations building

Opportunity to enhance the cemetery entrance

Opportunity to develop a Cremation Garden

Need to define children's section and to make it a special place

Opportunity to infill pathways between existing lots

Potential to infill depending on path widths and wet areas.

Need to establish barriers to discourage traffic going off designated roads

Opportunity to infill underutilized pathways

Opportunity to reclaim land inside cemetery boundary for burial expansion

Opportunity to implement interpretive signage explaining why this area appears empty. Opportunity for wildflower meadow

Need to mitigate drainage issues and establish a grave restoration strategy across the wetter parts of the cemetery.

Legend

- Property Line
- Existing Entrance
- Potential Expansion Areas
- Potential Infill Areas
- Decommissioned Tree Nursery
- Potential Cemetery Buffer Area
- Drainage Concerns
- Unmarked Graves
- Proposed Road to Northeast ASP Development
- Pipeline Easement
- Existing Columbaria
- Existing Storage Yard

EXPANSION AREA A ANALYSIS PLAN



Opportunity to consolidate operations yard and screen with fence

Opportunity to designate visitor parking area

Opportunity to developed a Cremation Garden as part of a entrance enhancements

Opportunity to enhance scattering garden and add gathering space

Opportunity to enhance area with plantings and defined road edges with curbs

Opportunity to relocate flag pole to the info Kiosk.

Need to remove select trees to optimize interment area

Opportunity to provide a landscape buffer to screen the cemetery from the noise and sight of the proposed road upgrades in the North Area Structure Plan

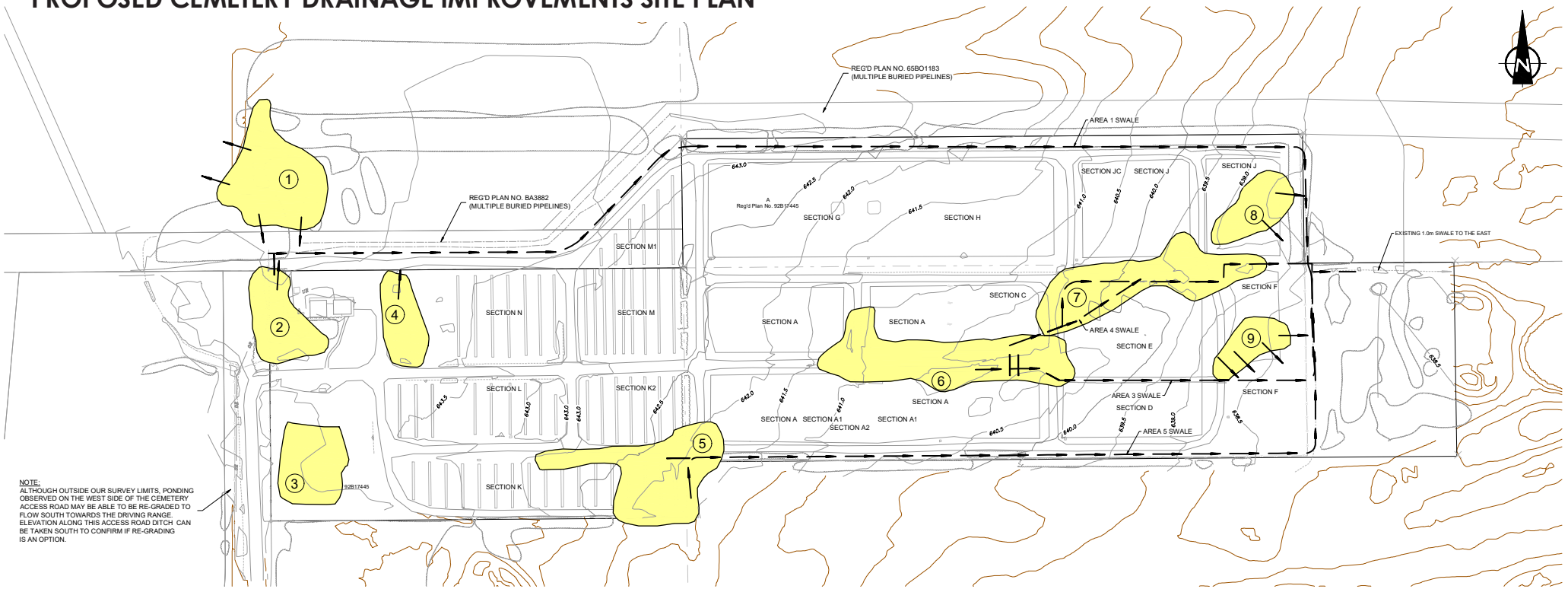
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Legend

- Existing Entrance
- Existing Fence
- Potential Burial Area
- Potential Cremation Garden
- Existing Scattering Garden
- Potential Ops Yard Fence
- Potential Vegetation Enhancement Areas
- Proposed Road to Northeast Development
- Potential Cemetery Buffer Area

Appendix C: Lloydminster Cemetery Drainage Improvement Plans

PROPOSED CEMETERY DRAINAGE IMPROVEMENTS SITE PLAN



NOTE:
ALTHOUGH OUTSIDE OUR SURVEY LIMITS, PONDING OBSERVED ON THE WEST SIDE OF THE CEMETERY ACCESS ROAD MAY BE ABLE TO BE RE-GRADED TO FLOW SOUTH TOWARDS THE DRIVING RANGE. ELEVATION ALONG THIS ACCESS ROAD DITCH CAN BE TAKEN SOUTH TO CONFIRM IF RE-GRADING IS AN OPTION.

LEGEND:

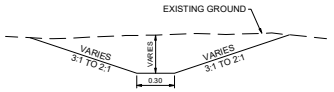
DRAINAGE SWALE

③ IDENTIFIED SURFACE PONDING/DRAINAGE CONCERN AND AREA IDENTIFIER

SURFACE DRAINAGE NOTES:

AREA No.

1. AREA 1: PONDING AND LOW AREAS OBSERVED COULD BENEFIT FROM A SWALE TO THE EAST ALONG THE NORTHERN CEMETERY ROAD SHOULDER; ADDITIONALLY, FILLING OF LOW AREAS IN AREA 1 AND 2 MAY ALSO REDUCE THE AMOUNT OF SURFACE PONDING OCCURRING. SOME OVERLAND FLOW FROM AREA 1 GOES TO THE WEST INTO A FARM FIELD. A HIGH POINT COULD BE ESTABLISHED TO SPLIT THE DRAINAGE WITHIN THIS AREA. COORDINATION WITH THE UTILITY OWNER IS NEEDED EVEN THOUGH THE UTILITIES ARE ANTICIPATED TO BE ABANDONED AS PORTIONS OF THE SWALE ARE WITHIN THE EXISTING ROW.
2. AREA 2: SIMILAR TO AREA 1, A COMBINATION OF FILLING IN LOW-LYING LOCATIONS AND DIRECTING WATER TO THE EAST VIA A NEW DITCH OR SWALE TO REDUCE SURFACE PONDING. COORDINATION WITH THE UTILITY OWNER IS NEEDED EVEN THOUGH THE UTILITIES ARE ANTICIPATED TO BE ABANDONED AS PORTIONS OF THE SWALE ARE WITHIN THE EXISTING ROW.
3. AREA 3: A FEW PONDING LOCATIONS WERE IDENTIFIED IN THIS FUTURE CEMETERY EXPANSION LOCATION. CURRENTLY THERE ARE NO GRAVE SITES LOCATED HERE AND THERE IS AN OPPORTUNITY TO FILL AND CROSS FALL THE GENERAL AREA TO MATCH THE CEMETERY ROAD SHOULDER TO THE NORTH AND EAST AND CROSS FALL THE ENTIRE AREA SO WATER DRAINS TO THE SOUTH. THERE ARE TREES AND SHRUBS IN THIS AREA AND GENERALLY FILLING AND SLOPING THE GROUNDS WOULD MOST LIKELY REQUIRE THEIR REMOVAL.
4. AREA 4: CONNECTING TO THE PROPOSED DRAINAGE SWALE HEADING EAST FROM AREA 1 & 2 CAN BE DONE TO HELP DRAIN PORTIONS OF AREA 4 THAT HAVE PONDING. A CULVERT WOULD NEED TO BE INSTALLED TO CROSS THE ROAD TO THE NORTH AND CONNECT INTO THE DRAINAGE DITCH. WHERE POSSIBLE LOW-LYING AREAS IN AREAS 4 CAN BE FILLED IN ADDITION TO DRAINING TO THE NORTH.
5. AREA 5: A PORTION OF THE EXISTING SWALES ALONG THE ROAD IN SECTION K COULD BE DIRECTED THROUGH A CULVERT AND SOME RE-GRADING INTO A NEW SWALE THAT FLOWS TO THE EAST ALONG THE CEMETERY'S SOUTHERN BOUNDARY. THIS WILL REDUCE THE AMOUNT OF RUN OFF THAT CURRENTLY DRAINS INTO THE GOLF COURSE. A SMALL BERM CAN BE PLACED ALONG THIS SOUTHERN PROPERTY IF NEEDED TO HELP CONTAIN THE OVERLAND FLOW ON SITE.
6. AREA 6: STANDING WATER IN THIS CRITICAL AREA CAN BENEFIT FROM IMPROVED DRAINAGE TO THE EAST. THERE ARE 3 POSSIBLE OVERLAND DRAINAGE PATH UPGRADES TO CONSIDER:
   a) IMPROVING THE ALIGNMENT AND DEPTH OF THE EXISTING SWALE TO THE NORTHEAST TOWARDS THE SECTION E ROAD AND ULTIMATELY DRAINING THROUGH THE NORTHERN GREEN SPACE ABOVE SECTION F AND BELOW SECTION J.
   b) CREATE A NEW SWALE THROUGH THE MIDDLE OF SECTION D AND E TO THE EAST,
   c) ADD ADDITIONAL CULVERT CROSSINGS FROM SOUTHERN SIDE OF THE ROAD IN SECTION A (EAST OF THE COLUMBARIA) TO THE NORTHERN SIDE OF THE ROAD VIA CULVERTS AND DIRECTING THE WATER INTO THE IMPROVED SWALE AS PER OPTION A.
7. AREA 7: IMPROVED DRAINAGE AND NEW CULVERTS TO THE EAST OF SECTION E CAN REDUCE THE AMOUNT OF PONDING WATER IN THE LOW AREAS IN SECTION J BY RE DIRECTING THE WATER AND REDUCING THE AMOUNT THAT FLOW INTO THE SECTION J TO BEGIN WITH.
8. AREA 8: NEW DRAINAGE SWALES EAST OF SECTION J CAN DRAIN THE PONDING WATER INTO THE EXISTING LOWER DITCH EAST OF THE CEMETERY.
9. AREA 9: DRAINING THE AREA TO THE EAST TO THE EXISTING SWALE CAN HELP DRAIN THIS LOCATION AND IF POSSIBLE, FILLING IN LOW AREAS CAN ALSO BE CONSIDERED IF THERE ARE NO GRAVE SITES THAT LIMIT RAISING LOW LOCATIONS.



TYPICAL SWALE DETAIL
NTS

Rev	Date	Description	Drawn	Design	App'd
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ORIGINAL DWG SIZE: ANSI D (22" x 34")

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CITY OF LLOYDMINISTER
LLOYDMINISTER, SASKATCHEWAN

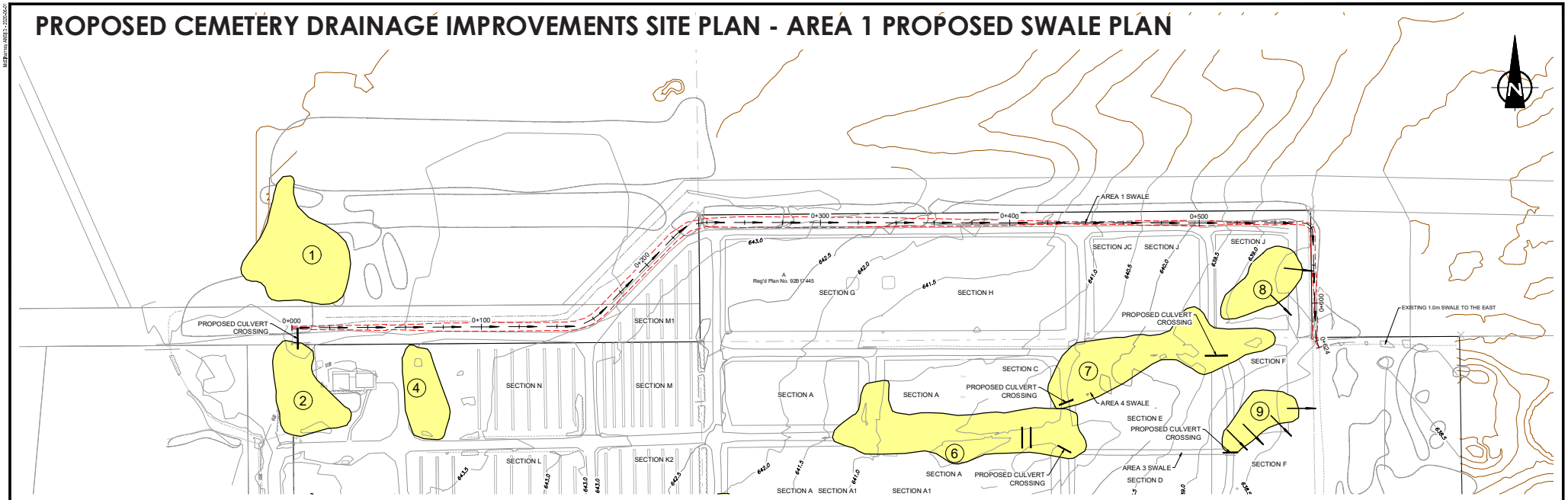
LLOYDMINISTER CEMETERY
DRAINAGE IMPROVEMENT
SITE PLAN

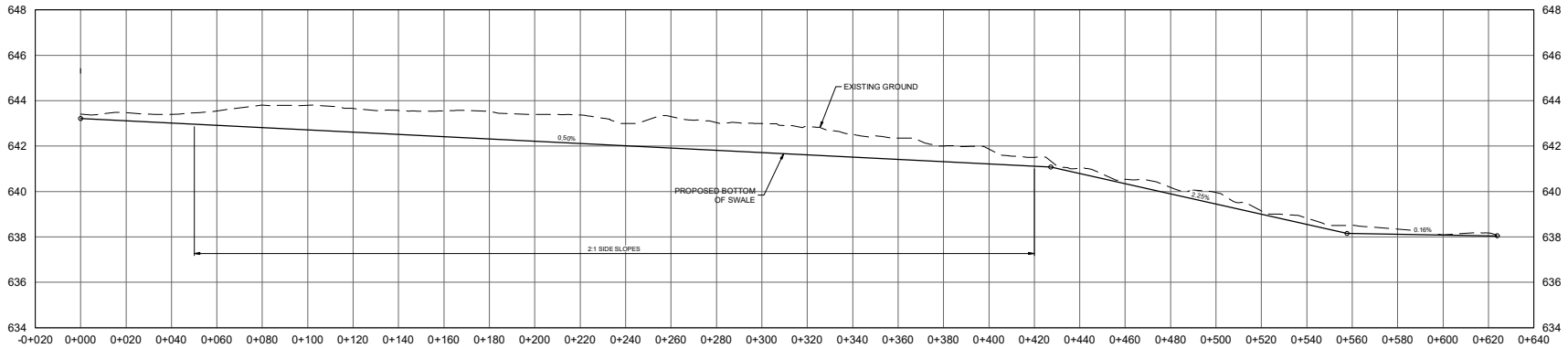
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C-001

