



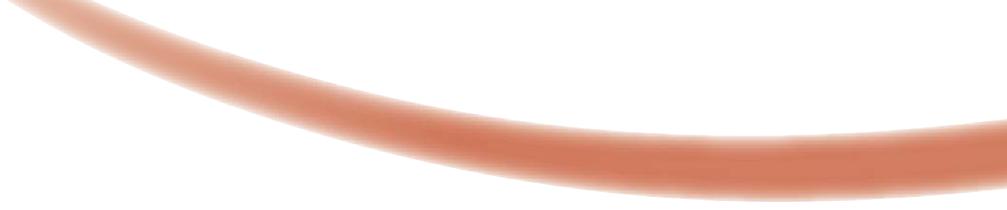
# ***Alto Reste Cemetery***

***Multicultural Inclusion  
and Expansion Plan***

*May 2011  
Red Deer, Alberta*



*peter j. smith & company, inc.*



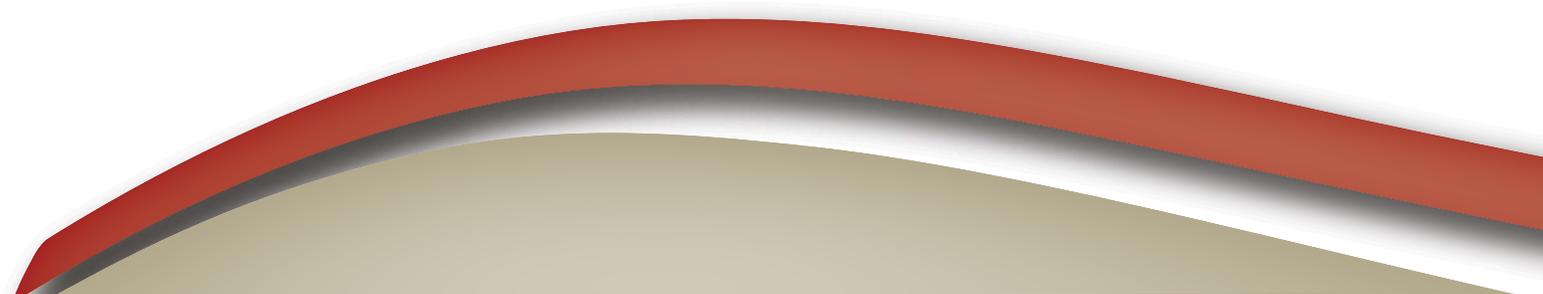
May 2011

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## Acknowledgments

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# ***Alto Reste Cemetery Expansion*** ***Red Deer, Alberta***

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# 1.0 Introduction

## 1.1 Purpose of the Plan

The City of Red Deer is a vibrant and growing city in Central Alberta. Located approximately equidistant between Edmonton and Calgary, its unique location gives it access to markets via highway and rail and has resulted in a strong local economy with several multi-national corporations making their home here. As a result, the city's population has nearly doubled in 30 years from 45,405 in 1981 to 90,084 in 2010.<sup>1</sup>

Red Deer's growth is attributable to natural expansion (births outpacing deaths) as well as to internal and external immigration. While the proportion of immigrants to Red Deer has remained stable at nine to 10 percent of the population between 1991 and 2006, it has diversified. Immigrants settling in Red Deer in the past were generally from continental Europe, the United Kingdom (UK), United States (US) and Asia. In more recent years, there has been a shift as immigrants are now more likely to be from Asia, the Middle East, South and Central America and Africa. These immigrants provide texture to the community and culture. With an already strong presence of aboriginal peoples in its population, Red Deer now boasts numerous cultural and religious communities.

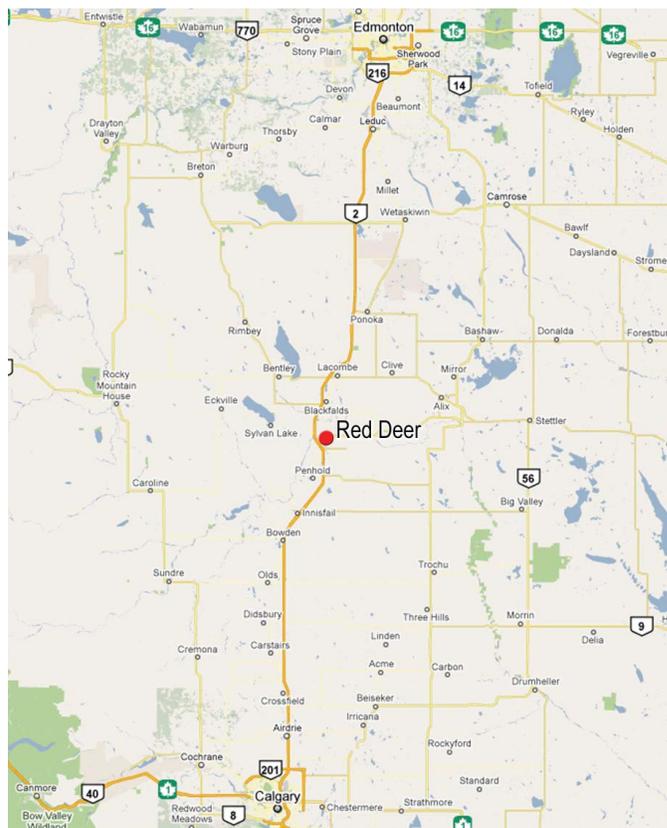
In addition to welcoming people of all walks and natures into its population, the City of Red Deer, as the operator of cemeteries, is also responsible for accommodating its residents in death. The City operates two cemeteries. An older cemetery within the city proper has exhausted its land base; there are no available lots for full body burial and, for cremated remains, very few niches and fewer than 100 in ground spaces are available. The newer Alto Reste Cemetery on the outskirts of the city has a land base that will continue to serve the community into the future, including an additional eight acres on site that has yet to be developed.

In determining its need for land and its menu of services to the community, Cemetery Services must examine a number of issues. These include:

- How to serve the cemetery needs of its indigenous and immigrant populations, including a number of religions that are outside the Judeo-Christian traditions typically served
- What its land needs will be over the course of the coming 20 years and forward and if it is to acquire more land for cemeteries where should that land be

*The purpose of this study is to determine the cemetery land needs for the City of Red Deer and to identify any special cultural or religious traditions it should be ready to accommodate based on the changing composition of its population over time. The study products include a concept for the available land at Alto Reste including a mix of traditional and cremation lots and recommendations for potential land acquisition in the future.*

Figure 1-1 City of Red Deer



Source: Google Maps and peter j. smith & company, inc.

<sup>1</sup> City of Red Deer, 2010 Municipal Census Report, July 2010.

## 1.2 Background

The Alberta Cemetery Act allows only religious or municipal organizations to own and operate cemeteries.<sup>2</sup> The City of Red Deer and Sacred Heart Church (Mount Calvary Cemetery) both provide cemetery services in Red Deer.

The City of Red Deer operates two cemeteries, the Red Deer Cemetery, located on 55 Street, and Alto Reste, located outside of the city proper to the east. The City runs its cemeteries professionally through the Parks Section of the Recreation, Parks and Culture department.

Alto Reste Cemetery was privately developed in the late 1950's as a unit of Arbor Memorial Services, Inc. It was turned over to the City of Red Deer for \$1 in 1976, as the Red Deer Cemetery neared depletion of its traditional burial sites. At that time, Alto Reste had in operation two traditional burial gardens providing flat memorialization: the Garden of Christ and the Garden of Devotion.

In the mid 1980s the city developed the Garden of Divinity which provides a choice of memorialization. In 2003, the Garden of Peace was developed as the Garden of Divinity began to exhaust its supply of traditional burial sites. Alto Reste ended 2010 with much of the Garden of Peace inventory still on hand.

Remaining at Alto Reste is an area of approximately eight acres that is yet to be developed. Mindful of its increasing population, and the increasing diversity of the population, it was determined that the city should contemplate the potential expansion into the eight undeveloped acres, as well as any future direction for acquisition based upon an

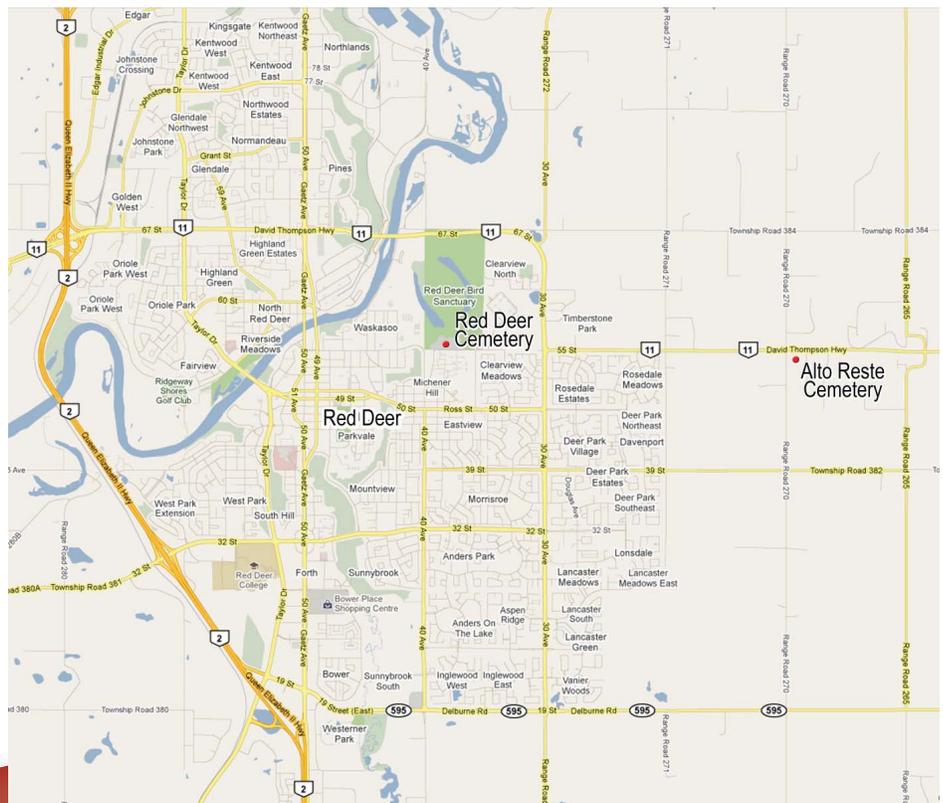
inclusive approach to accommodate a variety of interment alternatives based on the following:

- A demographic and cultural analysis of the city's population, including traditions and ceremonies surrounding death and burial
- An analysis of burial trends
- Operational needs
- Site Constraints.

The cultural and ethnic landscape of the population set the direction for meeting ritual and ceremonial needs in burial and cemetery memorialization. How best to meet those needs is determined through the operational assessment and site analysis.

<sup>2</sup> Arbor Memorial Services, Inc. continues to operate private cemeteries in Calgary, Edmonton, North Edmonton and Sherwood Park but under the existing Act cannot found or purchase additional cemeteries.

**Figure 1-2 City of Red Deer Cemeteries**



source: Google Maps and peter j. smith & company, inc.

## 1.3 Goals & Objectives

The Goals and Objectives provide a framework to guide the development of the existing on-site area as well as potential future areas that may be acquired for Alto Reste Cemetery. They set a standard for the city to accommodate the diversity of burial needs and traditions of its residents and those of the surrounding areas.

The goals and objectives are the result of the analysis of the demographics and cultural diversity of Red Deer and its environs including the trends in

the ethnic makeup of the region. They are also the result of the analysis of the specific site conditions and the operation assets and limitations of Cemetery Services. Goals are broad, declarative, general, overarching, umbrella statements. Objectives are more specific and are strategic implementation mechanisms. The goals set direction, the objectives answer questions encountered along the way.