Project Number
3411-13893-0

Rev.
PA

PROPOSED CEMETERY DRAINAGE IMPROVEMENTS SITE PLAN - AREA 1 PROPOSED SWALE PLAN





AREA 1 SWALE PROFILE

SCALE: H: 1:1000
V: 1:100

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ORIGINAL DWG SIZE: ANSI D (22" x 34")

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CITY OF LLOYDMINSTER
LLOYDMINSTER, SASKATCHEWAN

LLOYDMINSTER CEMETERY
DRAINAGE IMPROVEMENT
AREA 1 SWALE
PLAN PROFILE

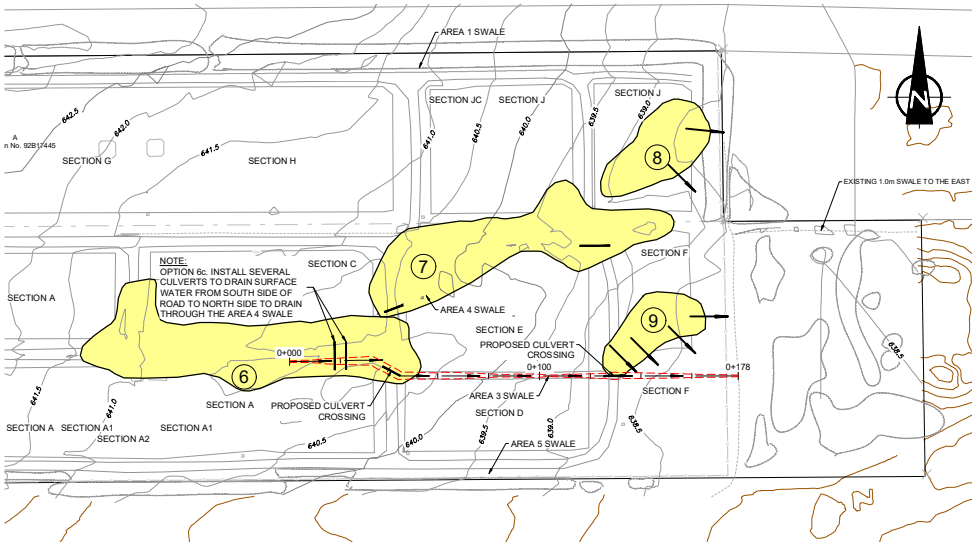
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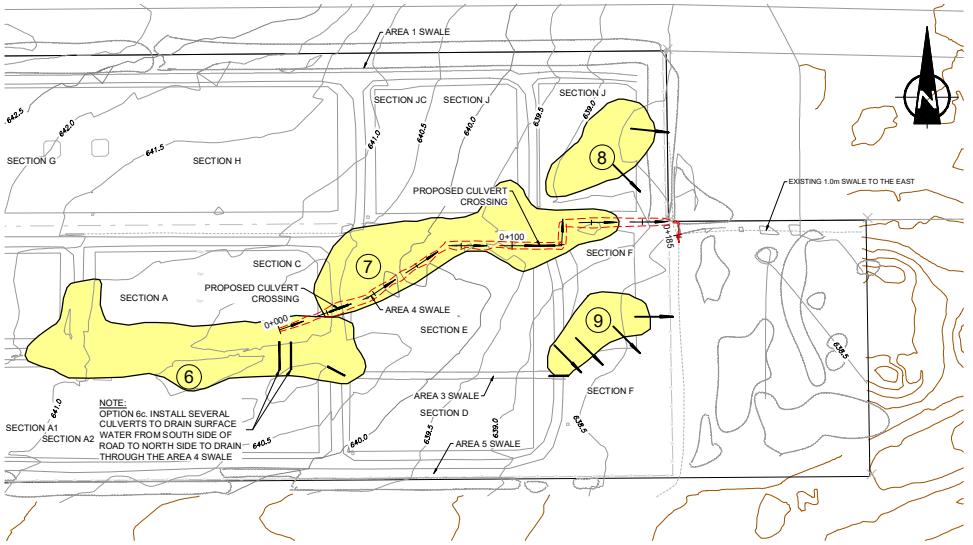
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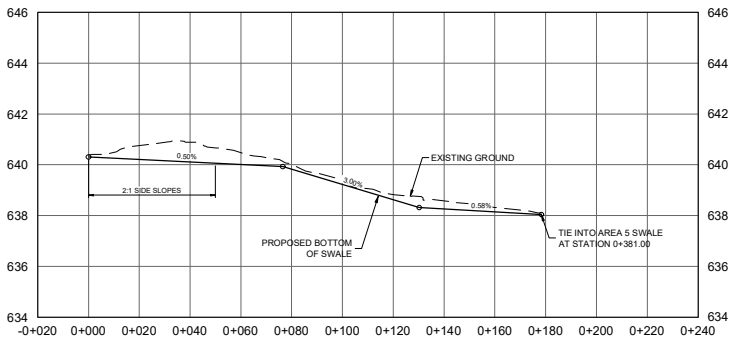
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PROPOSED CEMETERY DRAINAGE IMPROVEMENTS SITE PLAN - AREA 3 AND 4 PROPOSED SWALE PLAN PROFILE

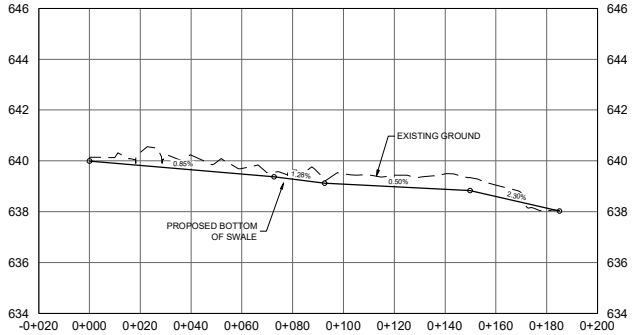






AREA 3 SWALE PROFILE

SCALE: H: 1:1000
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AREA 4 SWALE PROFILE

SCALE: H: 1:1000
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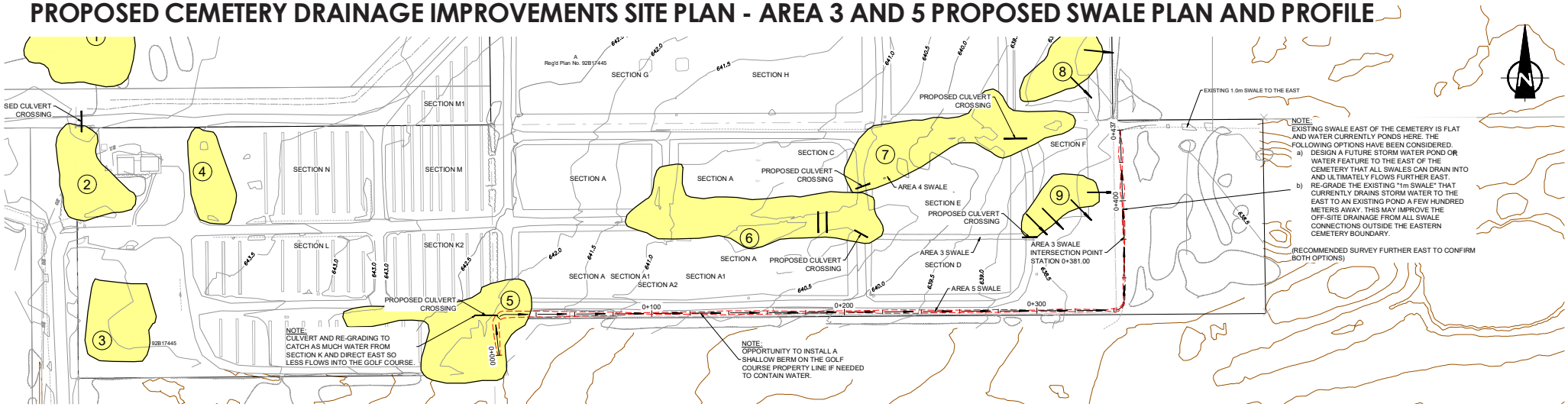
CITY OF LLOYDMINISTER
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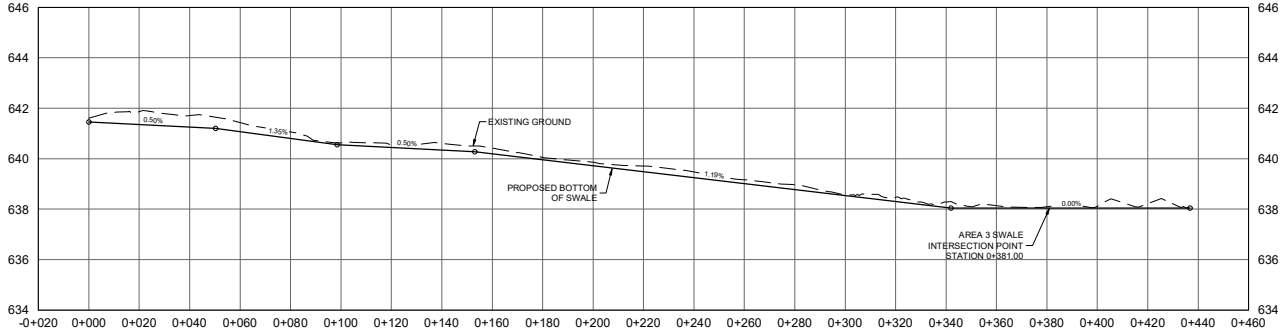
LLOYDMINISTER CEMETERY
DRAINAGE IMPROVEMENT
AREA 3 AND 4 SWALE
PLAN PROFILE

Drawing No.
C-003

Project Number	Rev.
3411-13893-0	PA

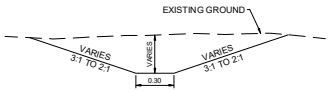
PROPOSED CEMETERY DRAINAGE IMPROVEMENTS SITE PLAN - AREA 3 AND 5 PROPOSED SWALE PLAN AND PROFILE





AREA 5 SWALE PROFILE

SCALE: H: 1:1000
V: 1:100



TYPICAL SWALE DETAIL
NTS

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ORIGINAL DWG SIZE: ANSI D (22" x 34")

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CITY OF LLOYDMINSTER
LLOYDMINSTER, SASKATCHEWAN

LLOYDMINSTER CEMETERY DRAINAGE IMPROVEMENT
AREA 5 SWALE PLAN PROFILE AND TYPICAL SWALE DETAIL

Drawing No.
C-004
84

Project Number	Rev.
3411-13893-0	PA

Appendix D: Staff and Stakeholder Engagement Notes

LEES+ASSOCIATES

VANCOUVER
TORONTO
WHITEHORSE

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EMAIL info@elac.ca
ELAC.CA

CITY OF LLOYDMINSTER CEMETERY MASTER PLAN

WORKSHOP SESSION 1: CITY STAFF

Time and Date: 10am-12pm Tuesday September 15th 2020

City of Lloydminster Staff Representatives:

Planning:

Terry Burton, Director of Planning and Engineering

Parks:

Johan Jones, Supervisor of Parks and Green Spaces

Anthony Andre Planner 1 – Zoning

Engineering:

James Rogers, Senior Manager of Capital Infrastructure

Executive Leadership

Don Stang, Senior Executive Manager of Operations and Community Development Services

Wendy Leaman, Executive Coordinator – City Mayor and Mangers office

Leo Pare, Director of Communications & Community Engagement

Ryan Hill- Director of Finances

Doug Rodwell – City Clerk

Denise MacDonald, CFO

City and Consulting Team Representatives

Blake Nielsen-Manager of Parks and Green Spaces - Project Manager, City of Lloydminster

Sean Paterson -Supervisor of Parks and Green Spaces, City of Lloydminster

Jessica Weaver - Communications

Richard Cook- Principal and Project Manager, Chelsey Schmidtke- Cemetery Planner and Designer,

Regrets:

Dion Pollard, City Manager

Lacee Barr- Cemetery Planner and Designer, LEES+Associates

INTRODUCTION TO THE PROJECT

Lloydminster Cemetery is approaching an important threshold. With a limited number of years of capacity remaining, the City is undertaking a master plan for the Cemetery that will guide its development, management and operation for the next 25+ years. A key objective of the cemetery service is to meet the needs of families in the 21st century from all parts of the community, recognizing that Lloydminster is an increasingly culturally diverse community and the City's population is expected to grow significantly over the next 25+years.

FOCUS OF THE MEETING AND INTENDED OUTCOMES

We would like to invite you to an informal discussion to share your thoughts and observations about Lloydminster Cemetery, the cemetery service, and any improvements that should be considered as part of the Lloydminster Cemetery Master Plan.

AGENDA

1. Introductions

2. Purpose of the Cemetery Master Plan Project/ Purpose of today's meeting:

3. Cemeteries 101 Presentation and Initial Key Findings
    - Questions – Opportunities to raise funds/raise the profile within the community- special events – Denise: Do events contribute donations to the Cemetery?
    - Wendy: How to determine capacity of scattering garden – answer - alkaline/salty ashes impact plants, careful management/soil amendment practices can lengthen the lifespan of the scattering garden

4. Discussion- Initial questions:
    a. Burning platforms/ critical Issues for Senior Leadership and Council?
        - Denise: Alberta Rules vrs Saskatchewan rules for perpetual care – are different. The city owns the farmland (expansion lands). Some of the reason why casket sales are low - maybe people choose to be buried back home- Lloyd has a transient population
        - Denise: The cemetery is mostly self-sustaining- only has a 30,000 deficit
        - Ease of transferring land to the cemetery- Don S., Terry, Anthony team is to rezone the city-owned farmland to the cemetery. The land has value- is allocated to the land division – the cemetery may need to offer compensation internally to the land division – this adds cost to development.

- Denise – Need a plan to set aside funds for development of expansion lands. The land could be rezoned now to protect for future cemetery and a 5 year plan to set aside funds for land transfer.

b. To what extent is the Cemetery System viewed as a "for profit" business model, or a service to the community?

- Wendy—council likely to prefer close to cost-recovery. Likely not in council interest to generate profit.
- Denise: Don't want to drive community members to local, cheaper Competition such as North Bend Cemetery

c. To what extent should the cemetery be considered part of the parks and recreation system?

- North area structure plan – Terry B. – may be possible to utilize space as temporary field or park space. But this may set up community expectations for that space.
- Trends: Sean– Blake and himself had conversations with local funeral homes regarding the development of tours etc. But would like to know how community events would affect the Cemetery operating budget- especially if the motivation is cost recovery. Already there are challenges for maintenance. E.g It is not clear to the public what is their responsibilities (care of the monument/incase of vandalism etc.). Answer: the cultural programing should be tailored to the needs of Lloydminster. Does not have to be a large price tag (E.g.: Provide for Sale Flowers for Mother's Day, and Laurel Hill Cemetery Rest In Peace 5k Run Fundraiser for Friends of the Cemetery nonprofit outreach work).
- Scale of park vision – Ryan Hill- the North ASP has many parks already, how could Cemetery work into that system.
- Blake N.– Views cemetery as transitioning from a rural, country cemetery to a urban cemetery, it could act as passive park or green space- with trails and green space linking to it.
- Opportunities to create wildflower meadows/continue farming practice while land transitions to cemetery expansion land.
- Denise: Nov. 11th Remembrance Day – Programming event- Decorate soldiers graves with ice buckets candles?
- Denise: Work with city archivists to discuss local historical figures, personalities buried in the cemetery/heritage aspects of the cemetery

d. More cemetery land will eventually be required. Are there issues with the potential future use of land adjacent to the cemetery for cemetery expansion purposes? Would conversion of existing city-owned land or strategic early purchase of lands elsewhere be supported?

- Surface water drainage issues on expansion land - likely – Water coming up to two feet below the surface
- Terry/Don – James Rogers – water table is very high and continually increasing – exhibition society, golf and driving range all have high water table issues- does farmland drain into cemetery? – option- focus burials in higher, dryer areas. Water will always be an issue
- Development of a wholistic water management system is needed to deal with existing problems and also the expansion land water problems.
- Phased approach for staged water management system – not in master plan scope – but can a retention pond be included in the development plan, the liability of groundwater turned into a site feature opportunity- put memorial benches and circulation/pathway around it – like the memorial park in Red Deer. Would like ideas of where it should be located and what it could look like.
- Area Structure Plan (ASP) - has high level drainage concept- stormwater master plan – land naturally drains to n/ne/e. – Terry B- can offer preliminary data & lidar data.- the cemetery will be the first Dev in the area- will have most work to do in terms of stormwater management.
- Water is a common problem in cemeteries, many cemeteries only option is to pump
- In city of Red Deer- Gasoline Alley- drainage pond (memorial park) – trees and benches/memorial option. Denise – capitalize on water by making it a feature
- Don wants a pond in master plan. To know where it will be and what it will look like
- What is the environmental impacts of burying in high water – (James Rogers): A – dilution over a large area does not cause dangers bacterial levels etc.

e. How do we encourage broader community engagement with the cemetery and what kind of programs, events and activities would be appropriate? Where does public art fit into this Master Plan?

- Services asked for but not provided: leveling of monuments (is not provided by the cemetery). A handful of burials per year with no funeral homes present – don't have proper greens/lowering devices (funeral normally homes provide). City cemetery staff are sometimes requested to be present at the funeral for people who are alone- this is often a last minute ask. Some people come and take objects and flowers left on graves. Some enquires ask for green burial – Muslim burials are expected in the future.
- Major themes of complaints – standing water. Sometimes chipped headstones.
- Dealing with grieving public can be difficult – need to sensitively address issues and complaints.

- Current set up of serving families at City Hall: Currently family members purchase services from a clerk. Not a proper meeting space for talking with grieving families. (bneilson) Need to promote services, provide information services. There used to be a meeting space in city hall – but that was lost as the City staff grew. (Don)
- Denise – Rochelle from the finance department sells grave sites – uses her office to meet with clients. The team could use training to better understand working with grieving families.
- Walking through grief society – maybe collaborate with organization to provide services to elderly people who are alone with out staff. The planning staff would like to better prepare to assist families. Spaterson – there are some parks staff not willing to work in the cemetery/ but there are some reliable staff – who are empathetic to these situations. Social services can be called upon to support- collaborate with organizations to support families – not really cem staff jobs to support that way though it is appreciated that they've stepped up.

5. Any other Business

- Closing remarks:
- Anthony Andre- interested how land use/drainage jives with North Asp and the plans work together to further progress
- Johan – increased theft/damage/vandalism, who is responsible for damage. Wendy – covered under insurance – though it only covers instances above 10 000 dollars – not sure if it applies to vandalism. Vandalism is typically to be covered under private home insurance.
- The water, pond, walkway helpful looking forward to those ideas (Ryan Hill)
- James Rodgers- want to make it a welcoming location, a site that people want to spend time in – driving range/golf course and hayfield not helpful.
- Terry – good to see trends and what other communities are doing. Does agree with James – not a welcoming space at the moment
- Wendy and Sean no comments
- Denise – appreciates input on services that the city provides. Look forward to further meetings and internal collaborations
- Jessica – will watch general engagement inbox.
- Wendy would like to share the presentation? – share with City manager
- Physical cemetery layout and bylaw and marketing – Blake Nielsen – looking forward to progress and transitioning to a city cemetery.

Chat Log:

From Me to Everyone: 09:38 AM

https://thelaurelhillcemetery.org/support/rest-in-peace-5k-run

From Doug Rodwell to Everyone: 10:17 AM

my apologies, I have to step out of the meeting.

From Wendy to Everyone: 10:37 AM

With the farmland, make a meadow, low on maintenance costs

From CFO Denise MacDonald to Me: (Privately) 10:55 AM

can you share the power point with me so I can see what I missed?

From Wendy to Me: (Privately) 11:15 AM

Can you share this presentation? Would like to share with City Manager

From Jessica Weaver to Everyone: 11:17 AM

If you have any additional feedback, please send it to yourvoice@lloydminster.ca and I will happily send it onto Richard and Chelsey.

Meeting Close

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EMAIL info@elac.ca
ELAC.CA

LLOYDMINSTER CEMETERY MASTER PLAN

PROTECTIVE SERVICES INTERVIEW

Date: September 15, 2020

Time: 2:30 PST, 3:30 MST

Location: Online, via Zoom

Attending :

Protective Services Rep

RCMP Representatives: Sgt. Brad Mouland, Operations Support NCO S/Sgt. Tom Cooke, Operations NCO

Fire Department Representative: Leigh Sawicki, Fire Chief, City of Lloydminster

City of Lloydminster

Blake Nielsen-Manager of Parks and Green Spaces - Project Manager, City of Lloydminster

Jessica Weaver – Communications and Community Engagement Coordinator, City of Lloydminster

LEES+Associates

Richard Cook, Principal

Lacee Barr Associate

Regrets

RCMP: Inspector Lee Brachmann, Officer in Charge , Lloydminster Detachment

Rescue: Norm Namur;

Ambulance: Denise Blain;

Veterans Association Representative;

INTRODUCTON TO THE CEMETERY MASTER PLAN PROJECT

Lloydminster Cemetery is approaching an important threshold. With a limited number of years of capacity remaining, the City is undertaking a master plan for the Cemetery that will guide its development, management and operation to the end of its active life. A key objective of the cemetery service is to meet

the needs of families in the 21st century from all parts of the community, recognizing that Lloydminster is an increasingly culturally diverse community and the City's population is expected to grow significantly over the next 25+years.

PURPOSE OF MEETING

An informal discussion to share your thoughts and observations about the burial and commemoration of individuals who serve in the Armed Forces, Police, Fire and Paramedic services. We are interested to understand if there are opportunities to improve the service to these individuals and their families at Lloydminster Cemetery and how commemoration of these services might contribute to making the Cemetery more relevant to the community from a cultural heritage and perspective, and aid in raising the profile of the Cemetery.

1. Introductions
2. Purpose of the Cemetery Master Plan
3. Questions

a) **Q1/ How, when and where are the protective services commemorated and memorialized in Lloydminster?**

RCMP:

In Lloydminster, flags are lowered at the RCMP building and at City hall on the last Sunday in September every year, although it's unlikely that members of the community will realize why. This coincides with the national RCMP Remembrance Day services that take place in Regina and Ottawa. Memorial plaques dedicated to officers are unveiled at these national events and wreaths laid at the cenotaphs. At the provincial level, The Police and Peace Officer Memorial Day is an annual event held usually in Edmonton AB on the same day as the national events.

Officers from Lloydminster are welcome to attend the national and provincial commemoration events, but rarely do because of the logistics, cost and time off work required to enable attendance.

There are some wall plaques dedicated to officers within the Lloydminster RCMP building, but there is no RCMP cenotaph or memorial wall in Lloydminster or at the Cemetery, and no annual civic commemoration event.

RCMP officers from Lloydminster are welcome to attend the national and provincial commemoration event, but rarely do because of the logistics, cost and time off work required to enable attendance.

There are some wall plaques dedicated to officers within the Lloydminster RCMP buildings but there is no RCMP cenotaph or memorial wall in Lloydminster or at the Cemetery, and no annual civic commemoration event.

Fire:

In Lloydminster, flags are lowered at Fire halls and at City hall on September 13th every year, although it's unlikely that members of the community will realize why. This coincides with the national Firefighters Memorial Day service that takes place in Ottawa.

(It was unclear from the interview whether there is a commemorative event for firefighters at the provincial level.)

Firefighters from Lloydminster are welcome to attend the national commemoration event, but rarely do because of the logistics, cost and time off work required to enable attendance

There are some wall plaques dedicated to firefighters within Lloydminster fire halls, but there is no Firefighters cenotaph or memorial wall in Lloydminster or at the Cemetery, and no annual civic commemoration event.

b) Q2/ Do you think RCMP officers or Firefighters would like to be interred buried and memorialized in a dedicated Field if Honour?

RCMP:

It depends on how appealing it looks, but given that there are only two official RCMP headstones in the Cemetery, it speaks to the fact that RCMP officers frequently relocate and are likely to return to a different town to be buried. Also these days, RCMP officers are more likely to want to be buried with their spouse or family, not with their colleagues. For these reasons Memorialization without interment may appeal to some Officers and their families.

From an RCMP perspective, there are very few RCMP-designated cemeteries in Canada. These include:

- the RCMP Depot Division Cemetery (Regina);
- Maple Creek and Battleford, SK;
- Fort Saskatchewan, AB;
- and Beechwood Cemetery, Ottawa, ON.

Deceased RCMP members (including retired members) may be buried in cemeteries other than the designated ones and may have a regimental headstone or marker. These monuments have specific dimensions, if you need them.

The RCMP is responsible for perpetual care of regimental headstones/markers. I'm aware of two deceased RCMP veterans in the Lloydminster cemetery. We check their headstones annually for any required maintenance.

Fire:

It comes down to an individual and his family. A survey of preferences may help provide a clearer picture.

4. Meeting Close.

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LLOYDMINSTER CEMETERY MASTER PLAN

HERITAGE GROUP INTERVIEW

Date: September 16th, 2020

Time: 10am -11am Lloydminster Time

Location: Online, via Zoom

Attending :

External Attendees:

Ray Bailey – Vice President, Friends of the Lloydminster Regional Archives,

Janet Newman – Past Archivist, Volunteer Data base of Obituaries and Burials

Coriene Price, Archivist, Lloydminster Regional Archives, 2009

Gayla McMillan – Archivist, Lloydminster Regional Archives

City of Lloydminster (the City):

Blake Nielsen-Manager of Parks and Green Spaces – City Project Manager

Jessica Weaver – Communications and Community Engagement Coordinator

LEES+Associates:

Richard Cook, Principal;

Chelsey Schmidtke Associate;

INTRODUCTION TO THE CEMETERY MASTER PLAN PROJECT

Lloydminster Cemetery is approaching an important threshold. With a limited number of years of capacity remaining, the City is undertaking a master plan for the Cemetery that will guide its development, management and operation to the end of its active life. A key objective of the cemetery service is to meet the needs of families in the 21st century from all parts of the community, recognizing that Lloydminster is an increasingly culturally diverse community and the City's population is expected to grow significantly over the next 25+years.

PURPOSE OF MEETING

We would like to invite you to an informal discussion to share your thoughts and observations about the importance of Lloydminster Cemetery in terms of its heritage value to the City, and whether its heritage can be leveraged further to raise the profile of the cemetery in the eyes of the community. This could be in the form of heritage tours of graves of key members of the community etc.