The goals and objectives for the City of Red Deer Alto Reste Cemetery Expansion are:

### Goal 1

**Alto Reste Cemetery will develop its potential for memorialization**

#### Objectives

- To provide a range of options for disposition including burial and columbarium niches
- To provide opportunities for memorialization including memorial benches or other outdoor furniture and plantings

### Goal 2

**Alto Reste Cemetery will accommodate diverse needs for memorialization**

#### Objectives

- To understand the cultural and heritage composition of the local population
- To track trends in disposition and anticipate future needs

### Goal 3

**Alto Reste Cemetery will implement a plan for strategic growth**

#### Objectives:

- To adopt a design plan detailing a variety of interment options
- To develop a concept plan including options for expansion within the existing Alto Reste Cemetery site
- To develop a concept plan including options for growth outside of the current Alto Reste cemetery site
- To develop a lot layout plan that includes a variety of products and options

### Goal 4

**Alto Reste Cemetery operations staff will innovate to achieve its aspirations for the future**

#### Objectives

- To use the latest technologies available for cemetery surveying, mapping and record keeping
- To identify appropriate cost recovery vehicles including new columbarium and other products
- To implement the founding of partnerships with the private sector to increase sales, attract donations and attract participation in cemetery programs and events to the extent for which capacity to manage these programs exists or is developed
- To continue to review and update administrative policies to ensure they support the goals

# 2.0 Development Program

## 2.1 Introduction

Preparing a Master Plan for future improvements to Alto Reste Cemetery requires consideration of current opportunities and constraints, as well as the goals and objectives for its future as outlined in the previous chapter. An innovative and successful plan also requires an understanding of the current and potential future demand for cemetery services, which is provided by the Market Analysis in Chapter 3. The Market Analysis concludes that by

increasing the Alto Reste product range for cemetery memorialization, the city will be able to increase its revenues without raising fees for traditional products; new products can include memorial benches and trees, walkway and wall niches, cremation gardens and other forms of dedication and memorialization. Linking Alto Reste to the city park and trail system and developing a more park-like atmosphere in the cemetery will enhance its marketability and cachet.

## 2.2 Opportunities & Constraints

To better understand the opportunities and constraints facing Alto Reste a graphic Opportunities and Constraints Plan has been prepared. The plan communicates site conditions and overall context. The plan is also used to inform the Development Program. Elements of the plan are summarized below and graphically presented at right.

**Access** – The cemetery is easily accessed from the City of Red Deer. A potential constraint is the proximity of the main entrance to the intersection of Highway 11E and Range Road 270 (future 10 Avenue); this distance is approximately 115 metres whereas the City standard is 300 metres. There are potential opportunities to establish new entrances further east of the existing entrance on Highway 11E and 300 meters south of the intersection on Range Road 270. This will increase safety and prevent intersection loading during funeral processions. There is also a potential secondary entrance off the existing county road parallel to Range Road 270 in an expansion area for the cemetery.

**Aesthetics** – Certain aesthetic issues should be addressed, including screening of the service area on the west side of the cemetery adjacent to Range Road 270. Restoration of the pond at what is now a utility and storage area can add to the atmosphere of the site, help solve some outstanding drainage issues and assist with a water quality issue on site. The existing crematorium building – while in a nice setting – detracts from the cemetery.

**Areas for Acquisition** – There are areas to the south and east of the cemetery proper that would serve as appropriate expansion areas for the cemetery.

**Circulation** – Circulation challenges within the site are the result of an incomplete road system. Traffic conflicts will result when more than one group uses the cemetery at a time. A lack of access means caskets have to be carried as much as 77 meters. There are no existing pedestrian trails or links to the City's pathway/sidewalk network.

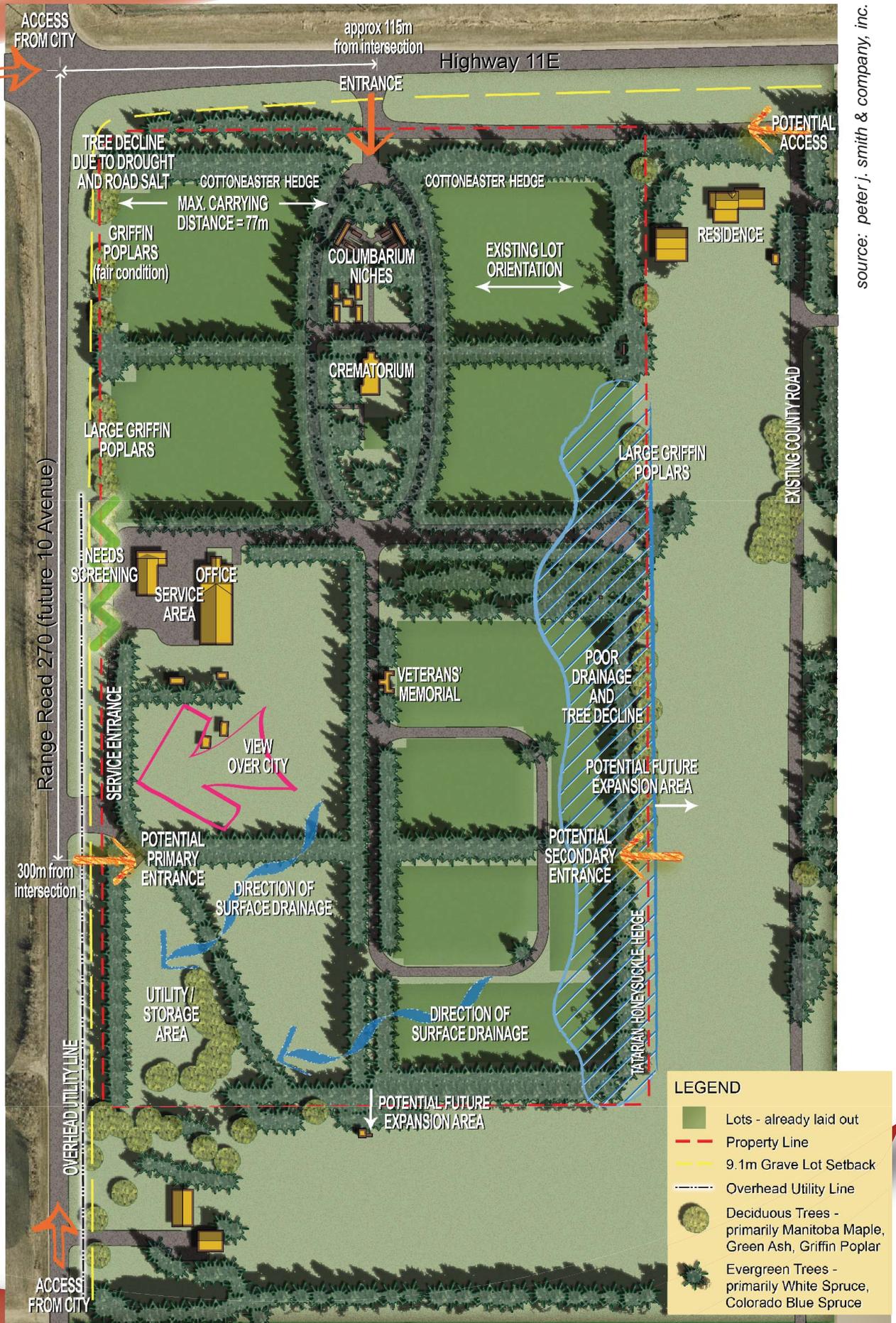
**Drainage** – Significant drainage issues exist on the cemetery's east side, threatening existing and future lots and existing plantings.

**Existing Lot Orientation and Product** – There is a lack of diversity in lot orientation; a limited offering of cremation memorialization products also exists.

**Landscape Materials** – The site is well planted with trees and hedges but lacks diversity in materials; some landscaping is in decline due to drainage issues, drought and road salt.

**Views** – The cemetery has an excellent view west to the City of Red Deer. This, along with its pleasing dense plantings will help the cemetery revitalize into a popular place for quiet contemplation, walking and visiting by all sectors of the community.

Figure 2-1 Opportunities & Constraints Plan



source: peter.j. smith & company, inc.

## 2.3 Master Plan

The proposed Master Plan for Alto Reste seeks to expand the cemetery's appeal and marketability by adding alternative memorialization products and by increasing its amenities and general atmosphere. With memorial benches, trees, sculpture and scattering gardens, the cemetery can develop as a user-friendly site that encourages visitors to linger, to sit for a spell in quiet contemplation. By

**Access** – A new main entrance is proposed along Range Road 270 (300 meters south of the intersection of Highway 11E and Range Road 270). Access to the cemetery from Highway 11E should be moved further to the east, as grades permit. This will increase safety and prevent intersection loading during funeral processions. As new property is acquired for the cemetery, a new secondary entrance is proposed from the county road that parallels the east side of the cemetery. The new entrances will improve the visitor's first impression of the cemetery as well as improve access and logistics when multiple burial services are held simultaneously.

**Aesthetics** – Introducing a curvilinear design element will break up current geometric lot layout, resulting in a more pleasing and varied landscape. Additional evergreen trees are proposed to screen views of the service area from Range Road 270. Elsewhere in the cemetery, deciduous trees, flowering trees and shrubs are proposed to increase the diversity and appeal of the existing plantings. A pond with an overlook, boardwalk and interpretative areas will add to the park like atmosphere of the site as well as solve improve drainage and water quality issue on site.

**Drainage and Water Quality** – In order to address the poor drainage issues along the eastern side of the cemetery, the installation of catch basins and storm drains is proposed to route excess water to the new pond. An acid neutralizer system should be considered to correct problems with the low pH of the groundwater on site.

becoming a place that people will go, not because they have to but because they want to, Alto Reste will more likely be the place they go when they need a cemetery. More importantly, by developing unique memorialization products the city will fill a gap in the market. The Master Plan explores these opportunities for the eight remaining areas on site and also highlights areas for future expansion.

**Areas for Acquisition** – The parcels directly adjacent to the south and east sides of the cemetery are highlighted as opportunities for growth outside of the current Alto Reste cemetery site.

**Buildings** – An indoor chapel and columbarium is proposed to broaden the appeal of Alto Reste and fill a gap in the cemetery's current service delivery. The facility should also be designed as a crematorium to replace the existing crematorium building. Pedestrian access between the chapel and existing office building should be provided. Screening and aesthetic improvements to the existing service yard are proposed. Relocation of the service area to the east side of the cemetery is an option as new land is acquired.

**Existing Lot Orientation** – With its traditional east/west lot orientation Alto Reste is problematic for the groups that may seek a lot orientation different from Alto Reste's existing east/west orientation. Baha'is, Jews and Muslims are among the religious groups whose traditions require buried remains to be oriented towards a specific location. The curvilinear layout of new roads and walkways within the cemetery provides the opportunity to provide variety within the lot layout.

**Memorialization Products** – In addition to lots for full body burial, the Master Plan highlights opportunities for alternative products, which the Market Analysis indicates are needed. These include niches built into walls, plazas and sculpture bases; scattering gardens and burial gardens for cremated remains; niches within a weather protected memorial chapel; and mausoleums.

Figure 2-2 Master Plan



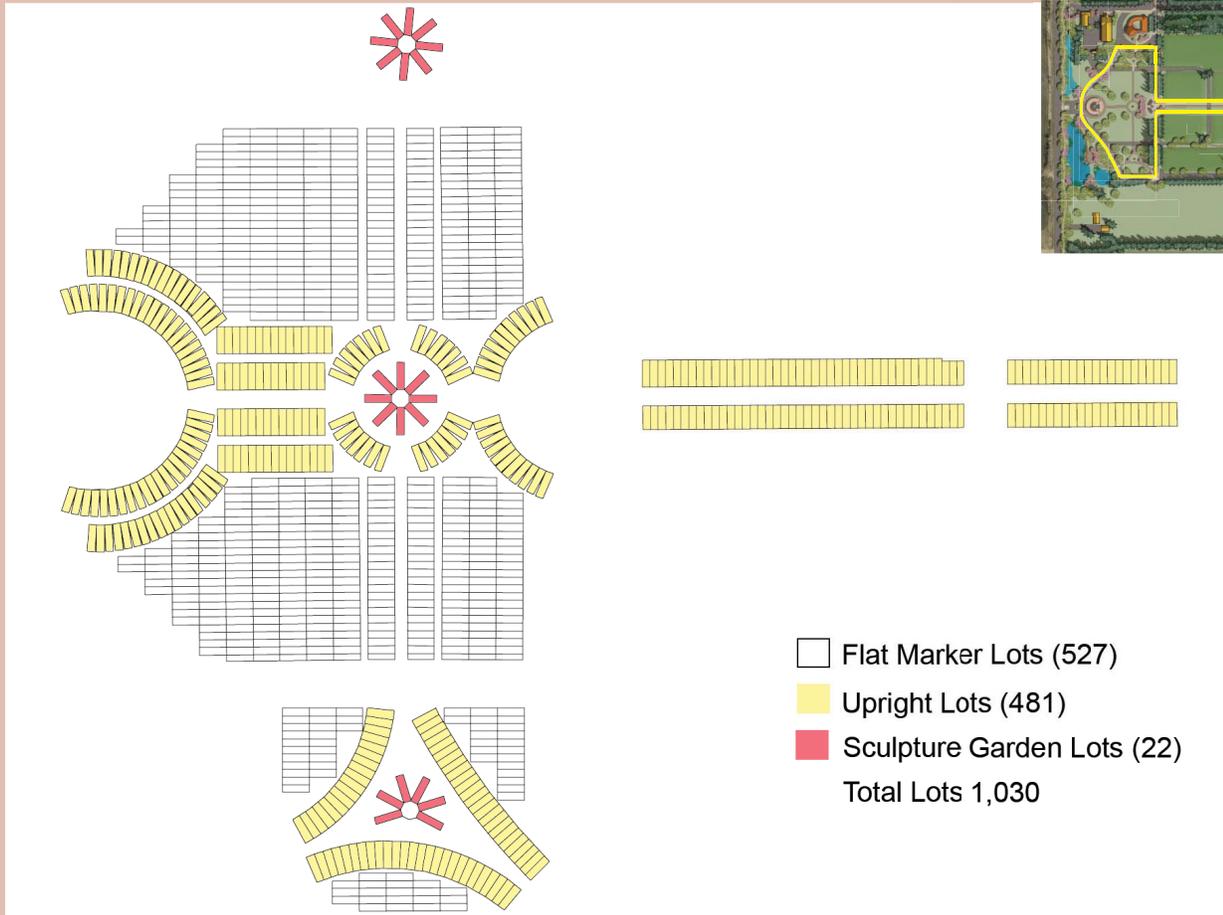
source: peter j. smith & company, inc.

**Lot Layout & Inventory** – Figure 2-3 illustrates the proposed layout and quantity of new full size lots, including upright headstones, flat markers and sculpture garden lots. Sculpture Garden lots are laid out radially around a central sculpture feature; these are an example of a premium product that the cemetery could offer.

When designed per the Master Plan, a total of 1,030 new, full size lots can be realized within the remaining 8 acres at Alto Reste. Note the variety of lot orientations, which provides visual interest and can also provide opportunities to meet the needs of Red Deer’s varied religious identities.

**Figure 2-3 Proposed Lot Layout & Inventory**

The key map at right highlights the area in which the lot layout, below, applies. A total of 1,030 new, full size lots can be realized in Phases I & II.



source: Google Maps and peter j. smith & company, inc.

**Circulation** – Linking Alto Reste to the city park and trail system and developing a more park-like atmosphere in the cemetery will enhance its marketability and cachet. Several circulation alternatives were considered during the development of the Master Plan. Figure 2-4 illustrates the various circulation patterns considered.

A key feature of the proposed pedestrian circulation system is the Sculpture Trail. The trail meanders through the cemetery, connecting the various memorial areas and providing a pleasant walking experience for those visiting deceased loved ones and those coming to the cemetery to enjoy nature, culture and/or art.

**Figure 2-4 Vehicular Circulation Alternatives**



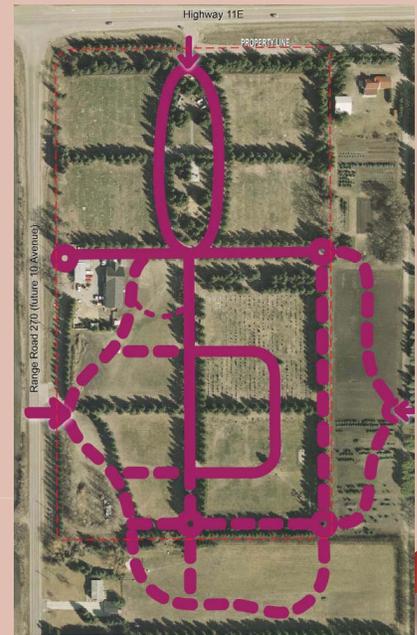
**Alternative 1** (top left)  
The circulation patterns explored in Alternative 1 at left reflect the symmetry and rectilinear layout of the existing cemetery.



**Alternative 2** (top right)  
The circulation patterns explored in Alternative 2 introduce a more curvilinear layout characteristic of historic cemeteries.

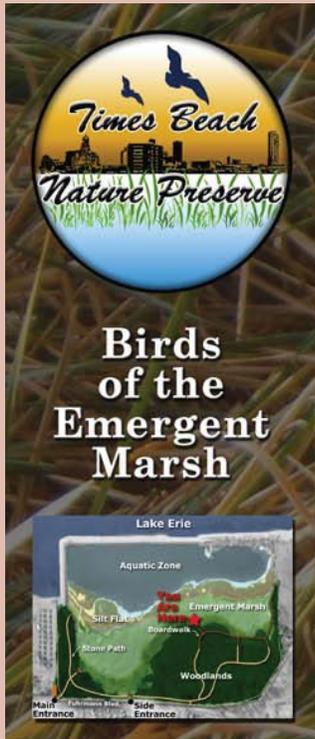


**Alternative 3** (bottom left)  
This alternative builds upon the layout shown in Alternative 1, providing interior and perimeter roads to ease congestion during peak usage periods and minimize carrying distance. The pattern created is more formal.



**Alternative 4** (bottom right)  
Alternative 4 builds upon the layout shown in Alternative 3. The roads and a secondary entrance extend onto the properties proposed for acquisition. The overall pattern created is more park like and informal, with a formal layout adjacent to the entrances.

Source: *peter j. smith & company, inc.*



### Blackbirds

Blackbirds actually represent a family of nearly 100 different kinds of bird species. This family is characterized by strong, direct flight and pointed bills. Described below are three of the many types of blackbirds you may see here at Times Beach.



#### Common Grackle

This bird has adapted to human changes in the land successfully as it will forage for whatever food is available. It will eat anything from seeds, to insects, to mice or frogs; it will even prey on small birds at a feeder.

#### Red-winged Blackbird

This bird is named for the male's bright red shoulder contrasted against its black body. The male will show off its red shoulder to attract the female, a much different looking, brown streaked bird.



#### Brown-headed Cowbird

This bird doesn't make a nest or raise its young at all. Instead, the Brown-headed Cowbird will leave its eggs in the nests of other bird species. Birds, such as warblers, will raise the cowbird's young along with, or instead of, its own.

### Marsh Wren

This small bird usually weighs no more than a half an ounce and measures only about 5 inches from bill tip to tail tip. The male and female are mostly brown birds that look alike except that the male is larger than the female. The Marsh Wren perches on reeds with its tail pointed upward or sneaks through the tall grass and reeds looking for food such as insects and spiders.



#### A Perpetual Singer

The Marsh Wren is a bird that you're more likely to hear than see. This little bird's song may be heard day and night vibrating over the cattails. Within this species there are differences in the eastern and western Marsh Wrens; the eastern bird has a more melodious song than the western bird, but the western bird has a greater variety of songs.

#### A Clever Builder



The Marsh Wren male builds an intricate nest of shredded plants and feathers that is rounded in shape and attached to reeds. The nest even has a side entrance. The male will build several of these nests and the female will choose which one to use.

Interpretative panels, such as the one above, provide user amenities and help to tell the story of Alto Reste from different perspectives: memorialization, heritage and nature.

(Source: peter j. smith & company, inc.)

**Interpretative Features** – To add to the park like setting of the cemetery and provide a variety of amenities, several interpretative features are proposed. The overlook and boardwalk along the pond should incorporate information about ecology, native flora and fauna, and even a discussion of the water treatment process. Historical and cultural interpretive plaques should be located at intervals along the Sculpture Trail to share information about Alto Reste Cemetery's and the City of Red Deer's heritage.

**Landscape Materials** – Materials should reflect the region's indigenous landscape. Stone used for the construction of entrance walls, sculpture/sign bases and other structures, as well as aggregate for concrete and asphalt mixes, should be sourced from regional quarries to reduce the materials' carbon miles. The Sculpture Trail that weaves through the cemetery should be constructed of a permeable material, such as crushed limestone, to help reduce impervious surfaces and stormwater runoff.



Cemetery improvements at the intersection of Highway 11E and Range Road 270 improve the visibility of the cemetery and provide clues that the cemetery is a place where the public is welcome to explore.

*(Source peter j. smith & company, inc.)*



The illustration above highlights features of the new entrance on Range Road 270. A stone gateway flanks either side of the entrance/exit and bisects the greenspace at the center of the roundabout. A raised central plaza with water feature provides opportunities to locate niches in creative locations. The layout of upright headstones, as shown in Figure 2-3, is also evident.

*(Source peter j. smith & company, inc.)*

## 2.4 Costs & Phasing

The construction costs below are based on the Master Plan in this report and are estimated budget amounts only. As the designed is refined, the costs may be adjusted accordingly. The estimated cost includes a 20% contingency to cover financing costs, design adjustments, unforeseen construction issues, etc. Construction costs do not include design development, operation or maintenance costs. A site survey is required for detailed design and construction; cost of site survey is not included in cost estimates.

The Master Plan is divided into five phases for implementation purposes (see Figure 2-3 at right). Phases IA and I include the highest priority improvements, including the new entrance from Range Road 270, and the new sign at the corner of Range Road 270 and Highway 11E. Phase II builds upon the improvements of Phase I. The final two phases require the acquisition of property to the east and south.

### Phase IA

|                              |                  |
|------------------------------|------------------|
| 1. Site preparation          | \$ 39,900        |
| 2. Grading & seeding         | \$ 35,580        |
| 3. Roads/Infrastructure*     | \$ 45,520        |
| 4. Walkways & site furniture | \$ 20,800        |
| 5. Landscaping               | \$ 23,200        |
| 6. Corner Sign               | <u>\$ 35,000</u> |
| Sitework Subtotal            | \$200,000        |
| 20% contingency              | \$ 40,000        |
| Consulting fees              | <u>\$ 30,000</u> |
| <b>PHASE 1A TOTAL</b>        | <b>\$270,000</b> |

\* chapel, columbarium & associated parking lot not included

### Phase I

|                              |                  |
|------------------------------|------------------|
| 1. Site preparation          | \$108,300        |
| 2. Grading & seeding         | \$181,250        |
| 3. Roads/Infrastructure      | \$203,840        |
| 4. Walkways & site furniture | \$ 25,860        |
| 5. Landscaping               | \$ 57,520        |
| 6. Amenities*                | <u>\$111,000</u> |
| Sitework Subtotal            | \$687,500        |
| 20% contingency              | <u>\$137,500</u> |
| <b>SITWORK TOTAL</b>         | <b>\$825,000</b> |

\* boardwalk, overlook plaza, stone entry walls, entry sign

|  |                    |
|--|--------------------|
| 7. Plaza with burial niches & fountain | \$350,000          |
| 8. Outdoor chapel                      | <u>\$125,000</u>   |
| Site Features Subtotal                 | \$475,000          |
| 20% contingency                        | <u>\$ 95,000</u>   |
| <b>SITE FEATURES TOTAL</b>             | <b>\$570,000</b>   |
| <b>PHASE I TOTAL</b>                   | <b>\$1,395,000</b> |

### Phase II

|                              |                  |
|------------------------------|------------------|
| 1. Site preparation          | \$ 29,500        |
| 2. Grading & seeding         | \$ 18,000        |
| 3. Roads/Infrastructure      | \$ 67,030        |
| 4. Walkways & site furniture | \$ 17,920        |
| 5. Landscaping               | <u>\$ 22,550</u> |
| Sitework Subtotal            | \$155,000        |
| 20% contingency              | <u>\$ 31,000</u> |
| <b>PHASE II TOTAL</b>        | <b>\$186,000</b> |

### Potential South Acquisition Phase

|                              |                  |
|------------------------------|------------------|
| 1. Site preparation          | \$102,750        |
| 2. Grading & seeding         | \$167,400        |
| 3. Roads/Infrastructure      | \$ 80,030        |
| 4. Walkways & site furniture | \$ 12,907        |
| 5. Landscaping               | <u>\$ 28,580</u> |
| Sitework Subtotal            | \$391,667        |
| 20% contingency              | <u>\$ 78,333</u> |
| <b>SOUTH PHASE TOTAL</b>     | <b>\$470,000</b> |

### Potential East Acquisition Phase

|                              |                  |
|------------------------------|------------------|
| 1. Site preparation          | \$114,000        |
| 2. Grading & seeding         | \$123,840        |
| 3. Roads/Infrastructure      | \$159,060        |
| 4. Walkways & site furniture | \$ 14,980        |
| 5. Landscaping               | \$ 35,620        |
| 6. Amenities (entry sign)    | <u>\$ 15,000</u> |
| Sitework Subtotal            | \$462,500        |
| 20% contingency              | <u>\$ 92,500</u> |
| <b>EAST PHASE TOTAL</b>      | <b>\$555,000</b> |

**GRAND TOTAL \$2,876,000**

Source: peter j. smith & company, inc.