We would also like to hear any other thoughts and observations you might have about the cemetery, the cemetery service, and any improvements that should be considered as part of the Lloydminster Cemetery Master Plan.

AGENDA

1. Introductions

Note : City took over Regional Archives January 01, 2020 from the Friends of the Regional Archives

Note: No military section in Lloyd. Legion did not show up.

2. Purpose of the Cemetery Master Plan
3. Trends & Terminology
4. Existing cultural heritage and historical value

- Gayla – no evidence the cemetery was used as a burial ground previous to European settlement.
- There are black settlers (Shiloh Baptist Church and Cemetery is found about 30 kilometres north of Maidstone) and Indigenous burials in the cemetery
- Archives struggle w/o a lot of success to capture records earlier then 1903; not a lot known about local Indigenous history
- The community has been diversifying over time and information in the archives has expand to include history about immigration communities from a variety of backgrounds
- Stories worthy of telling at the cemetery include Bertha Archer- Lloyd teacher; instrumental in getting the Lloyd teachers association started. Many others possible
- The archives have many stories about individuals buried in the cemetery, for e.g.: the head carver at legislature building is buried in the cemetery.

- There is a cemetery record book in the archives. The hard copy book only goes to 1990. The archives also uses Find-a-Grave to help families find ancestors.
- Blake: Stone orchard now being utilized by the cemetery - Free ap showing this information: iCemetery, is now available.
- Ray: Is there a directory on site? Blake: Yes – the cemetery has a map and book in a structure near the gate.
- The cemetery has recently gained FOIP permission to share names of those buried within the cemetery. The book is currently being updated, and moving forward will probably be updated once or twice a year.
- Blake will check if online records are available through city website. - public access to online map and records system via the cemetery website is coming soon. (They are currently available on the iCemetery ap).
- Gayla- unmarked graves likely early burials belonging to Barr Colonists or other early settlers,
- Janet: information on early burials can be gleaned from the Lloyd paper database going back to 1905. The location of graves are unknown in the unmarked grave section.
- Blake – cemetery internal notes inform staff not to burry in unmarked grave section as location of existing graves is unknown. It is believed records for this area were destroyed in a fire that decimated the town in 1929.
- Worthwhile to locate graves in the unmarked section by radar- this needs to be incorporated in the cemetery budget.
- Gayla – additional information about burials may be found in meeting minutes in early council records. These meetings relate evidence of earlier burials and other points of interest regarding the cemetery – E.g. Council asking community members to keep cows out of the cemetery.

5. Existing programs and events at the cemetery or about the cemetery
   - There used to be an organization active for giving tours.
6. Opportunities to raise the profile of the cemetery

- How to ease/aide genealogical efforts: Archives could promote/cross link to an online cemetery map from the archive's website.
- Events – archives and the Friends of the Regional Archives volunteers would be interested in exploring collaborative events that promote public interaction.
- Gayla – likes the self guided tour or guided tour. Paper/analogue tours may help their older clients. Also need digital aps for younger generations.
- Corine – possible to express stories or aid guided tours by placing markers on/near significant graves or highlighting the graves on an online map –for E.g. graves of Barr-colonists had been marked for a Barr-Colonist home coming event and family members went to find their ancestors
- If made on city website. Printed map preferred for older folks.
- No Social media ap for cemetery separately- but city does have specific pages for other departments. Events could be promoted through the Culture and Science Center media accounts or under City of Lloyd Recreation Program accounts. –
- Ray – is a retired photographer- often people incorporate loved one items who passed included in the wedding. Some people may be interested in the cemetery for part of their Wedding photos
- Janet – can see where there are gaps and knowledge- save cards and obituaries from papers- add to data base, for up to 1970's – help people looking for relatives. – Cards printed by funeral homes- obituary – information on card about person and where the person is buried.

7. Other improvements that would improve the cemetery service to the community
8. Any other business
   - Corine- general question. – Events- A Tea, or a All Souls-. Is there pushback from communities, who have traditional views on what should happen in the cemetery- e.g.: some view that it is disrespectful to walk on graves. Lloyd is old-fashioned.
   - Rules about scattering ashes. Can scatter on any land as long as you have permission.
   - Encourage return to cemetery.

- Records that et lost/misplaced. Development of a database. Proper place for those document is in an archive, so they can be made available for future residents. Engourages participation in the archives.
- Gela- lives near maidstone. A recent non-profit put markers on unmarked grave – adopt a grave program.
- Corrine – pet cemetery is possible? – Glen – might be possible- not sure if pets are allowe in sask cemeteries – would have to be developed as separate piece of land.
- Rc- business case for pet cemeteries- social and moral, ethical issues.
- Blake – History of town can be expressed through the town.
- There will be an email to those if they'd like to share more
- No link publicly to iCemetery app

9. Next steps and meeting close

10. **Meeting Chat**

From CS to Everyone: 09:12 AM

AGENDA

1 .Introductions

2. Purpose of the Cemetery Master Plan

3. Trends

4. Existing cultural heritage and historical value

5. Existing programs and events at the cemetery or about the cemetery

6. Opportunities to raise the profile of the cemetery

7. Other improvements that would improve the cemetery service to the community

8. Any other business

9. Next steps and Meeting Close

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LLOYDMINSTER CEMETERY MASTER PLAN

CULTURE AND FAITH GROUP INTERVIEW

Date: September 16th, 2020

Time: 3pm -4pm Lloydminster Time

Location: Online, via Zoom

Attending :

External Attendees:

Jonathan Bounds: Lead pastor of The Word Church in Lloydminster and Loon Lake, SK (Jehovah Witness)

Choudhary Mansoor Azeem: Missionary Imam - Baitul Amaan Mosque (Muslim faith groups in Lloyd)

Kathi Kinsman – Reverend of Grace United Church in Lloydminster

Dowsan Antonio –Representative of the Filipino Community

City of Lloydminster:

Blake Nielsen-Manager of Parks and Green Spaces – City Project Manager

Jessica Weaver – Communications and Community Engagement Coordinator,

LEES+Associates:

Richard Cook, Principal

Chelsey Schmidtke, Associate

Regrets:

Lloydminster Native Friendship Center regarding Indigenous representation. (Follow up individually)

Representative of St. Anthony Roman Catholic Church (Follow up with individually)

INTRODUCTON TO THE CEMETERY MASTER PLAN PROJECT

Lloydminster Cemetery is approaching an important threshold. With a limited number of years of capacity remaining, the City is undertaking a master plan for the Cemetery that will guide its development, management and operation to the end of its active life. A key objective of the cemetery service is to meet the needs of families in the 21st century from all parts of the community, recognizing that Lloydminster is an increasingly culturally diverse community and the City's population is expected to grow significantly over the next 25+years.

PURPOSE OF MEETING

We would like to invite you to an informal discussion to share your thoughts and observations about Lloydminster Cemetery, the cemetery service, and any improvements that should be considered as part of the Lloydminster Cemetery Master Plan.

NOTES / AGENDA

1. Introductions
2. Purpose of the Cemetery Master Plan
3. An informal discussion regarding:

a. The use of the existing cemetery;

- Johnathan: some families go back home, but a significant amount is buried at Lloyd. Cemetery – roughly 75%. Others will be buried in smaller rural cemeteries.
- Choudhary: seven graves in 3-4 years. Mosque was opened in 2016 Hope to purchase 20+ lots in Lloyd Cemetery. Funeral services have been provided by McCaw Funeral Home. Prefer 24hrs burial but will wait 2-3 days for families to come.
- Kathi: Majority go to Lloyd Cemetery – many here are casket services.. Out of town services in cemeteries in small communities connected to the churches. Has led graveside services in the Lloyd Cemetery. Kathi works in team with the funeral homes in town, typically McCaws funeral home – roughly 90%. Has not been here long, in comparison to Winnipeg there is more full casket.

- Dowsan: 3000-4000 Filipino in the City. Tradition to have a long viewing- 7 days to two weeks of viewing, however not allowed in Canada so they do 2-3 days of viewing. Average 1-2 per year using Lloydminster Cemetery. More common in the recent years to use Lloyd Cemetery however when most of the family is still in the Philippines, the body will be sent back when they can afford it. There will be more demand in the future with 2nd and 3rd generation families. In Lloyd 60% Roman Catholics, 40% from Baptist Christian Filipino.

b. The level and type of service offered and cemetery facilities;

- What services are needed by your confirmation that are not currently available? How can process and levels of service be improved?
    - Kathi: Provided shelter such as tents in heat and rain. Water issues "floating away" are disconcerting. Working with the City and McCaw have been a good experience.
    - Blake: Do not spray for mosquitoes – Alberta environmental issues. Fogging does not take place in 20+ years.
- Wayfinding: Getting to the Cemetery and finding the plot?
    - Jonathan: volunteers for find a grave and billion graves. Uses find a grave and photos as a directory. Able to find cars during a service because the space is small enough. Signage: markers a bit hard to see from far away. The markers and maps a good but could be better.
- Washroom facilities
    - Choudhary: no complaints, never locked.

c. The opportunity to plan interment and memorialization types, and services which reflect the needs of the community in the future, and

- Interment Options
    - Choudhary: Do not align with mecca, bury east and west. Only certain denominations of the Muslim community align with Mecca. If possible, would welcome it as there is another Muslim community (60 – 65 houses). Choudhary's community is 50-55 house. It would be preferable to have a grouping of graves. Qibla stone is not important. Markers are important but are personal preference for upright or flat. All Muslims would require a small shelter to separate men and women during ceremonies. No restriction for casket or shroud in terms of religion.
    - Jonathan: most of the community is buried in a casket. Some are cremated. First Nations prefer Casket. No request for Green Burial – but is in accordance with beliefs. 'Sticky point' would be the headstone and not having a marker right on the grave.
    - Kathi: thinks green burial is coming, and there are people in the congregation that would appreciate it. Scattering garden is also being talked about. No one has asked for it yet – but good vision. Family Vessel – has never seen this before, but could see people getting on board with this for cost reasons.
    - Dowsan: 9/10 prefer casket burial. Burial services attract a large amount of the community, 30-40 cars. This causes congestion. Thinks casket will continue to be the preferred method of interment. Viewings are important.
- Shelter Options
    - Choudhary: Temporary structure would not fulfill the purpose of separating the two groups. Near the entry is best. Most are 1st and 2nd generation immigrants. A structure that could have a fire/heat.
    - Jonathan: temporary shelter is appreciated.
    - Kathi: has seen a large tent on wheels at other cemeteries.
    - Dowsan: Large shelter would be helpful

4. Final thoughts:

- Kathi: good that there is a plan being developed
- Jonathan: Happy that there is planning and land available. Lloydminster is growing fast, so he is thankful that a plan is happening.
- Choudhary: echoes what Kathi and JoNathan says.
- Dowsan: Echos above and thinks this is a good start.

- Jessica: Further comments or feedback can be sent to city email.
- Blake: thanks everyone for taking part of the process. Grave finding app iCemetery Ap has been publicized much, because its new.

5. Next steps and meeting close

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LLOYDMINSTER CEMETERY MASTER PLAN

FUNERAL HOME INTERVIEW

Date: September 17, 2020

Time: 1:30 PST, 2:30 MST

Location: Online, via Zoom

Attending :

McCaw Funeral Home

Brett McCaw – McCaw Funeral Service Ltd., Lloydminster, AB (3rd gen funeral director)

City of Lloydminster

Blake Nielsen-Manager of Parks and Green Spaces - Project Manager, City of Lloydminster

Jessica Weaver – Communications and Community Engagement Coordinator, City of Lloydminster

LEES+Associates

Richard Cook, Principal

Lacee Barr Associate

INTRODUCTON TO THE CEMETERY MASTER PLAN PROJECT

Lloydminster Cemetery is approaching an important threshold. With a limited number of years of capacity remaining, the City is undertaking a master plan for the Cemetery that will guide its development, management and operation to the end of its active life. A key objective of the cemetery service is to meet the needs of families in the 21st century from all parts of the community, recognizing that Lloydminster is an increasingly culturally diverse community and the City's population is expected to grow significantly over the next 25+years.

PURPOSE OF MEETING

We would like to invite you to an informal discussion to share your thoughts and observations about Lloydminster Cemetery, the cemetery service, and any improvements that should be considered as part of the Lloydminster Cemetery Master Plan.

1. Introductions
2. Purpose of the Cemetery Master Plan
3. Questions Regarding Cemetery Trends, and Operations
   a. The cemetery is currently only service 30% of the casket market in the community. Where do you think the rest are going?
      - Brett- Burial is happening where the other family is originally from. People move to the city for work or retirement. Most of the casket interments done by McCaw are done outside of the city.

   b. Is there Competition from other cemetery operators? Is pricing and issue for families? Services? Appeal?
      - Pricing is always an initial shock to families. The funeral home explains the reasoning behind the cost, such as the maintenance costs over perpetuity. This typically resolves the issues. They have not had anyone choose another cemetery due to pricing.
      - Maintenance and care of the cemetery has increased over the last few years. Main issues that people complaint to the funeral home about is damages to monuments.

   c. Are you experiencing a change in what families are asking for or preferences:
      - Due to COVID 19, families are becoming aware of the type of service that can be held at graveside. Families are not wanting a formal service, but one where you are paying tribute to someone. McCaw predicts there will be more graveside services. They have began to invest in the necessary equipment to host most graveside services, such as tents, chairs, greens and sounds system. Due to COVID restrictions many of the graveside services have been *Live Streamed*.

- There has been a decline in church related services, and it is becoming more common for funeral directors to conduct services. A trend toward more personable gatherings.
- Recommends a flexible space for to accommodate a range of needs to be added. A space that will not add too much of an additional cost to the families.
- Blake – explains there is currently water or gas infrastructure on site. Water is hauled in, there is not potable water and washrooms are seasonal. Possibility to establish infrastructure with the development of the north area.
- More families are asking for scattering. They want to scatter in the cemetery. Some people want to scatter a portion and burry the rest. This trend is based mostly on cost. Recommends a cremation trail or loop.

d. Have families requested Green Burial?

- Green burial has been requested. Bylaws in the cemetery allow for shrouded burial.

e. Is the water/drainage issues driving people away?