Figure 2-3 Proposed Master Plan Phasing



Source: peter j. smith & company, inc.

# 3.0 Market Analysis

## 3.1 Introduction

The purpose of the market analysis is to identify potentials based on socio-economic and demographic trends in Red Deer. In addition to existing sales and interments trends for Alto Reste, community population and mortality projections, immigration data and religious traditions in the community and among immigrant populations are also analyzed.

## 3.2 Trend Analysis

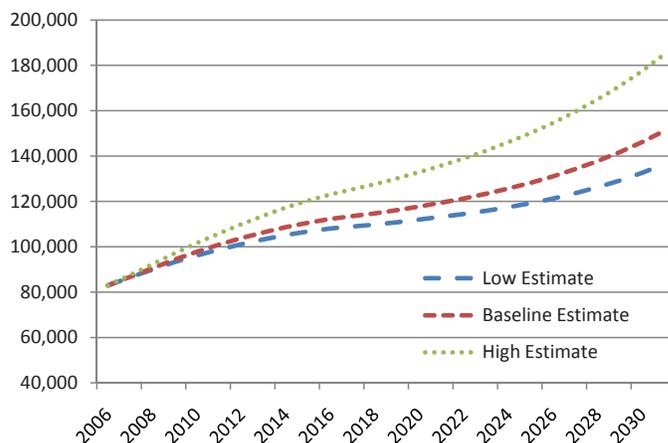
### 3.2.1 Community Mortality Projections

The research report Demographic and Social Trends of Red Deer issued by the Red Deer Social Planning Department in May 2008 provides an analysis of birth, mortality, fertility and death rates within the Red Deer Regional Hospital Centre, of which the City is a part. Figures are not aggregated specific to Red Deer so actual rates may vary somewhat as fertility and birth rates tend to decline in urban populations.<sup>3</sup>

According to the report, the fertility rate was just under the rate at which it would replace the population until 2006 when fertility rates increased substantially. Since then the net natural increase has kept pace with the growth of population in the health region, with migration making up the difference. Net natural increase is 70.5 percent of population growth; migration makes up the remaining 29.5 percent.<sup>4</sup>

Life expectancies in the health region are rising and are now at a robust 81 years for women and 76 for men.<sup>5</sup> Life expectancy is expected to continue to rise in the health region, but not particularly quickly. In 2010 life expectancy for women is anticipated to rise to 81.4 years and for men to 77.3.<sup>6</sup> The increasing projected age of residents of the health region implies that the number of deaths will increase as the population ages. The birth rate can be anticipated to decrease since the mean age of fertility is also increasing, from 27.7 in 2006 to 29 in 2020. However, while mortality rates may rise, net migration is anticipated to continue to contribute to the population such that the health region population, at 293,829 in 2005, is projected to increase to almost 359,000 in 2020.<sup>7</sup>

Figure 3-1 City of Red Deer Population Projections 2006-2031



Source: City of Red Deer and peter j. smith & company, inc.

In its population projections for the province, Alberta Health and Wellness projects that deaths in the health region will be 23% more in 2020 than there were projected to have been in 2006. This will be an increase of just over 650 deaths. This is an overall increase of 0.05 percent across the entire population of the health care region.<sup>8</sup>

### 3.2.2 Population Growth

Based on population projections prepared for the City of Red Deer, the population of the City is projected to grow from its 2006 population of 83,000 to between 136,000 (low estimate) and 184,000 (high estimate) in the next 25 years. A baseline estimate is for the City to reach a population of 151,000.

Figure 3-1 summarizes the population projections for the City of Red Deer.

3 City of Red Deer, Demographic and Social Trends for Red Deer: Research Report (May 2008), p 17

4 Ibid. p 18

5 Ibid

6 Alberta Health and Wellness, Population Projections for Alberta and its Health Regions, 2006-2035, (March 2007) p 52-53.

7 Ibid. p 71

8 Red Deer's population is about 2.5 percent that of the province.

### 3.2.3 Current Cemetery Services Situation

Having run out of room for full burial and with limited availability of other products at its original city cemetery on 55 Street, Red Deer Cemetery, the City is focusing on the Alto Reste property. The Red Deer Cemetery has 89 in-ground cremation spaces, including 81 single urn and eight double urn spaces, and 13 niches available.

In December 2010, Alto Reste property's developed inventory included 778 full burial lots, 173 columbarium niches and 332 inground cremation lots. There were also 98 infant and 35 youth lots available. An additional eight acres – the subject of this design study – remain undeveloped.

During the past 10 years interments in Alto Reste have remained flat while the population of the city has increased 24 percent. Sales for Alto Reste are stagnant and have not kept pace with the three percent annual increase for which the city has budgeted. It is city procedure to not consider the cemeteries as profit centers, nor to use them to compete with the private sector. However, the cemetery does not recover its costs. The cemetery's perpetual care fund, with revenues of between four and five percent, contributes approximately \$60,000 against costs. More information about the cemetery operations is in Chapter 4: Background Report. Tables 3-1 and 3-2 below summarize interments and sales for Alto Rest Cemetery for the period from 2001 through the first 11 months of 2010.

**Table 3-1 Alto Reste Cemetery Interments**  
2001-November 2010

|                    | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | avg |
|--------------------|------|------|------|------|------|------|------|------|------|------|-----|
| Burial             | 101  | 103  | 114  | 89   | 97   | 86   | 117  | 97   | 86   | 79   | 97  |
| Niche              | 22   | 13   | 14   | 29   | 23   | 23   | 25   | 36   | 32   | 36   | 25  |
| Cremated in ground | 56   | 46   | 56   | 59   | 61   | 64   | 66   | 59   | 60   | 39   | 57  |

Source: City of Red Deer and peter j. smith & company, inc.

**Table 3-2 Alto Reste Cemetery Sales**  
2001-November 2010

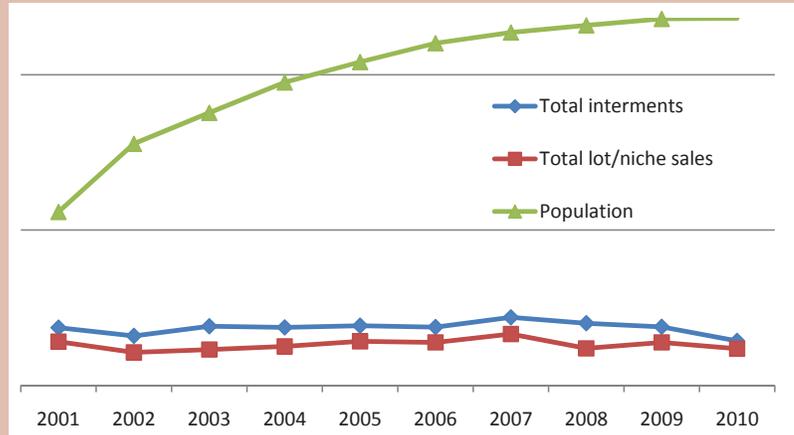
|        | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | avg   |
|--------|------|------|------|------|------|------|------|------|------|------|-------|
| Lots   | 145  | 149  | 145  | 131  | 148  | 152  | 172  | 126  | 145  | 115  | 142.8 |
| Niches | 46   | 14   | 25   | 47   | 44   | 37   | 42   | 47   | 44   | 57   | 40.3  |
| Total  | 191  | 163  | 170  | 178  | 192  | 189  | 214  | 173  | 189  | 172  | 183.1 |

Source: City of Red Deer and peter j. smith & company, inc.

**Figure 3-2 Comparison: Population Increase, Sales & Interments**

2001 through November 2010

While interments and sales for Alto Reste have been flat, the city has been growing dramatically: its population grew 32 percent, from 68,308 to 90,084 over the same period. The graph at right is an aggregation showing sales and interments as compared with the trajectory of population growth in the city.



Source: City of Red Deer and peter j. smith & company, inc.

Based on the average interments for the period from 2001 through the first 11 months of 2010, it is estimated that developed inventory of Alto Reste will exhaust its traditional burial lots in eight years. The cemetery has approximately six years of inground cremation lots and seven years of niches remaining in its inventory. The table below summarizes the remaining developed inventory in Alto Reste Cemetery and the amount of revenue the city will realize for sales of all lots and niches, based on projected 2012 prices..

**Table 3-3 – Alto Reste Cemetery Inventory Years Remaining**  
Based on average annual need

| Available Sites                 | Full Burial | Cremation | Niches    |
|---------------------------------|-------------|-----------|-----------|
| Total Available                 | 759         | 326       | 161       |
| Average Annual Need (2001-2010) | 97          | 57        | 25        |
| Years Remaining                 | 7.8         | 5.7       | 6.4       |
| Lot Price (2012)*               | \$710       | \$575     | \$910     |
| Perpetual Care (2010)           | \$505       | \$230     | \$520     |
| Remaining Revenue               | \$538,890   | \$187,450 | \$146,510 |
| Remaining Perpetual Care        | \$383,295   | \$74,980  | \$83,720  |

\* Prices based on traditional (full) adult burial and upright/pillow cremation lot

Source: City of Red Deer and peter j. smith & company, inc.

### 3.2.4 Consumer Trends

While the number of deaths can be expected to increase as the population increases, this does not necessarily translate into increased potential cemetery use nor does it necessarily mean the cemetery can count on additional revenues. The increase in the rate of cremation is well documented across Canada. The table below summarizes the dispositions of deceased in the Province of Alberta between 1999 and 2009. In 1999, cremations were just under half of dispositions; in 2009, they were approaching two-thirds.<sup>9</sup>

**Table 3-4 –Cremation vs. Burial, 1999-2009**  
*Province of Alberta*

| Year | Burial | Cremation |
|------|--------|-----------|
| 1999 | 47%    | 52%       |
| 2000 | 45%    | 54%       |
| 2001 | 46%    | 53%       |
| 2002 | 44%    | 55%       |
| 2003 | 43%    | 55%       |
| 2004 | 41%    | 58%       |
| 2005 | 41%    | 58%       |
| 2006 | 39%    | 60%       |
| 2007 | 38%    | 61%       |
| 2008 | 37%    | 62%       |
| 2009 | 35%    | 64%       |

Source: Alberta Vital Statistics and peter j. smith & company, inc.

Empirical observations from interviews conducted with Red Deer death care providers reinforce the trend. They all estimated that between 65 and 90 percent of the business they do involves cremation. The Memorial Society has seen a complete reversal in full-body burial vs. cremation since its founding in 1978. At the time it was started, an estimated 68 percent of clients chose full-body burial; at the present time, 33 percent do so.

<sup>9</sup> Numbers do not add up to 100 percent because they do not include fetal/infant deaths, mausoleum disposition and bodies donated to science, all of which account for one to three percent.

The final disposition of cremated remains is undocumented, but providers interviewed indicated that they sense that between 20 and 50 percent of cremated remains are ultimately memorialized in a cemetery. Storing the cremated remains at home or scattering them in places significant to the deceased are alternatives to cemetery memorialization.

Death care providers interviewed have indicated that there are currently fewer full body burial and cemetery memorializations than there have been in the past and that they expect this trend to continue. Cost is the main reason. The full burial lot plus one-time perpetual care fund contribution is the most expensive product the cemetery offers. A lot purchased at the time of need will cost between \$2,245 and \$2,445 at Alto Reste cemetery: \$1,145 for the lot and perpetual care fund contribution, \$500 to \$700 for the required liner, plus \$600 for the “opening charge.” The next-most-expensive product, a columbarium niche is \$800 to \$1,000 less. Other costs are preparation of the remains for interment – most burials are embalmed or cremated remains – purchase of a casket, urn or other appropriate container, memorial marker or monument and the costs of the funeral or memorial service.

Aside from the expense is the lack of connection to place that becomes pervasive in a mobile culture. Without extended family present and/or other long-held connection to the area of residence at time of death, the importance of cemetery memorialization is diminished. Further, the religious tradition of the deceased and their families also influence choices in death memorialization – more religious families are more likely to choose cemetery memorialization and certain faiths, including the Catholic, Muslim and Jewish faiths discourage cremation in favor of burial.

### 3.2.5 Growing Diversity of Red Deer's Population

Among predictors of choice of death care options are national, cultural and religious ties. With immigrants making up almost 30 percent of the total net population increase in 2006 and expected to continue to grow in number, Red Deer is becoming a more culturally diverse place. This section provides a brief summary of the nationality of new immigrant groups that are moving into Red Deer.

According to Statistics Canada, between 1991 and 2006, more immigrants to Red Deer were born in the Philippines than in any other country.<sup>10</sup> Immigrants born in the Philippines comprised the highest proportion of immigrants to Red Deer between 1991 and 1995 and between 2001 and 2006. Between 1996 and 2000, immigrants from the Philippines were outnumbered by immigrants from Colombia.

Immigration from Colombia has been growing because of violence and political strife in that nation. There were no people citing Colombia as their place of birth immigrating to Red Deer between 1991 and 1995, but their numbers have been increasing since.

Immigration has also increased among people born in the US, UK and India. Immigration to Red Deer by those born in the Republic of South Africa and the Eastern European Republics of the former Soviet Union is also growing. The table below summarizes recent immigration by place of birth for 1991 to 2006 for the top 10 countries of birth for immigrants to Red Deer.

<sup>10</sup> This data is based upon a 20 percent sample of the population – as opposed to a 100 percent count – and is subject to sampling error.

**Table 3-5 – Recent Immigrants to Red Deer**  
*Place of Birth 1991-2006*

|  | 1991-1995 | 1996-2000 | 2001-2006 | 1991-2006 |
|--|-----------|-----------|-----------|-----------|
| Philippines  | 195       | 135       | 290       | 620       |
| Colombia   | 0         | 185       | 260       | 445       |
| El Salvador  | 35        | 95        | 85        | 215       |
| United States of America                             | 50        | 15        | 135       | 200       |
| India  | 10        | 25        | 155       | 190       |
| Former Yugoslavia <sup>11</sup>                      | 50        | 115       | 15        | 180       |
| United Kingdom                                       | 65        | 15        | 95        | 175       |
| People's Republic of China                           | 25        | 95        | 40        | 160       |
| Republic of South Africa                             | 25        | 30        | 95        | 150       |
| Former Soviet Eastern Europe Republics <sup>12</sup> | 0         | 65        | 85        | 150       |

Source: Statistics Canada and peter j. smith & company, inc.

<sup>11</sup> The former Yugoslavia includes: Bosnia-Herzegovina, Croatia, Macedonia, Serbia, Montenegro and Slovenia

<sup>12</sup> The former Soviet Eastern Europe Republics include: Belarus, Republic of Moldova, Russian Federation and Ukraine

### 3.2.6 Religious Identity among Immigrants

The recent immigrants to Red Deer represent a broad diversity of religious traditions. They are very briefly summarized below. A detailed breakdown of the religious composition for these top 10 immigrant groups to Red Deer is in the appendices. The 25-year experience of immigration to Red Deer would indicate that the coming immigrants will continue to be largely Christian, either Catholic or Protestant and Muslim. Hindus, the third largest faith worldwide, could be a growing presence in Red Deer. An overview of the top 10 immigrant groups' religious and death care traditions is provided below.

Most people of the **Philippines** are observant Roman Catholics or Protestants; there are a small proportion of Muslims. In the Philippines tradition, family members visit the graves of their loved ones on holidays. The first anniversary of death is also important. All Saints Day (November 1) and All Souls Day (November 2) are observed to honor and pay respect to the dead. Families clean up their loved ones' graves and place flowers upon them; they will keep vigil in the cemetery and bring food to share with one another. Some ethnicities bring food for the dead.<sup>13</sup> The cremation rate, while unknown, must be very low; according to the Cremation Society of Great Britain there were two crematoria in the Philippines in 2008.<sup>14</sup>

**Colombian** people tend to be observant Roman Catholics and celebrate the Catholic funeral mass. The deceased is embalmed and buried in a coffin. The dead are remembered each year on the anniversary of their deaths in a special Mass. Cremation rate was 26 percent in 2007.

Like many Latinos, the predominantly Roman Catholic **Salvadorans** celebrate All Souls Day and All Saints Day as days to visit the cemetery where loved ones are buried. There was one known crematorium in the nation in 2008.

About half the people of the **US** are Protestant with about another quarter identifying themselves as Roman Catholic. Americans are choosing cremation more and more frequently over traditional full-body burial. In 2004, 46 percent of Americans said they would choose cremation for themselves or a loved one, according to the International Cemetery and Funeral Home Association. Cremation rate in 2007 was 35 percent.

In **India**, Hinduism is the predominant religion, followed by the Muslim faith. Traditionally, Hindus choose cremation – although the unmarried may be buried. In India, cremated remains are usually deposited in one of the nation's holy rivers. By contrast, followers of the Muslim faith are not cremated.

Many people who reside in the countries that comprise the **former Yugoslavia** are members of the Eastern Orthodox faiths, Roman Catholics and Muslims. (In the 11th century, the Catholic Church split into two faiths: the Church of Rome (Roman Catholic) recognizes the Pope as its leader; and the Eastern Orthodox Churches recognize the Patriarch of Constantinople as their leader.) The Eastern Orthodox Churches forbid cremation, as does the Muslim faith.

The **UK**, one of the most densely populated areas of Europe, also has one of the highest cremation rates in the world at an estimated 74 percent. With cemeteries in the UK running out of space, lots are expensive. Most of the UK's religious population identify themselves as Christian with Anglican, Roman Catholic, Presbyterian and Methodist faiths predominating.

The **People's Republic of China** is officially atheist. Taoism, arguably not a religion but a philosophy, is thought to be the predominant religious tradition. Chinese are also Buddhist and Christian. A very small proportion is Jewish. Many of the larger monuments in Alto Reste belong to Chinese Canadian families.

13 Sources include: [http://bosp.kcc.hawaii.edu/Horizons/horizons\\_1999/celebration2.html](http://bosp.kcc.hawaii.edu/Horizons/horizons_1999/celebration2.html), <http://www.indiana.edu/~familygrf/culture/clark.html> and [http://en.wikipedia.org/wiki/Funeral\\_practices\\_and\\_burial\\_customs\\_in\\_the\\_Philippines](http://en.wikipedia.org/wiki/Funeral_practices_and_burial_customs_in_the_Philippines), accessed on February 1, 2011

14 All cremation notes are from <http://www.srgw.demon.co.uk/CremSoc5/Stats/Internt/2008/StatsIF.html> unless otherwise noted.

Most **South Africans** are adherents of any of a variety of Protestant faiths including Zion Christianity. Zion Christianity is a breakaway African independent faith that bears some resemblance to Presbyterianism. Zion Christianity is strict, directing its members to eschew alcohol, smoking, pork, promiscuity and violence. Its members believe in the healing power of their faith and in the power of their ancestors to intervene in their lives.<sup>15</sup> The number of deaths resulting in cremation is not estimated, but it is estimated that there were 33 crematoriums in the country.

Like the residents of the former Yugoslavia, citizens of the **former Soviet Eastern European Republics** who immigrate to Red Deer can be expected to belong to one or another of the Eastern Orthodox faiths.

<sup>15</sup> <http://countrystudies.us/south-africa/54.htm> published by the U.S. Library of Congress and accessed Feb. 2, 2011.

### 3.2.7 Religious Identity among Red Deer Residents

The religious identity of the residents of Red Deer is a reflection of the native born Canadians as well as of the immigrants who have settled there. In 2001, the most recent year for which there is Census information on religion, a little more than 40 percent of Red Deer residents self-identified as Protestant. The next largest proportion of residents, just over one quarter, listed their religious identity as none. Catholics in Red Deer were just under one quarter of the population.

Table 3-6 summarizes the Statistics Canada 2001 findings on religious affiliation in Red Deer.

**Table 3-6 – Red Deer Religious Identity  
2001 Findings**

|                                 | Number | Percent |
|---------------------------------|--------|---------|
| Protestant                      | 28,010 | 42.1%   |
| None                            | 17,355 | 26.1%   |
| Catholic                        | 14,995 | 22.5%   |
| Christian, n.i.e.*              | 4,275  | 6.4%    |
| Christian Orthodox              | 630    | 0.9%    |
| Muslim                          | 420    | 0.6%    |
| Buddhist                        | 260    | 0.4%    |
| Hindu                           | 155    | 0.2%    |
| Sikh                            | 105    | 0.2%    |
| Pagan                           | 105    | 0.2%    |
| Aboriginal spirituality         | 90     | 0.1%    |
| Eastern religions               | 70     | 0.1%    |
| Jewish                          | 30     | 0.0%    |
| Unity - New Thought - Pantheist | 15     | 0.0%    |
| Satanist                        | 15     | 0.0%    |
| Other religions, n.i.e.         | 15     | 0.0%    |

Source: Statistics Canada and peter j. smith & company, inc.

\*n.i.e. - not included elsewhere

### 3.2.8 Synopsis of Pertinent Death Care Rituals among Religions<sup>16</sup>

Death care rituals for each of the religious represented in Red Deer –and a few that aren't –insofar as they may impact decisions or policies made for Alto Reste are summarized below.<sup>17</sup> Although Baha'i is not represented in the statistics, there is a Baha'i congregation in Red Deer, hence its inclusion.

#### **Protestant**

The many faiths that comprise Protestantism vary in terms of their burial rites and traditions. There is generally no stricture on cremation. The style of burial service is dictated by family tradition or the tradition of the individual church. There may or may not be graveside services. The disposition of cremated remains is not dictated.

- The Anglican tradition requires a graveside committal service be held; reverential committal of cremated remains is also in this tradition.
- Episcopalian traditions are generally consistent with those of the Anglican Church.
- Members of the Church of the New Jerusalem eschew embalming; a committal service precedes the memorial service.
- If a memorial service or funeral is not to be held right away, Presbyterians will hold a brief service for burial first and the memorial service is held at another time convenient for the family.
- Members of the Union of Spiritual Communities of Christ (Doukhobors) remove the lid of the casket at the cemetery for one last farewell; the lid is replaced before the casket is lowered into the grave. Doukhobors rarely choose cremation.
- Members of the Métis, Aboriginal Canadians descended from mixed European and First Nations parentage generally follow burial traditions based upon Catholic and Anglican practices.<sup>18</sup>

#### **Catholic**

Burial of the body is recommended but cremation is no longer banned by the Church. If the body is cremated, it is strongly recommended that the cremated remains be interred as an act of respect for the deceased. A graveside service is held at the time of committal.

#### **Eastern Orthodox Churches**

Cremation is forbidden. In some traditions the dead are buried for a few years and the bones are later removed to ossuaries. Deep graves are common. Bodies may not be embalmed. There may be a procession from the church to the cemetery and a graveside service featuring prayers and singing.

#### **Muslim**

The Muslim tradition forbids cremation. The body is ritually bathed and shrouded, but not embalmed; burial must take place as soon after death as possible. There is no coffin; the body must rest on the soil. In the past, a grave liner has been inverted over the body. The body must be buried so it faces Mecca and propped up on piles of sand so it faces somewhat to the right. If possible, members of the congregation will get in the grave with the body to ensure it is properly positioned.<sup>19</sup>

#### **Buddhist**

Cremation or burial are both acceptable. An urn or columbaria is often used for the cremated remains, although some are scattered, kept at home or placed in a monastery. If a burial is chosen, the casket is traditionally lowered after the family has left the cemetery.

#### **Jewish**

Cremation is forbidden by Jewish law but Reform and Liberal Synagogues will permit cremation to take place. Embalming is also forbidden, so burial must take place as soon after death as possible. The body, which has been ritually bathed, is placed in a shroud. The remains are placed in a casket and buried facing Jerusalem. The monument is placed in the cemetery on the first anniversary of death.

#### **Baha'i**

The body must be buried and must not be transported more than one hour away from the place of death. They may or may not be embalmed. Baha'is may request burial facing Acre.