- No. If people have issues with the idea of the casket sitting in water, they sell them sealed vaults.

f. Other types of interment requested?

- Muslim. Some would prefer there be Mecca facing graves, others have come to terms with the fact that is not currently and option and have bought plots facing east west.
- Alkaline hydrolysis has come up, but they are not looking into getting into it – area is being served with cremation and burial
- Request for simple burials - Minimal caskets/shrouded burails – going back into the earth as soon as they can – getting means in place to get a shrouded body form casket to grave. They are using a wicker basket/try with handles. Portable stretchers. Transition form that to the plots -some have used the straps and body is on a thin board. Or still trying to use the lowering devices (with board) onto a pallet so they can still get straps out.
- Traditional casket

g. Is there many First Nation burials?

- First Nations – typically stay on the reserve and go where their family is. The band will help pay for the funeral if the burial is on the reserve.
-

h. Are there any issues with the operations – access, circulation, etc.

- No issues. Roads are substantial for limos and semi trucks
- No issues with wayfinding. They are working on providing links to the a georeferenced location to provide to families when meeting at the grave site.
- Was not aware that cemetery has the iCemetery Map.

i. Is there any issues coordination with sales team / operations team?

- Has been good. Very little errors.

j. Bylaw upgrades

- Would like to give some input at the time of re-write / items we are specifically talking about changing.
- One Issue – 72 hrs for hole to be dug in winter. Families tent to work in 24 hrs.

k. Physical condition

- Water sections – people not to happy about water sitting on grave. They explain the work that has to go into the fixing of those areas and families tent to understand.
- A lot of trees were taken out – Spruce trees: has been important to cemeteries in the past. Would like to see more spruce trees to go back into the cemetery. Not as much of the poplars.

4. Meeting Close.

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LLOYDMINSTER CEMETERY MASTER PLAN

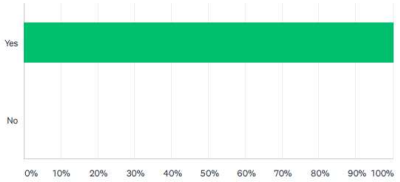
CATHOLIC CHURCH QUESTIONNAIRE

Note: A representative from the Catholic church was unable to attend any of the scheduled stakeholder interviews. A Survey Monkey questionnaire was sent to them to provide feedback.

Questions and Answers:

Q1 Do any members of your community use the cemetery services offered by the City of Lloydminster?

Answered: 1 Skipped: 0



Q2 If not, why?

Answered: 0 Skipped: 1

⚠ No matching responses.

ANSWER CHOICES	RESPONSES	
Too expensive.	0.00%	0
The cemetery does not offer the type of interment families in my community would like.	0.00%	0
They do not like how the cemetery looks.	0.00%	0
Other (please specify):	0.00%	0
TOTAL		0

#	OTHER (PLEASE SPECIFY):	DATE
	There are no responses.	

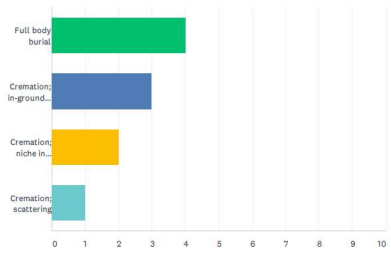
Q3 Where do most families within your community choose to bury their loved ones?

Answered: 1 Skipped: 0

#	RESPONSES	DATE
1	Lloydminster cemetery	10/2/2020 2:09 PM

Q4 Out of the following burial methods, please rank the most popular (1) to least popular (4) methods.

Answered: 1 Skipped: 0



Q5 Are there any burial methods not listed above which are commonly used within your community? If so, please explain.

Answered: 1 Skipped: 0

#	RESPONSES	DATE
1	no	10/2/2020 2:09 PM

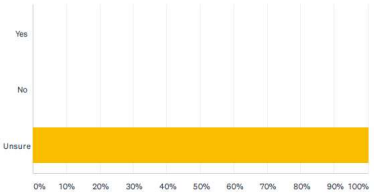
Q6 Do you believe families within your community would consider a Green Burial if it were made available?

Answered: 1 Skipped: 0



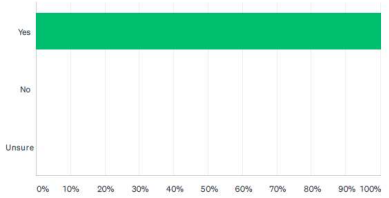
Q7 Do you believe that a Memorial Wall would be a desired attribute for families who's loved ones were memorialized or buried elsewhere?

Answered: 1 Skipped: 0



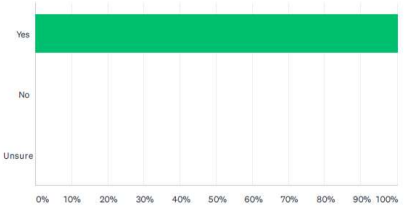
Q8 Would events at the cemetery such as celebrating Easter, or Mother's Day appeal to you, or your community?

Answered: 1 Skipped: 0



Q9 Would a history tour or wildlife watching at the cemetery appeal to you?

Answered: 1 Skipped: 0



Q10 Do you have any additional questions or comments?

Answered: 1 Skipped: 0

#	RESPONSES	DATE
1	no	10/2/2020 2:09 PM

Appendix E: Online Public Survey Results

What We Heard Report

Cemetery Master Plan

December 2020

Parks and Green Spaces and Communication Departments

Introduction and Background

Located north of the Lloydminster Golf and Curling Centre, the Lloydminster Cemetery is surrounded by a series of naturally beautiful amenities such as farmland, mature vegetation and manicured and unmanicured greenspace. The current Lloydminster Cemetery features a variety of burial areas/methods, including a scattering garden. Columbaria and areas for cremated and casket burials. This site has served the community for generations and will continue to act as the sole burial location for the Lloydminster and area families for the next 100+ years.

With the Lloydminster Cemetery nearing capacity, the City of Lloydminster has initiated the Cemetery Master Plan. This document will guide the future development of the area by: accommodating a wide range of internment and memorialization options, creating sustainable and flexible phased plans, create a division for the Lloydminster cemetery and surrounding land uses, improve current cemetery water and drainage issues, enhance community programming and recreational uses and enhance overall user-friendliness.

Project Timeline

The Cemetery Master Plan begun in July 2020 with an initial site visit, location analysis and stakeholder engagement. Through this consultation the City of Lloydminster discussed the current and future functions and opportunities of the facility with history and heritage, ethnic and religious, funeral and professional, and first responder groups/stakeholders.

Within the second and third phases of the project, the team finalized the site analysis, developed plan concepts and created the draft Master Plan. Following these developments, the project team engaged with area residents via an online survey. With consideration to the feedback collected, the project team aims to present the draft Cemetery Master Plan for Council's consideration in early 2020.

Advertising

Public consultation for the Cemetery Master Plan was advertised through the following channels:

- Newspaper
  - Meridian Source
  - Weekly Bean
  - Morning News
- Radio
  - Real Country
  - The Goat
- Media Release
  - The Goat
  - Stingray (Prime Time, 101 Boom, 95.9 Real Country)
  - Meridian Source
  - Kurt Price
  - Lloyd Connect
  - Municipal Infonet
- Website
  - Lloydminster.ca
  - Yourvoicelloyd.ca/Cemetery
- Social Media
  - Facebook
  - Instagram
  - Twitter

Public Engagement

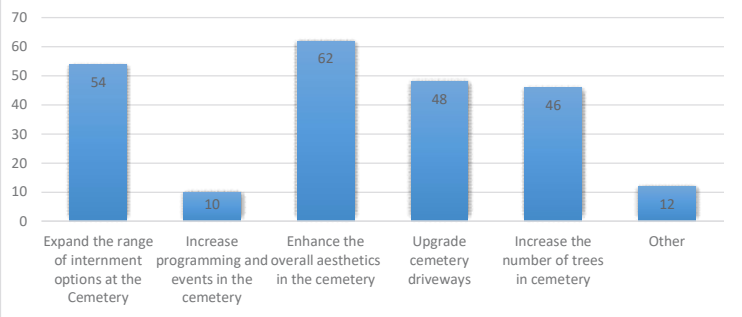
Due to COVID-19 and in respect to social distancing, the City of Lloydminster hosted all engagement for the Cemetery Master Plan virtually on the yourvoicelloyd.ca/Cemetery webpage. This webpage allowed for residents to view the plan concepts, understand introductory and background information and participate in the survey. Through this consultation, 491 individuals viewed the project webpage, 220 were informed of the activities on the page and 86 engaged in the survey.

Non-digital engagement options were available upon request.

The following data is a conclusion of the feedback we heard through the survey.

Public Feedback

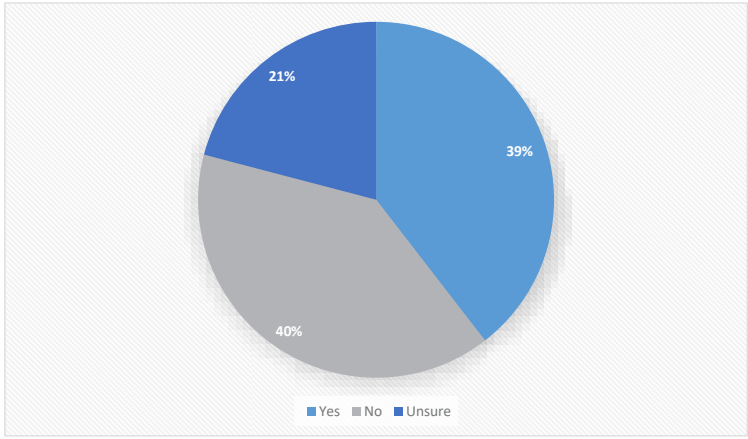
What are the top three features you think the City should include as part of the future cemetery improvements?



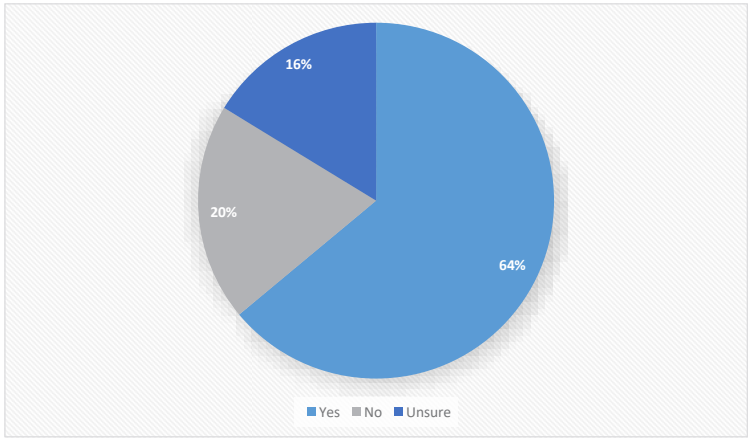
Other including:

- Desire for additional seating areas
- Concern for drainage issues

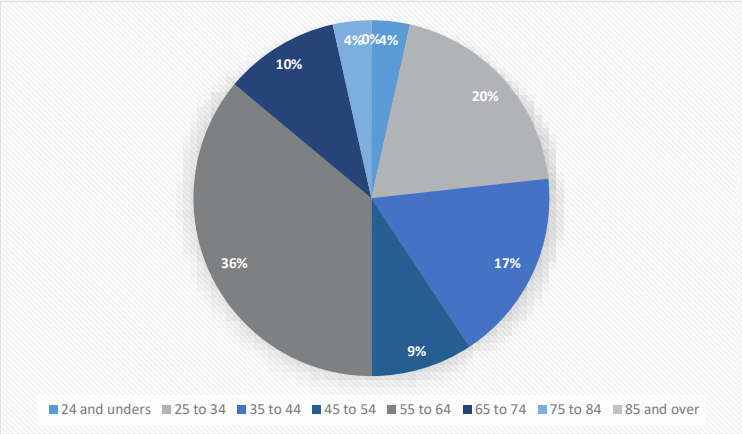
Natural Burial is an internment option that involved a simple biodegradable casket or shroud with no embalming. Would you consider a natural burial if it were an option?



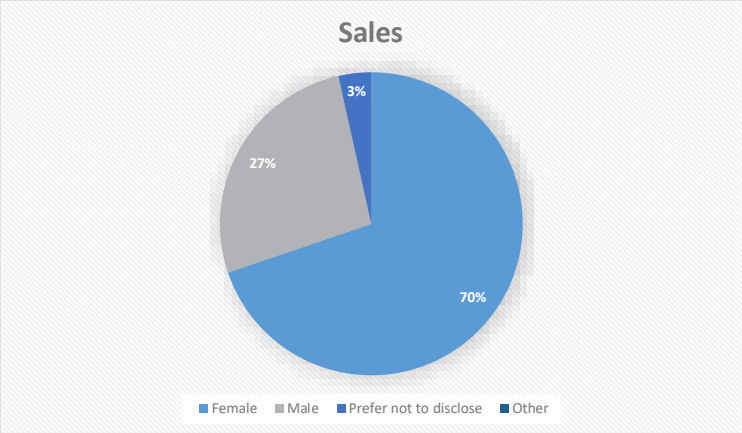
Memorial Walls are often used as a dedication area for individuals who were cremated or buried elsewhere. Is an inscription on a Memorial Wall something you may consider?