<sup>16</sup> Unless otherwise noted, information for this section: "Funeral/Burial Rites/Practices," Toronto Trust Cemeteries, 1985

<sup>17</sup> A full listing of local religious organizations appears as Appendix 4

<sup>18</sup> Barkwell, Lawrence; "Métis Culture: Métis Death Rituals and Ceremonies," Louis Riel Institute, 1999, accessed at <http://www.metismuseum.ca/resource.php/11728>, accessed December 17, 2010.

<sup>19</sup> A detailed set of burial preferences for the Muslim community appears in Appendix 2.

### 3.3 Analysis of Competitive Environment

A survey of prices and fees charged was carried out for the nearest municipal cemeteries to Red Deer and for cities to which Red Deer most often compares itself with for data including demographics, social and economic trends: Medicine Hat, Lethbridge, Grand Prairie, Calgary and Edmonton.<sup>20</sup>

The nearest cemeteries outside of Red Deer are the Blackfalds and Fairview cemeteries. Blackfalds is located approximately 20 minutes north of Red Deer. Fairview, located in Lacombe, is a few minutes north of Blackfalds. Both of these cemeteries are significantly less expensive than Alto Reste for cemetery lots; neither charges a separate perpetual care fee. Fairview's prices for columbarium niches are higher than that of Red Deer. Blackfalds commands higher opening and closing fees for niches, but its price includes the niche plate and engraving. Red Deer, Blackfalds and Fairview all maintain resident and non-resident fee schedules.

Both Medicine Hat and Grand Prairie maintain perpetual care funds. In Grand Prairie, the charges are comparable with Red Deer's; Medicine Hat's are much higher. Lethbridge does not require a separate

perpetual care fund contribution except in its Hebrew section, for which the fee is a flat \$700 per interment. In Calgary and Edmonton no separate perpetual care fee is charged, but prices overall are much higher than they are in Red Deer.

Edmonton has a system of seven cemeteries and commands a premium for space in its three historical cemeteries: Beechmount, Edmonton and Mount Pleasant. Calgary has one available cemetery, Queen's Park, where its products also include mausoleums. There are 25 options in the Phase I mausoleum and 67 options in Phase II. Prices range from \$7,245 for a single regular crypt space to \$130,050 for a double couch crypt with water feature. Calgary also offers mausoleum niches with prices ranging from \$2,766.63 to \$24,579.45 in three phases, memorial wall plaques (\$314.59) and memorial trees (\$621.14 for a plaque on an existing tree or \$1,529.83 for a new tree).

The following tables summarize fees for comparable services charged by various municipal cemeteries.

<sup>20</sup> Red Deer's Catholic cemetery, Mt. Calvary, is not included in the analysis because it is not open to the public.

**Table 3-7 – Cemetery Fee Schedule Comparisons, Part I**  
*Red Deer, Blackfalds*

|  | Red Deer |              |                | Blackfalds                 |              |
|--|----------|--------------|----------------|----------------------------|--------------|
|  | Resident | Non-Resident | Perpetual Care | Resident                   | Non-Resident |
| Single lot                                   | \$690    | \$900        | \$490          | \$350                      | \$550        |
| Military                                     | \$345    |              | \$490          |                            |              |
| Infant/Youth lot <sup>1</sup>                | \$340    | \$440        | \$230          |                            |              |
| Lot for cremated remains (two cremains)      | \$560    | \$730        | \$225          |                            |              |
| Lot for cremated remains (one)               | \$290    | \$400        | \$190          | \$200                      | \$300        |
| Columbarium Niche Larger                     |          |              |                | \$900                      | \$1,100      |
| Columbarium Niche Standard                   | \$880    | \$1,080      | \$490          | \$600                      | \$800        |
| Purchase & install concrete liners           | \$720    | \$720        |                |                            |              |
| Purchase & install polypropylene liner       | \$515    | \$515        |                |                            |              |
| Installation of vaults                       | \$260    | \$260        |                |                            |              |
| Supply & install youth/infant concrete liner | \$415    | \$415        |                |                            |              |
| Opening and closing standard                 | \$620    |              |                | \$250-\$350                |              |
| Opening and closing infant/youth             | \$290    |              |                |                            |              |
| Extra depth to permit double burial          | \$410    |              |                |                            |              |
| Burial of cremated remains                   | \$260    |              |                | \$75-\$100                 |              |
| Opening and closing of columbarium niche     | \$103    |              |                | \$600-\$1,100 <sup>2</sup> |              |

Sources: City of Red Deer, Town of Blackfalds and peter j. smith & company, inc.

**Table 3-8 – Cemetery Fee Schedule Comparisons, Part II**  
*Fairview, Medicine Hat, Lethbridge*

|  | Fairview Cemetery |              | Medicine Hat |                | Lethbridge      |
|--|-------------------|--------------|--------------|----------------|-----------------|
|  | Resident          | Non-Resident | General      | Perpetual Care | General         |
| Single lot                                   | \$365             | \$805        | \$552.30     | \$1,293.60     | \$1,300-\$1,470 |
| Military                                     |                   |              | \$264.60     | \$1,293.60     | \$500-\$625     |
| Infant/Youth lot <sup>1</sup>                | \$280             | \$615        | \$264.60     | \$527.10       | \$400           |
| Lot for cremated remains (two cremains)      |                   |              |              |                | \$1,000         |
| Lot for cremated remains (one)               | \$195             | \$430        | \$264.60     | \$447.30       | \$740           |
| Columbarium Niche Larger                     | \$1,756           | \$2,056      |              |                |                 |
| Columbarium Niche Standard                   | \$1,556           | \$1,856      | \$1,449      | \$921.90       | \$1,720-\$2,720 |
| Purchase & install concrete liners           |                   |              |              |                |                 |
| Purchase & install polypropylene liner       |                   |              | \$336-477.75 |                |                 |
| Installation of vaults                       |                   |              | \$329.70     |                | \$200-\$330     |
| Supply & install youth/infant concrete liner |                   |              | \$220.50-336 |                |                 |
| Opening and closing standard                 | \$240-\$290       |              | \$980.25     |                | \$750           |
| Opening and closing infant/youth             | \$95-\$170        |              | \$460.95     |                | \$350           |
| Extra depth to permit double burial          | \$45              |              | \$1,218      |                | \$900           |
| Burial of cremated remains                   | \$70-\$85         |              | \$368.55     |                | \$350           |
| Opening and closing of columbarium niche     | \$70              |              | \$58.80      |                | \$110           |

*Sources: City of Lacombe, City of Medicine Hat, City of Lethbridge and peter j. smith & company, inc.*

**Table 3-9 – Cemetery Fee Schedule Comparisons, Part III**  
*Grand Prairie, Edmonton, Calgary*

|  | Grand Prairie <sup>3</sup> |                | Edmonton                    | Calgary                            |
|--|----------------------------|----------------|-----------------------------|------------------------------------|
|  | General                    | Perpetual Care | General                     | General                            |
| Single lot                                   | \$100                      | \$450          | \$1,500-\$4,226             | \$1,910.29-\$2,371.40              |
| Military                                     | \$50                       | \$250          | 50% regular fee             | \$955.14                           |
| Infant/Youth lot <sup>1</sup>                | \$50                       | \$170          | \$750-\$1,930               | \$526.97                           |
| Lot for cremated remains (two cremains)      | \$100                      | \$180          | \$1,089.50-\$1,479.10       | \$2,634.88-\$3,987.89 <sup>5</sup> |
| Lot for cremated remains (one)               |                            |                | \$845.20                    | \$1,317.45-1,844.41                |
| Columbarium Niche Larger                     |                            |                |                             |                                    |
| Columbarium Niche Standard                   |                            |                |                             |                                    |
| Purchase & install concrete liners           |                            |                | \$728-\$756                 |                                    |
| Purchase & install polypropylene liner       |                            |                | \$139-\$173.50 <sup>4</sup> |                                    |
| Installation of vaults                       | \$125                      |                |                             |                                    |
| Supply & install youth/infant concrete liner |                            |                | \$476.50-\$735              |                                    |
| Opening and closing standard                 | \$536                      |                | \$820.50                    | \$1,139.59                         |
| Opening and closing infant/youth             | \$215                      |                | \$360.50                    | \$144.92-\$612.61                  |
| Extra depth to permit double burial          | \$145                      |                | \$1,280                     |                                    |
| Burial of cremated remains                   | \$135                      |                | \$329                       | \$296.43                           |
| Opening and closing of columbarium niche     |                            |                | \$131.50                    |                                    |

<sup>1</sup> Definitions of infant and youth vary widely among cemeteries

<sup>2</sup> Includes first open/close, niche plate and engraving

<sup>3</sup> A \$45 administration fee applies to all sales

<sup>4</sup> For cremated remains, concrete liner is \$294.50

<sup>5</sup> First opening and closing included in Queens Park only, second open/close is \$296.43

*Sources: City of Grand Prairie, City of Edmonton, City of Calgary and peter j. smith & company, inc.*

In Red Deer, Parkland Funeral Home has founded a memorial tree park. The four-acre park, located in the city's Gasoline Alley, was founded in 2003 and has a capacity of about 1,200 trees; 700 had already been planted as of May 2010, and more than 200 were available at that time for memorialization. Parkland charges \$300 per tree for memorialization in which it is the funeral home service provider and \$600 per tree for all other providers. For their fee, families receive the tree, an engraved name plate that is attached to a post at the base of the tree and care of the tree and surrounding grounds.

Parkland calls the park a public park, is very clear in its promotional materials that it is not a cemetery and that there are no bodies or ashes permitted on

the grounds. Participants can place anything they like at the base of the tree extending out two-and-half feet but are notified that these items may be removed without notice. Parkland intends to turn the tree park over to the county as a public park when it is complete and retains the right to do so at any time.

No similar program is available from other providers in Red Deer. The City of Grand Prairie offers a memorial tree and bench program in its public parks (\$500 for a tree, \$400 to memorialize an existing bench and \$800 to place a new bench). Memorial wall plaques are available in the Calgary cemetery (\$314.59) and memorial trees are also offered (\$1,529.83 for a new tree, existing trees are \$621.14). Lethbridge has a scattering garden (free).

### **3.4 Alto Reste User Groups**

#### **3.4.1 Current User Groups**

At the present time, the users of Alto Reste have limited menu of products from which to choose: graves and niches. This limits its potential audience to three user groups:

1. Those seeking full burial in Red Deer
2. Those seeking a lot in which to inter cremated remains in Red Deer
3. Those seeking a columbarium niche in which to inter cremated remains in Red Deer

Alto Reste and Red Deer Cemetery are more expensive than cemeteries in the immediate area. If proximity to family or church is an issue, there may not be an alternative to Red Deer cemeteries. Local clergy who responded to a query for this study said

that they had officiated at funerals in these and other cemeteries outside of Red Deer, including cemeteries in Innisfail, about a half hour away, and Trochu, about an hour and a quarter's drive. They did not indicate that this was particularly common and said that Red Deer's cemeteries, while more expensive than those of some surrounding communities, generally met their parishioners' needs.

Parkland Funeral Home's memorial tree park is a canny investment. The funeral home can't operate a cemetery (probably doesn't want to) but identified a market gap – it appeals to people's sense of wanting some permanent or semi-permanent memorial to a loved one but and does so at a fairly low fee. The fee is lower still if one has employed Parkland to care for the loved one's arrangements.

### 3.4.2 Potential Enhancements to Attract New Users

It is not feasible for the City of Red Deer to lower its cemetery fees in hopes of attracting more full body burials. At the current use rate, Alto Reste has a limited amount of currently developed space available and an estimated 28 years of undeveloped space. Even if it were to successfully attract new business through lower fees, the city would be playing to a declining sector as cremations continue to rise and it would incur expense in acquiring land for expansion.

Alto Reste's appeal and marketability can be expanded by adding cremation products and by increasing its amenities and general atmosphere. Introducing a curvilinear design element will break up current geometric lot layout, resulting in a more pleasing and varied landscape. With its traditional east/west lot orientation Alto Reste is problematic for the groups that may seek a lot orientation different from Alto Reste's existing east/west orientation, anyhow. Baha'is, Jews and Muslims using Alto Reste either enter into direct negotiations with Cemetery Services to accommodate their needs, disregard their traditional lot orientation or go elsewhere.

### 3.5 Summary

The City of Red Deer has experienced stable sales and interments in its cemeteries even as its population has grown dramatically over the past decade. While it is losing some share of the potential market to other cemeteries, full body burial is falling, cremation is increasing and cemetery memorialization of cremated remains is similarly falling.

An examination of the immigrant population of Red Deer over 25 years shows that most immigrants to Red Deer have been from countries where the prevalent faiths are Christianity, either Catholic or Protestant, Muslim and Hindu. With these three traditions estimated to incorporate about two-thirds of the world's faithful<sup>21</sup> it is unlikely than another faith group with entirely different memorialization and death care needs will change the current pattern.

Among groups for which full body burial is still the overwhelming tradition, there are three present in the Red Deer demographic for whom the current Alto

An indoor chapel or other gathering place – with niches for sale – will broaden the appeal of Alto Reste and fill a gap in the cemetery's current service delivery. Several people interviewed for this study mentioned the need for a weather protected facility in which to hold memorial services or other gatherings. A tent and chairs for graveside services were also mentioned as needed amenities in Alto Reste.

Linking Alto Reste to the city park and trail system and developing a more park-like atmosphere in the cemetery will enhance its marketability and cachet. With memorial benches, trees and scattering gardens, the cemetery can develop as a user-friendly site that encourages visitors to linger, to sit for a spell in quiet contemplation. By becoming a place that people will go, not because they have to but because they want to, Alto Reste will more likely be the place they go when they need a cemetery. More importantly, by developing unique memorialization products the city will fill a gap in the market. Parkland's success with its trees is testament to the need. Alto Reste can provide an endorsement the funeral home is unable to deliver: It will be maintained in perpetuity for the purpose of memorialization.

Reste lot orientation is problematic: Muslims, Jews and Baha'is. As it contemplates future development, a new more flexible lot layout should accommodate these potential customers.

By increasing the Alto Reste product range within the context of cemetery memorialization, the city will be able to increase its revenues without raising fees on its existing traditional products that are already perceived as expensive in the limited marketplace. These products can include memorial benches and trees, walkway and wall niches and other forms of dedication and memorialization. Sales of higher-end options, such as niches in a weather protected chapel, can be used to help offset the cost of a facility that is acknowledged as being needed. Space for mausoleums can be reserved and the structure put in place when they are sold.

<sup>21</sup> <http://www.infoplease.com/ipa/A0904108.html>

# 4.0 Background Report

## 4.1 Introduction

This section of the report presents an overview of the City of Red Deer Cemetery Services and of Alto Reste in particular. Its perspective is from an operations standpoint and it offers some recommendations and analysis of opportunities.

As previously noted, Alto Reste is one of two city cemeteries. The other, Red Deer Cemetery, is located in the city proper – Alto Reste is located east of the city limits. The Red Deer Cemetery is landlocked and is virtually out of developable space. As outlined in the design plan for the cemetery, Alto Reste's expansion will take place in phases. First, it will expand on the remaining eight acres on-site; additional phases would require land acquisition to the south and/or east. The community is growing and long-term growth will eventually require additional land.

## 4.2 City of Red Deer Cemetery Services

Cemetery Services is a division of the city's Recreation, Parks and Culture Department, part of the city's Division of Community Services. There are a limited number of employees working directly within Cemetery Services; parks employees work in the cemeteries as well as the parks.

Funding sources for Cemetery Services include revenues from user fees including: sales of lots and niches, burials, permits, liners and etc. and interest from the perpetual care fund. Although the cemeteries made enough in revenues from sales and interest in the past to cover all of their costs, they no longer do so. The interest from the perpetual care fund contributes about \$36,000 annually and represents about 7% of Cemetery Services' 2011 budget of \$527,000. Revenues from sales are budgeted at \$338,047 and roughly 64% of the budget. The remainder comes from the city's general fund.

The cemeteries are not regarded as potential profit centers. According to city staff, there is a sensitivity that the city not compete, or seem to be competing, with the private sector. This is also the reasoning behind the decision to lease a crematory building in Alto Reste to Central Alberta Crematory.<sup>22</sup>

Although the cemeteries are a part of the parks department, casual use by the public is not widespread. Vandalism in Red Deer Cemetery has resulted in the raising of tree canopies in both cemeteries to provide better visibility. Alto Reste's location remote from the city means that integrating it more thoroughly into the parks system is going to require deliberate action as it develops into the cemetery and sculpture trail. Additional users and visitors will watch out for one another and property and help the cemetery maintain its high standards for maintenance in the property.<sup>23</sup>

<sup>22</sup> Central Alberta owns the two cremation units it operates in the building.

<sup>23</sup> But it will be up the city to determine how and whether it will enforce its policies regarding site aesthetics and policy revisions made accordingly.

### **4.2.1 Past Operations and Facilities Assessments**

Options for operations changes have been considered in the past. A 2005 report by the city treasurer assessed three operational models including a self-funding business enterprise and a 2006 report made recommendations for programming, merchandising and partnerships with community enterprises and organizations to increase the cemeteries' revenues.

The 2006 report also assessed the service delivery of the cemeteries and made recommendations for changes in the staffing structure, facilities and computer and record-keeping systems. Two major recommendations of the report were implemented. The first was to move the administration of the cemeteries to Alto Reste. Previously cemetery administration was handled by the Legislative and Administrative Services bureau in City Hall. This resulted in a cumbersome and less than ideal system for funeral homes and families getting permits and choosing burial sites and was somewhat customer-unfriendly. With a dedicated person on-site in the cemetery, a one-stop service model was developed, increasing efficiency, accessibility and dignity.

### **4.2.2 Cost Recovery for Alto Reste**

While the City of Red Deer is loathe to be perceived as competing with the private sector, there are areas in which Alto Reste can provide products and services that will enhance private industry's opportunities and increase its own revenues. Providing additional niche spaces in creative locations and settings is fairly inexpensive to implement. Walkways, walls and other structures can all accommodate niches.

An example of a niche structure cost recovery is the base of the fountain in the illustration featured on page 11. The 41-meter-long wall would cost approximately \$350,000 to construct and would accommodate 900 or more niches. If each of the 900 niches sold for the current price of \$855 plus \$475 for the perpetual care fund, the revenues would be \$769,500 plus \$427,500 in contributions to the perpetual care fund over the life of the project.

The second recommendation from the Cemetery Services Review Report that was implemented was the construction of the new administration and service building in the Alto Reste Cemetery. This recommendation was carried forward from a 2003 facilities study. The new building came into service in 2010 and includes office space, a central display area, maintenance shop, public restrooms and kitchen facilities. The facility it replaced is still used as a second maintenance shop.

A third recommendation of the plan was to implement a dedicated cemetery software program. Originally scheduled for implementation in 2010, new software is still in development as of Spring 2011.

Recommendations from the 2006 report that were not implemented include forging partnerships to increase revenues and encourage donations to the cemeteries. In addition, the Geographic Information Systems (GIS) geocoding and mapping that has been completed for the cemeteries has not been implemented to its fullest advantage. These issues are addressed in the following.

Another recommendation of this study is to extend the city's current bench and tree dedication program to the cemeteries. With the development of Alto Reste as a cemetery and sculpture trail, the products will help to strengthen the linkage between the parks and trails and the cemetery and provide an additional revenue stream to the city.

Partnerships and programs that could be developed for the cemetery and the local deathcare and counseling industry to increase the cemeteries' visibility are outlined in the 2006 report. The city will have to assess whether it will need to add staff to support programs such as these.

### 4.2.3 Information Systems

The cemeteries have been entered into the city's GIS system. The lot layout plan is in another program, AutoCAD. The lot layouts are informed by surveys that are done with tape, an antiquated and inefficient method that can result in inaccuracies. Lasers are used elsewhere in the city for surveying. Their use in the cemeteries would enhance the ability of staff to re-inventory and survey Red Deer Cemetery, where additional full burial lots would likely be identified and added to that property's inventory.

In Alto Reste, an updated survey will facilitate the transition from cemetery to cemetery and sculpture trail and ensure the proper and accurate placement of features. In both cases, GIS can be used to launch an interactive map that could be used by funeral directors and families to make initial lot purchase decisions.

A new software system is being developed for the cemetery records that will streamline cemetery record keeping. If this package included a map module, it would be possible for administrators and others to assess lot availability from within the custom program so they would not have to switch programs or consult paper maps.



Sunrise over Alto Reste  
*(photo courtesy of Cheryl Adams)*

## 4.3 Summary

The revenues from the cemeteries are dwindling. However, the city is the only provider of cemetery services in Red Deer, with the exception of a small, volunteer run Catholic cemetery. The city's commitment to help its current and former residents bury and memorialize their dead is strong and its small cemetery services staff works together in a spirit of cooperation and collaboration. During discussions with the Design Team, a concern was voiced that "we do things the way we do things because we have always done them this way."

However, innovations are within reach. Parks leadership has worked to integrate the cemeteries with the parks, and a 2003 and 2006 study have made recommendations for updating and modernizing the cemetery facilities and operations. Revisions to administrative policies support these efforts.

Falling revenues should not be construed as a reason not to innovate. Rather, they should be the clarion call to increase creative approaches to implementing the new design plan, forging partnerships with deathcare businesses and modernizing mapping, surveying and computer systems for the cemeteries.

# 5.0 Public Input Program

## 5.1 Introduction

The public input program for the Alto Reste Cemetery Expansion has two elements: the supervision and participation in the project by the Design Team and consultation with religious and cultural groups as well as the general public. The purpose of public input for the Alto Reste Cemetery Expansion is to gather information from the public to ensure that the expansion of the cemetery will meet the needs of Red Deer's growing and diversifying population while continuing to be sustainable from the city's point of view.

## 5.2 Design Team Meetings

The Design Team was comprised of Cheryl Adams, Cemetery Clerk; Greg Sundsten, Parks Amenities Foreman for Cemetery Services; Steve Davison, Parks Amenities Supervisor; Dave Matthews, Parks Planning and Technical Services Supervisor; and Trevor Poth, Parks Superintendent. The team met with the consultant regularly during the course of the project. A synopsis of each meeting follows.

### 5.2.1 Kickoff Meeting

The Design Team met with the consultant at 1:30 p.m. 13 Dec. 2010 at the city's Civic Yards. The consultant team was represented by Peter Smith and Eve Holberg. Red Deer staff members attending the meeting were: Cheryl Adams, Steve Davison, Trevor Poth and Greg Sundsten. Dave Matthews was away. The meeting followed an informal site familiarization consultation at the Cemetery Services office of Cheryl Adams.

The purpose of the meeting was to kick off the project, review the project scope and schedule, discuss background material needed by the consultant to complete the project and review the public input process.

There was a discussion of the forces immediately impacting the City of Red Deer cemeteries, including its diversifying population, the costs of operating the cemeteries as compared with their income and the lease arrangement on the crematorium operated by Central Alberta Cremation in the Alto Reste Cemetery.

Following the discussion, the consultant team led a facilitated discussion addressing a number of questions relating to Cemetery services in general and the future of Alto Reste Cemetery specifically. The results of that session follow.