Please select your age:

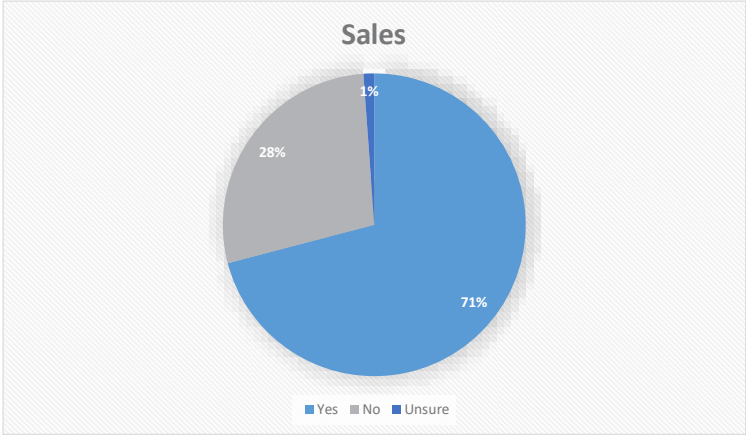


Please select your gender:

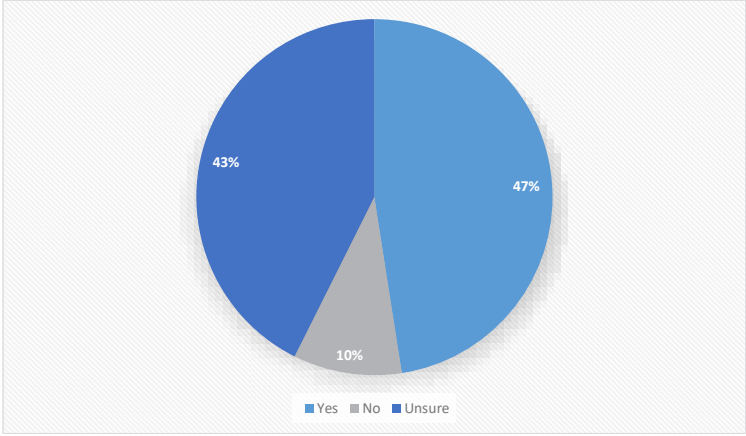


LLOYDMINSTER

Do you currently have a plot, or family plot, within the Lloydminster Cemetery?



Do you intend to be buried in the Lloydminster Cemetery?



Do you have any additional questions or comments?

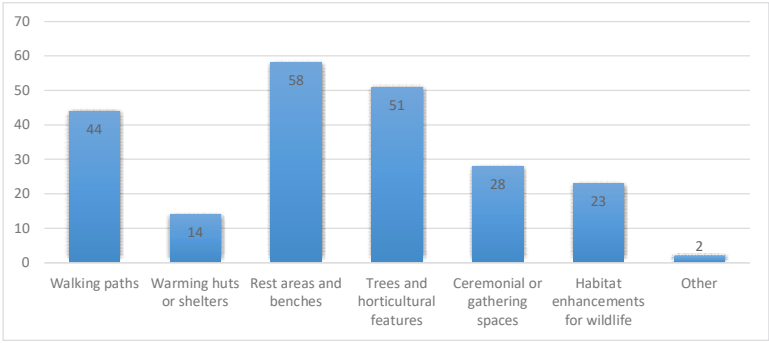
The main themes of this question included:

- Support for the draft concepts
- Concern for current drainage issues
- Desire for vegetation as a wind and sound control
- Desire for recreational uses such as trail systems
- Support for family burial plots
- Desire for cement strips for headstones
- Concern for the cost of burial plots
- Concern for vandalism and after-hour security

Next Steps

Thank you to all residents and visitors who completed the public survey. The feedback collected through this survey will be reviewed and considered when adjusting the final Master Plan. Stay turned to the project webpage yourvoicelloyd.ca/Cemetery for more project related updates.

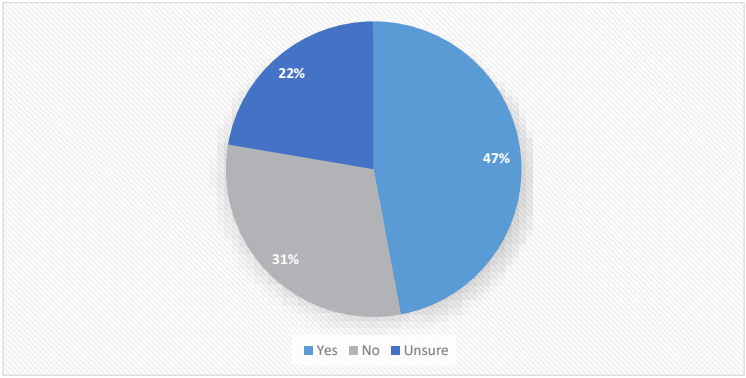
Cemeteries are often intended to accommodate a wide variety of uses other than burials, including acting as an extension of the community's green spaces and trail network. Which of the following amenities would you like to see included as part of the development of the cemetery?



Other:

- Desire to remove old or expired vegetation
- Desire to fix ongoing drainage issue

Cemeteries in other communities host a range of programs and events for families. Would events like Mother's Day celebrations, candle lighting services, historic tours or a 'Night for All Souls' appeal to you?



Do you have any specific events or programs you would like to see included at the Lloydminster Cemetery?

The main themes of this question included:

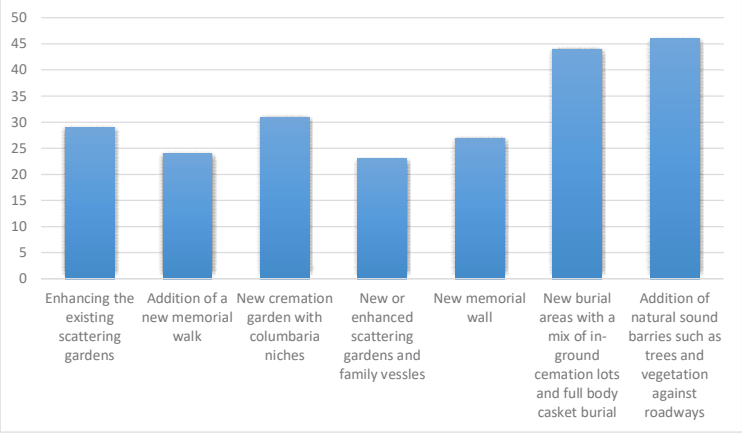
- Candle lighting services surrounding main holidays
- Historic tours
- Cultural celebrations

Do you have any questions or changes for the plan concept that the project team should consider?

The main themes of this question included:

- Concern for long-term sustainability of cemeteries
- Desire to enhance roadways and drainage systems
- Suggestion to include cenotaph for veteran memorials
- Desire for enhanced wayfinding

The Phase 1 diagram below shows the proposed internment development options which are expected to occur within 1 to 10 years. Which of the following program elements do you see as your top three priorities?



Cemetery Master Plan Survey

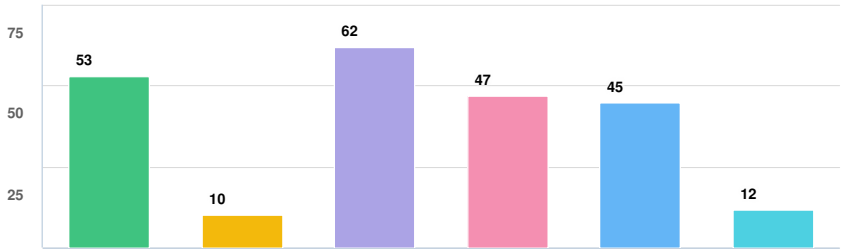
SURVEY RESPONSE REPORT
11 November 2020 - 26 November 2020

PROJECT NAME:
Cemetery Master Plan



SURVEY QUESTIONS

Q1 What are the top three (3) features you think the City should include as part of the future cemetery improvements?

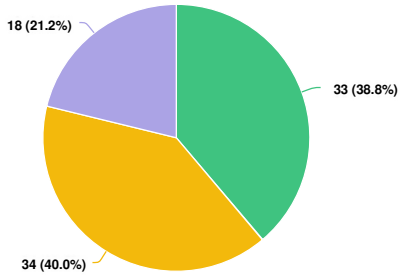


Question options

- Expand the range of interment options at the cemetery
- Increase programming and events in the cemetery
- Enhance the overall aesthetics in the cemetery
- Upgrade cemetery driveways
- Increase the number of trees in the cemetery
- Other (please specify)

Optional question (85 response(s), 0 skipped)
Question type: Checkbox Question

Q2 Natural Burial is an interment option that involves a simple biodegradable casket or shroud with no embalming.Would you con...

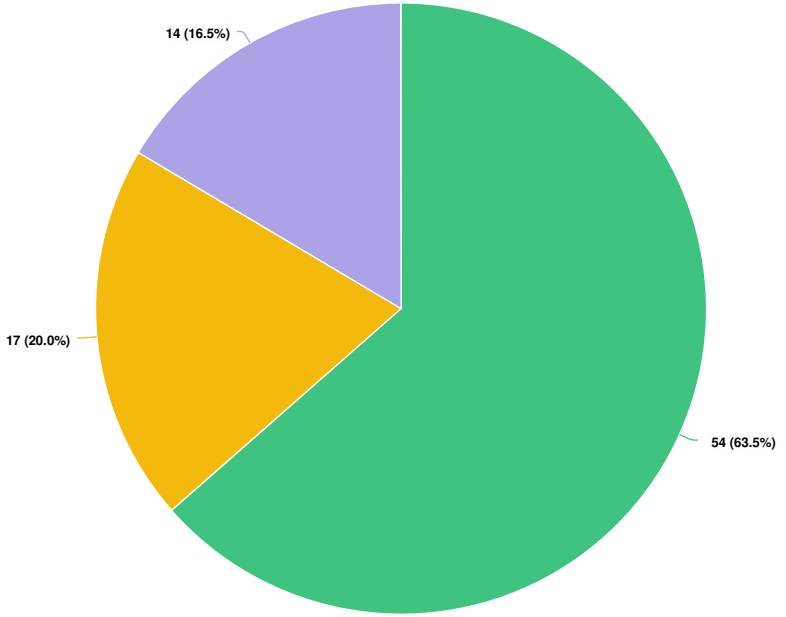


Question options

- Yes
- No
- Unsure

Optional question (85 response(s), 0 skipped)
Question type: Radio Button Question

Q3 Memorial Walls are often used as dedication areas for individuals who were cremated or buried elsewhere. Is an inscription on a Memorial Wall something your may consider?

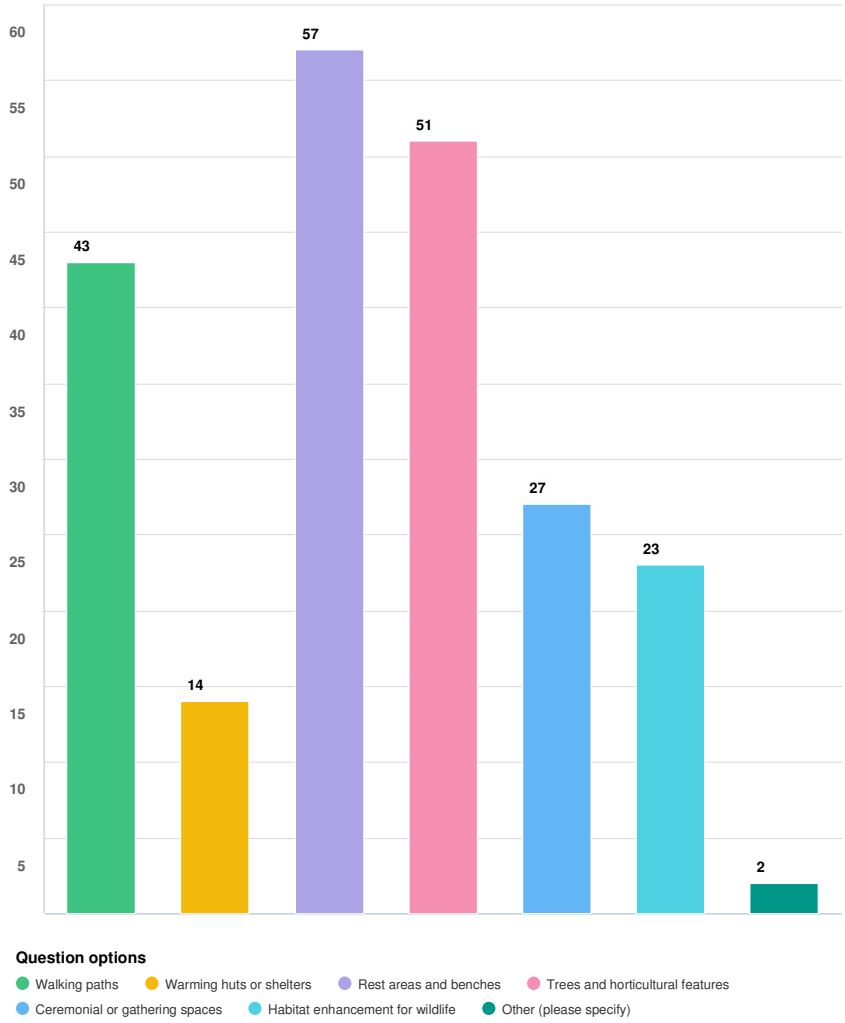


Question options

- Yes
- No
- Unsure

Optional question (85 response(s), 0 skipped)
Question type: Radio Button Question

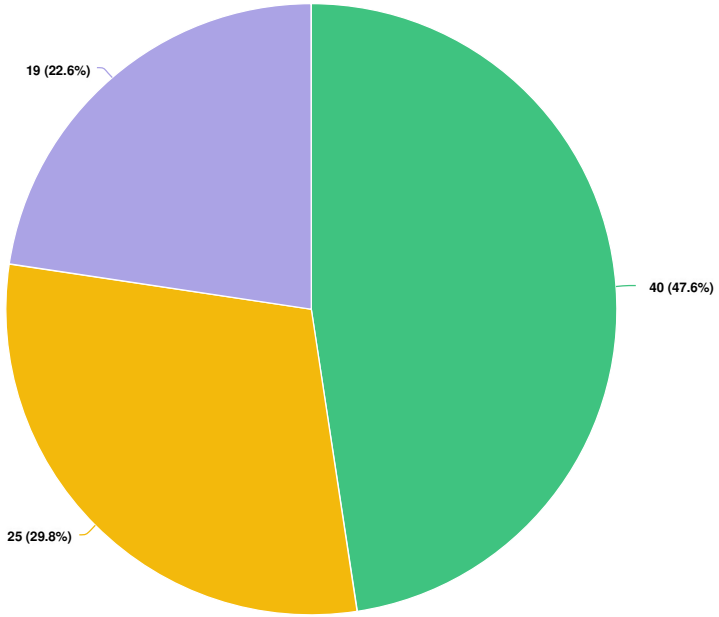
Q4 **Cemeteries are often intended to accommodate a wide variety of uses other than burials, including acting as an extension of the community's green spaces and trail network. Which of the following amenities would you like to see included as part of t...**



Optional question (84 response(s), 1 skipped)
Question type: Checkbox Question

Cemetery Master Plan Survey : Survey Report for **11 November 2020** to **26 November 2020**

Q5 **Cemeteries in other communities host a range of programs and events for families. Would events like Mother's Day celebrations, candle lighting services, historic tours or a 'Night for All Souls' appeal to you?**



Question options

Yes No Unsure

Optional question (84 response(s), 1 skipped)
Question type: Radio Button Question

Q6 **Do you have any specific events or programs you would like to see included at the Lloydminster Cemetery?**

Carole 11/13/2020 08:22 AM	Candle lighting services or Mother's/Father's Day celebrations
LaReh 11/21/2020 05:12 PM	Night for souls...historic tours
Sparks 11/21/2020 06:47 PM	Ice candle lighting by families or, thorugh pay for candle services on Christmas eve, or other multi cultural occasions.
MSG 11/22/2020 02:00 AM	Dia de los Muertos celebrations
janet 11/22/2020 10:00 AM	I'd like to see a commit formed that would fix fallen over, or sunken graves
Otis 11/23/2020 09:33 AM	Christmas Festival of light
Chelsea Reeves 11/23/2020 01:53 PM	I've been to a lot of cemeteries (weird hobby) and some of them have visitor books to sign thats left in a little warm up area and I think that's so neat. Some of them go back to the early 1900's. I've also seen moss used instead of grass in some areas and from what I've gathered its much easier to maintain than grass. However, my knowledge on moss isn't amazing so I don't know if that would be attainable
Stephanie Lindsay 11/24/2020 03:55 PM	Outdoor movie nights

Optional question (8 response(s), 77 skipped)
Question type: Essay Question

Q7 **Cemetery Master Plan ConceptDo you have any questions or changes for the overall plan concept that the project team should consider?**

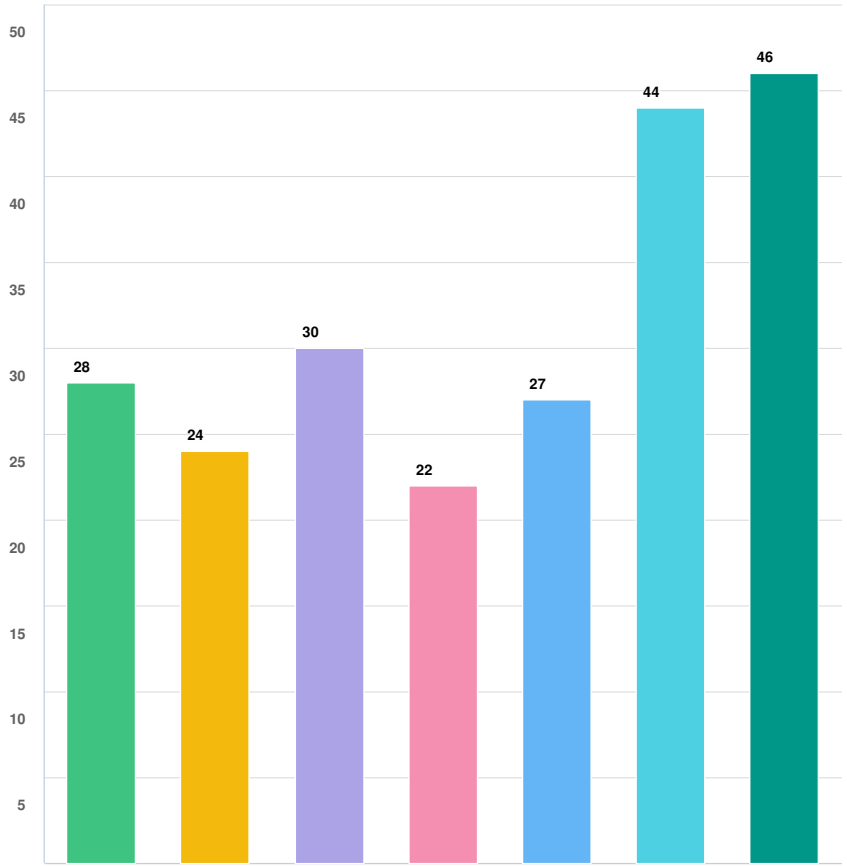
Jens 11/12/2020 09:41 AM	I wonder about the land utilization for cemeteries, we want a place to memorialize people are cemeteries sustainable longterm and if it is a valid use of land. I wonder if we should we be encouraging caskets and burial

	sites longterm? In 100 years what will be their purpose and will they be kept up? We are looking at more sustainable options like cremation and scattering ashes. Some people may choose to have headstones, etc we will not.
SheilaC 11/12/2020 08:13 PM	Pull offs off the main roads for better flow on the roads. That way vehicles can pull off the main road a bit so they don't stop movement.
Jill Best 11/12/2020 10:19 PM	Suggestion: Include a small cenotaph to remember those who have served & lost lives in wars. This would be good for commemorative services at the cemetery.
Carole 11/13/2020 08:22 AM	I have noticed that drainage is an issue in some areas of the existing grounds. Does this plan address this problem or add to it?
3dogz 11/13/2020 11:12 AM	The existing drainage issue should be addressed first, before any new ideas are implemented.
Howie 11/16/2020 12:02 PM	no
Marg Nerbas 11/17/2020 01:43 PM	Not at this time.
jmchapman 11/19/2020 09:48 AM	No
Laurie 11/19/2020 06:58 PM	I think one of the main improvements would be to pave the roads. It is dangerous to drive out in the winter/spring to visit a grave
Johan 11/20/2020 10:57 AM	does the plan speak on the enhancement of the old cemetery
Sparks 11/21/2020 06:47 PM	No.
MSG 11/22/2020 02:00 AM	Make sure to maintain the bush and greenery in the area. Make this project as environmentally friendly and sustainable as possible.
janet 11/22/2020 10:00 AM	I have spent a lot of time a the cemetery looking for different graves..the sections need to be renamed and put in better order
Shaylin Desiatnyk 11/22/2020 01:03 PM	I worked at the cemetery one summer and the drainage system for rain water is a nightmare; because there isn't one. It was awful to have to pump a grave put quickly and put the body/urn in before the grave refilled with water. Also horrible to see graves underwater. The mini lakes of water that form over graves are what makes the cemetery so unappealing.

Otis 11/23/2020 09:33 AM	No
Chelsea Reeves 11/23/2020 01:53 PM	I had no idea there was an unmarked section in our cemetery. Thats so neat! I might have missed it in the photo, but would there be something to seperate the golf course from the cemetery? It also feels weird being so open
Christina Perry 11/24/2020 07:26 PM	What improvements can be made to the water run-off / flooding of gravesites that presently happens?
MT 11/26/2020 04:56 PM	I do not see anything listed as to how current drainage problem as are going to be addressed. These should be addressed and fixed before new additions are made.

Optional question (18 response(s), 67 skipped)
Question type: Essay Question

Q8 **The Phase 1 diagram below shows the proposed internment development options which are expected to occur within 1 to 10 years. Which of the following program elements do you see as your top three priorities?**



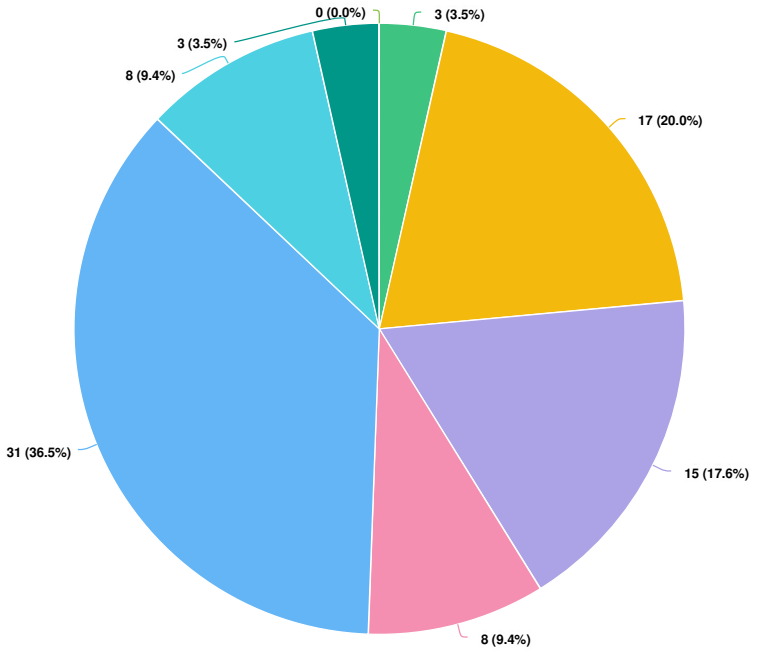
Question options

- Enhancing the existing scattering garden
- Addition of a new memorial walk
- New Cremation Garden with columbaria niches
- New or enhanced scattering gardens and family vessels
- New memorial wall
- New burial areas with a mix of in-ground cremation lots and full body casket burial
- Addition of natural sound barriers such as trees and vegetation against roadways

Optional question (83 response(s), 2 skipped)
Question type: Checkbox Question

Cemetery Master Plan Survey : Survey Report for **11 November 2020** to **26 November 2020**

Q9 Please select your age:

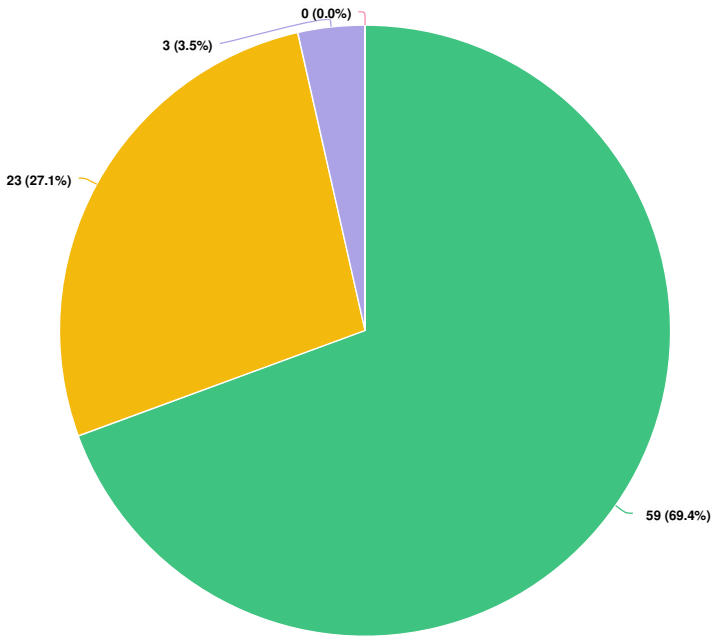


Question options

24 and under | 25 to 34 | 35 to 44 | 45 to 54 | 55 to 64 | 65 to 74 | 75 to 84 | 85 and over

Optional question (85 response(s), 0 skipped)
Question type: Radio Button Question

Q10 Please select your gender:

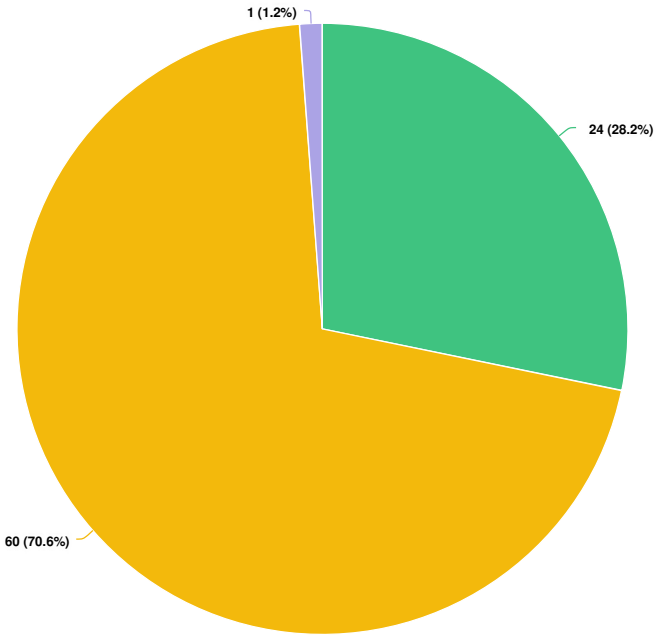


Question options

Female | Male | Prefer not to disclose | Other

Optional question (85 response(s), 0 skipped)
Question type: Radio Button Question

Q11 Do you currently have a plot, or family plot, within the Lloydminster Cemetery?

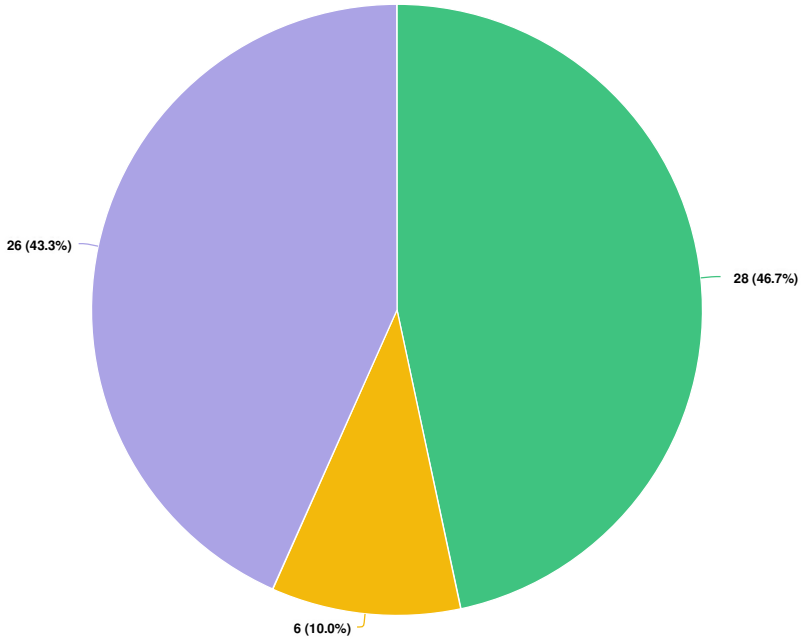


Question options

Yes No Unsure

Optional question (85 response(s), 0 skipped)
Question type: Radio Button Question

Q12 Do you intend to be buried in the Lloydminster Cemetery?

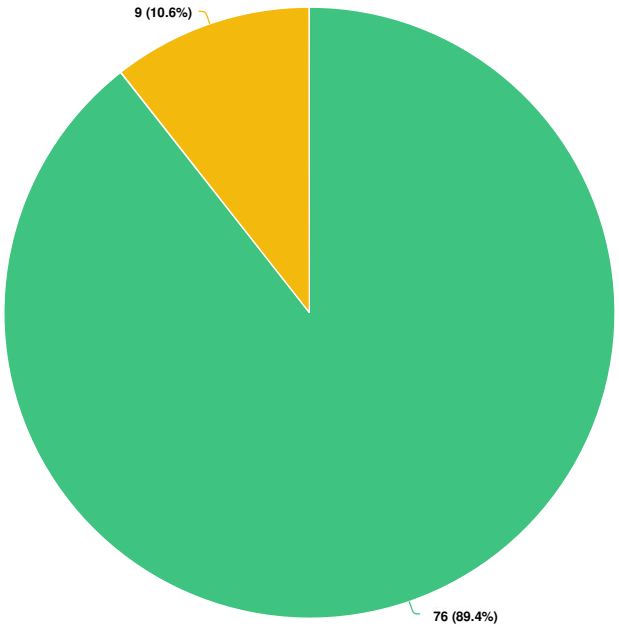


Question options

Yes No Unsure

Optional question (60 response(s), 25 skipped)
Question type: Radio Button Question

Q13 Do you currently reside in the City of Lloydminster ?



Question options

Yes No (please specify which rural municipality or county)

Optional question (85 response(s), 0 skipped)
Question type: Radio Button Question

Q14 Do you have any additional questions or comments?

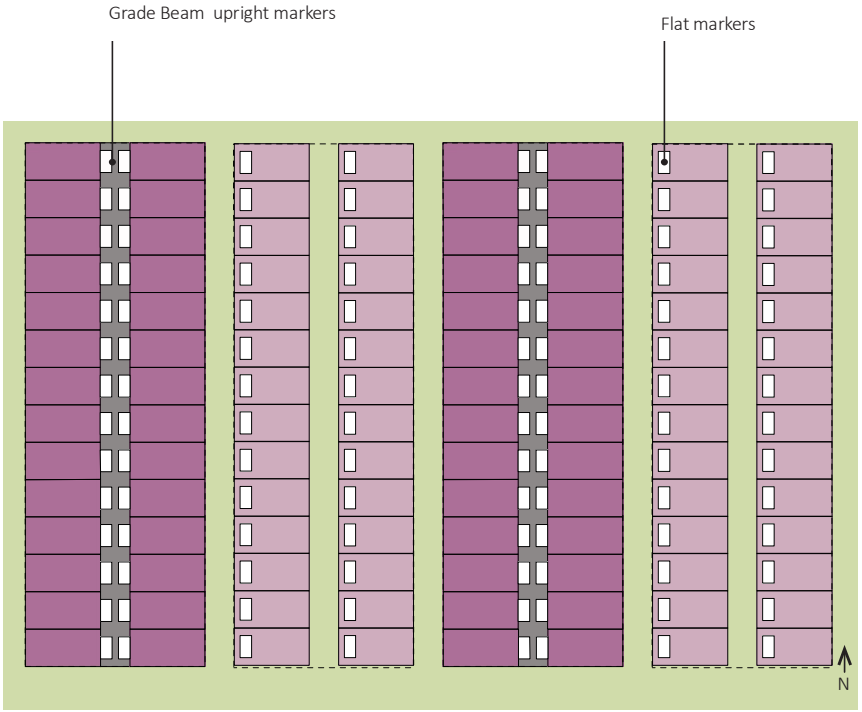
Jill Best 11/12/2020 10:19 PM	I really like the plans of this project, it will be a beautiful space to honor loved ones. I am a volunteer for the organization Find a Grave. I find it difficult to locate graves in certain areas so it must be the same when a person is searching for their relatives burial plot. Suggestions to improve this; 1. The signage of burial plot areas could be enhanced. 2. The burials that do not have headstones, are damaged from time or weather need marker numbers noting a grave is there. The number can then be cross referenced to the cemeteries burial records.
3dogz 11/13/2020 11:12 AM	Changes to the cemetery are very welcome, but please take care of the existing drainage issues first.
Brian Robinson 11/14/2020 06:33 PM	As a very active member of the Lloydminster Cross Country Ski Club, we have been setting trails at the the Loyd golf Course for a number of years. We have worked with the golf course people to enhance their skiing experience by cutting trails through treed area on the course. Because the course is quite flat, these few changes to the the trails have greatly enhanced our skiers experience, plus the trails stay in good shape longer as they are not subjected to the winds we have. When i seen that the cemetary was looking at cross country ski trails in their expansion, it surprised me as I didn't think a cemetary is where most people would want to ski. Also their needs to be trees and low shrubs to keep the trails from blowing in with snow. If the city wants to really enhance cross country skiing in that area, the golf course has lots of areas where trails could be cut through treed areas. By doing this, we could make the golf course an area where it could be utilized more then just for golfing. There are many cities that use their golf courses for cross countrty skiing. The Lloydminster Cross Country Ski Club sets these trails with their own equipment and volunteers. We would be happy to discuss this further. Thanks
Howie 11/16/2020 12:02 PM	I like that the city is planning ahead with our cemetery
Marg Nerbas 11/17/2020 01:43 PM	The water drainage should be top priority in the cemetery upgrades. Thank you.
angelchels 11/17/2020 04:12 PM	
jmchapman 11/19/2020 09:48 AM	No
Laurie	In Calgary, I believe they allow up to four people’s cremated remains to be in

11/19/2020 06:58 PM	one plt. I have been told Lloydminster only allows for two. Will this be changing?
Ted wolfe 11/20/2020 06:37 PM	Worked at cemetery for years as I was Forman for parks hope your considered using the cement strips for head stones saves damage to stones and easier maintance as no string trimming
Dianne Dion 11/22/2020 06:16 AM	It would be nice if the old headstones would be fixed and/or taken care of. It's sad to see some of them broken and no family left around to look after them.
Donald LeGoffe 11/22/2020 09:48 AM	Although this has nothing to do with the current plans I believe that the prices of plots needs to be revisited. As an example a traditional burial plot in the Leduc Cemetery is $850.00 plus GST as opposed to the over $1500.00 price tag here. The cost of plots can be an overwhelming side cost when planning a funeral.
janet 11/22/2020 10:00 AM	I'd like to see the entrance more secure. No entering when its after hours, too much vandalism happens to the headstones.
Otis 11/23/2020 09:33 AM	No

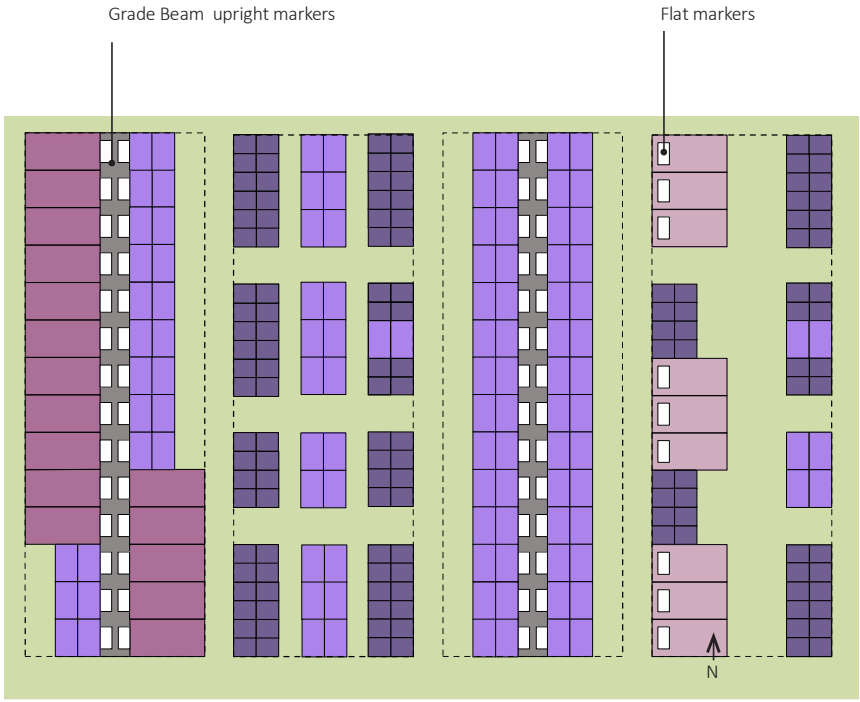
Optional question (12 response(s), 73 skipped)
Question type: Essay Question

Appendix F: Alternative Interment Block Layouts

TYPICAL IN-GROUND INTERMENT LAYOUT



Typical In-ground interment layout, no cremation
Scale:250 on 11x17



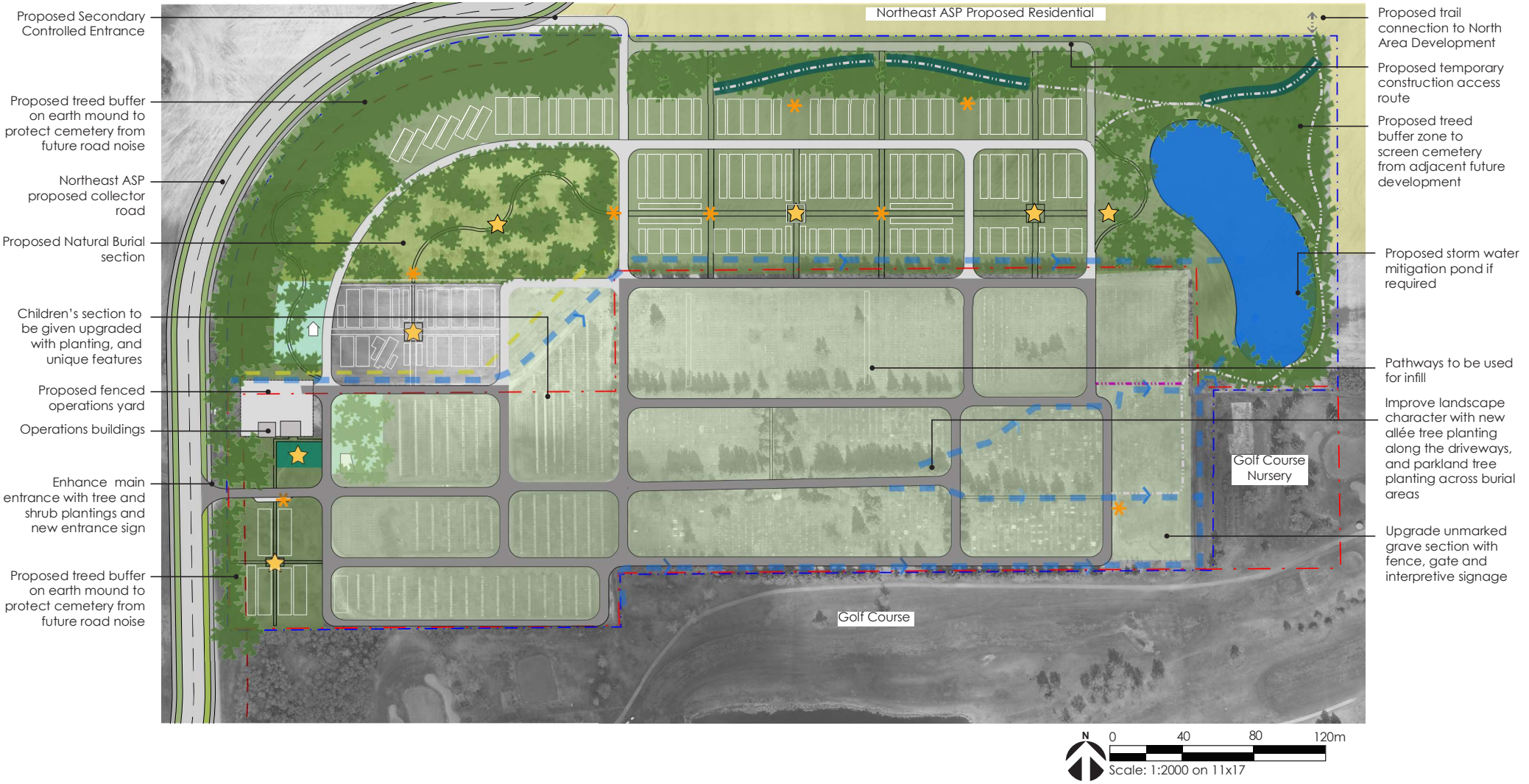
Typical In-ground interment layout, 90% cremation
Scale:250 on 11x17

Legend

- Full Body Burial Lot w/ Upright Marker 1.5m x 3.0m
- Full Body Burial Lot w/ Flat Marker 1.5m x 3.0m
- Small In-ground Cremation Lot w/ Flat Marker 0.75m x 0.9m
- Large in-ground Cremation Lot w/- Flat Marker 1.5m x 0.9m
- Interment Block

Appendix G: Concept Development Plan - Alternate Option

LLOYDMINSTER CEMETERY CONCEPT DEVELOPMENT PLAN - ALTERNATE LAYOUT



Legend

Existing Elements
- Property Line
- Abandoned Pipeline
- Driveways

Proposed Elements
- Property Line
- Swale
- Pedestrian Pathways and Trails

Pedestrian Pathways and Trails
- Driveways
- Woodland Buffer
- Allée/Specimen Trees
- Clumps of Specimen Trees
- Information Kiosk / Map

- Information Kiosk / Map
- Gathering Space
- Warming Hut
- Place of Interest / Node