## ***What are the biggest issues facing Red Deer Cemetery Services and the cemeteries?***

- Lack of knowledge of growth needs from management's perspective
- Public expectation of what their rights are once they participate in the cemetery:
- Dealing with snow removal issues – have removed snow from one lot results in blocking others
- We believe we should have the right to control the cemetery as a nice aesthetically pleasing site – education of lot owners
- Perpetual maintenance of the cemetery is based on decisions we make today – we can't undo it and step back
- Access to existing lots at Alto Reste
- One way in and no way out
- Water issues along the east side
- Want to make sure we don't create more problems with the land we have now
- Differences between the development of phases, differences in sizes of lots
- Our surveying is archaic – we use lasers in other places and we're measuring with tape out in the cemeteries. There's a lot of room for error. It's got to be better than that
- Lack of future or long term planning – we do things the way we do them because we've always done them this way
- Economic sustainability
- Perpetual care (PC) fund hasn't been around for a long time but the cemeteries have and there was no PC fund until we acquired Alto Reste
- Our lot sales aren't growing at the same rate as our expenses
- The overall aesthetics of the cemetery are a concern – we need to educate our public about why they can't have huge displays of flowers and hanging wind chimes and stuff
- Choices for our public. Different options – cremation, graves
- We don't advertise

### ***What are the potentials for the expansion site in terms of services, amenities and products?***

- Potentials are a little bit limited – there are acreage owners on two sides: Range Road 270 is planned as an arterial with minimum access roads of 300 meters – 300 meter intersection spacing
- Highway 11 is going to be an arterial
- The original plan for us to expand to the east was going to be a good one because it would take us beyond that 300 meters – the problem with that property is that the grades are terrible
- Ultimately when the city grows it will have to provide some access but the farther we can get away from the intersection the better
- Ideally want double access and to accommodate two or more funerals at once
- First expansion opportunity to the west, second potential to the east and finally – but probably cost prohibitive – to the north
- A covered structure for niches
- Future use for the old facility – it's a dirty work area and the aesthetics of it are not good. Need a better more appropriate purpose for that area
- Third party sales – urns, vases, that kind of thing, monuments
- Columbarium sales
- Look at what Calgary does to work with local monument dealers
- The benefit would be to offer additional services – one stop – having Cheryl at the cemetery has been a huge convenience to the public and a better level of service
- Selling monuments with vases so there's not a huge display lying on the ground
- Memorial bench program, dedicate trees, benches, gazebos, sections of trails
- We should define what we think green burial is and do we want to do it and where
- Where do you see Red Deer Cemetery Services in 50 years?
- Green burials and where do we want to do it
- There is a pet cemetery somewhere outside the city but it may not still be operating
- Two small cemeteries are partly annexed into the city
- Right now the city sees it as a basic service to the residents and if we couldn't expand then we would have to do a third cemetery
- Recreation in the cemeteries?
- There are places out east where the cemetery is the park, the cemetery the old fort, night tours
- As long as it's recreation in a respectful manner
- It would define a successful cemetery and a successful park
- For the first 50 years we didn't have city parks and so people would go to the cemetery
- Low impact recreation uses
- We provide lots of parks amenities for the 5-16 age group and then the 16-30 year age group and beyond that we sort of forget them
- If we could pave those roadways in the Red Deer Cemetery and connect to the trails

## 5.2.2 Second Design Team Meeting

The Design Team met with the consultant at 10 a.m. 22 Feb. 2011 at the city's Civic Yards. The consultant team was represented by Peter Smith and Eve Holberg. Red Deer staff members attending the meeting were: Cheryl Adams, Steve Davison, Dave Matthews and Greg Sundsten. Trevor Poth was away. The purpose of the meeting was to provide an overview of work that had already been accomplished and to present the proposed design plan.

Eve Holberg of the consultant team opened the meeting with a PowerPoint presentation providing an overview of the draft report including the goals and objectives and the demographic and social trends that will influence the future of the population of Red Deer and the use of the cemetery. On the goals and objectives, it was recommended that Goal 1 Objective 2 be changed to reflect that the city currently has a memorial bench program in its parks and that this program should be expanded to benches and other outdoor furniture and plantings in the cemetery. It was also recommended that a fourth goal and associated objectives be included that discuss cemetery operations.

Peter Smith reviewed a graphic opportunities and constraints plan, four circulation concepts and master plan design concept for the cemetery's expansion into the remaining eight on-site acres and potentials for expansion into adjoining properties to the south and east. The potential lot mix and layout plan were reviewed, as were several graphics showing a potential entrance plan and overview of the developed cemetery. A name change for the cemetery, reflecting a new status as a park and cemetery was briefly discussed.

The master plan and graphics will be refined and completed for presentation to the public and inclusion in the final report. A narrative will be prepared to accompany the graphics in the final report.

The schedule for the remainder of the project, including a public workshop was discussed. It was agreed that the workshop should have an open house format, allowing people to drop in and look at the plans. The session would take place at the cemetery and the duration would be several hours, from late afternoon into the early evening, to accommodate as many people as possible. It was suggested that the open house run from 4 to 7 p.m. since many existing visitors to the cemetery come in the early evening.

In order to publicize the event, the consultants will put together a news release and poster. These will be submitted to the city Communications and Strategic Planning Department for distribution through its network. In addition, Cemetery Services maintains a mailing list and notices will be emailed by the consultant to interview participants.

A tentative date of April 5 was set for the open house and May 2 for a report to City Council. (NB: These dates were later changed.)

## 5.3 Public Consultation

### 5.3.1 Interviews

The consultant received a number of contact names and telephone numbers from the city for community members representing religious, cultural and death care industry groups who could potentially provide insight into the future needs for the city's cemeteries from their unique perspectives.

With the city's permission the consultant distributed questionnaires on request by email and fax. Two email responses and no faxed responses were received. There were four face-to-face interviews conducted.

Three of these interviews were with members of the local death care industry:

- Gordon Matthews, Parkland Funeral Home
- Virginia Hays, Red Deer and District Memorial Society
- Diann Rowat, Personal Alternative Funeral Services

The fourth was with a representative of the local Muslim Community:

- Djamshid Rouhi

Emailed responses were received from two members of the Red Deer Ministerial Association:

- Ian Hartley, Adventist Church
- Paul Vallee, Living Stones Church Fellowship of Christian Assemblies

An interview was also conducted with a member of the cemetery services staff who is very familiar with the Alto Reste site:

- Rick Gosselin, Equipment Operator 3

Among those who did not respond or declined to be interviewed were members of the local aboriginal community, Chinese community, Catholic faith and other funeral home owners.

All of the death care providers interviewed indicated that the majority of their clients are seeking cremation. Among those who choose cremation – estimated to be between 65 and 90 percent – an estimated 20 to 50 percent of cremains are interred in a cemetery. Cost was cited as a major contributing factor to the decision to choose cremation. Representatives of the Memorial Society and Personal Alternative Funeral Services –which seek to lower the cost of funerals and burials for their members/clients – both noted a rising proportion of cremations as compared with full-body burial.

Neither the death care industry nor the Christian community representatives had received any requests for special services or lot orientations different than the east-west orientation currently provided. A moveable covered tent or gazebo for conducting services in inclement weather and chairs for graveside services were among needed amenities mentioned.

A lot orientation on a north or northeast axis is a request of the Muslim community whose religious preference is to be buried facing Mecca. Members of the community approached the city with a request to purchase a block of 10 to 12 lots for the community's use. The purpose of the purchase of these lots would be to orient them on the preferred axis and to allow the members of the local mosque to accommodate their indigent members by burying their dead family members at minimal cost to the families.

Representatives of the death care industry also discussed the concept of green burials as a potential future service the city may want to provide as they are beginning to have some requests for green or eco-friendly burials.

### **5.2.3 Third Design Team Meeting**

The Design Team met with the consultant at 11 a.m. 26 April 2001 at the city's Civic Yards. The consultant team was represented by Peter Smith and Eve Holberg. Red Deer staff members attending the meeting were: Cheryl Adams, Steve Davison, Dave Matthews, Trevor Poth and Greg Sundsten. The purpose of the meeting was to review corrections that had been made to the drafty document and to preview the open house scheduled for later that same day.

Eve Holberg of the consultant team opened the meeting with a review of the changes that had been made to the draft plan at the direction of the client. These included the addition of a fourth goal and related objectives that address cemetery operations as well as corrections to wording and of errors. Suggestions for additional changes were made to further enhance the document and clarify some points.

There was a discussion about developing costs and an implementation strategy for a Phase 1A that could be done immediately using funds currently available to the cemetery. These would include the addition of burial lots oriented to accommodate the needs of community members of the Muslim faith as well as a new cemetery sign and other amenities. Peter Smith of the consulting team agreed to develop costs and a proposed lot layout plan.

The consultant provided a preview of the open house scheduled to take place in the Cemetery Services building at Alto Reste Cemetery from 3 to 7 p.m. The handout was distributed and a poster of the master plan was reviewed.

Finally, there was a discussion about the planned May 16 presentation to Red Deer City Council. The consultant requested guidance on the presentation, what points to cover, when would the meeting take place, what format, etc. It was agreed that there was no need for a Design Team meeting on May 16.

### **5.3.2 Open House**

A public open house was held 3-7 p.m. 26 April. Publicity for the event was managed by the City of Red Deer with help from the consultant. The City Communications and Strategic Planning department put together advertising and a news release; the consultant contributed a flyer for the event. The event was also publicized via email by Cemetery Services and the consultant.

There were 13 attendees at the Open House. They included interested City staff, several members of the religious community and residents who live near the cemetery. Cemetery Services and Parks staff were on hand with the consultant to help answer questions and describe the new master plan. The six filled-out feedback forms received reflected general support for the master plan and cemetery expansion. Nearby neighbors were concerned about a buffer between their properties and the cemetery and traffic resulting from proposed new entrances.

# 6.0 Appendices

## 6.1 Appendix 1 – Religious Affiliation of Immigrant Groups

Source: <https://www.cia.gov/library/publications/the-world-factbook>

### ***Philippines Religious Composition***

Roman Catholic 80.9%  
Muslim 5%  
Evangelical 2.8%  
Iglesia ni Kristo (Church of Christ) 2.3%  
Aglipayan (Philippine Independent Church –  
Affiliated with Episcopal) 2%  
Other Christian 4.5%  
Other 1.8%  
Unspecified 0.6%  
None 0.1%

### ***Colombia Religious Composition***

Roman Catholic 90%  
Other 10%

### ***El Salvador Religious Composition***

Roman Catholic 57.1%  
Protestant 21.2%  
Jehovah's Witnesses 1.9%  
Mormon 0.7%  
Other religions 2.3%  
None 16.8%

### ***US Religious Composition***

Protestant 51.3%  
Roman Catholic 23.9%  
Mormon 1.7%  
Other Christian 1.6%  
Jewish 1.7%  
Buddhist 0.7%  
Muslim 0.6%  
Other or unspecified 2.5%  
Unaffiliated 12.1%  
None 4%

### ***India Religious Composition***

Hindu 80.5%  
Muslim 13.4%  
Christian 2.3%  
Sikh 1.9%  
Other 1.8%  
Unspecified 0.1%

### ***Former Yugoslavia Religious Composition, by Country***

#### ***Bosnia-Herzegovina***

Muslim 40%  
Orthodox 31%  
Roman Catholic 15%  
Other 14%

#### ***Croatia***

Roman Catholic 87.8%  
Orthodox 4.4%  
Other Christian 0.4%  
Muslim 1.3%  
Other and unspecified 0.9%  
None 5.2%

#### ***Macedonia***

Macedonian Orthodox 64.7%  
Muslim 33.3%  
Other Christian 0.37%  
Other and unspecified 1.63%

#### ***Serbia***

Serbian Orthodox 85%,  
Catholic 5.5%  
Protestant 1.1%  
Muslim 3.2%  
Unspecified 2.6%  
Other, unknown, or atheist 2.6%

### **Montenegro**

Orthodox 74.2%  
Muslim 17.7%  
Catholic 3.5%  
Other 0.6%  
Unspecified 3%  
Atheist 1%

### **Slovenia**

Catholic 57.8%  
Muslim 2.4%  
Orthodox 2.3%  
Other Christian 0.9%  
Unaffiliated 3.5%  
Other or unspecified 23%  
None 10.1%

### **UK Religious Composition**

Christian (Anglican, Roman Catholic, Presbyterian, Methodist) 71.6%  
Muslim 2.7%  
Hindu 1%  
Other 1.6%  
Unspecified or none 23.1%

### **People's Republic of China Religious Composition**

Daoist (Taoist), Buddhist, Christian 3%-4%  
Muslim 1%-2%

### **South Africa Religious Composition**

Zion Christian 11.1%  
Pentecostal/Charismatic 8.2%  
Catholic 7.1%  
Methodist 6.8%  
Dutch Reformed 6.7%  
Anglican 3.8%  
Muslim 1.5%  
Other Christian 36%  
Other 2.3%  
Unspecified 1.4%  
None 15.1%

### **Former Soviet Eastern European Republics Religious Composition by Country**

#### **Belarus**

Eastern Orthodox 80%  
Other (including Roman Catholic, Protestant, Jewish, and Muslim) 20%

#### **Moldova**

Eastern Orthodox 98%  
Jewish 1.5%  
Baptist and other 0.5%

#### **Russian Federation**

Russian Orthodox 15-20%  
Muslim 10-15%  
Other Christian 2%<sup>24</sup>

#### **Ukraine**

Ukrainian Orthodox - Kyiv Patriarchate 50.4%  
Ukrainian Orthodox - Moscow Patriarchate 26.1%  
Ukrainian Greek Catholic 8%  
Ukrainian Autocephalous Orthodox 7.2%  
Roman Catholic 2.2%  
Protestant 2.2%  
Jewish 0.6%  
Other 3.2%

<sup>24</sup> Estimates are of practicing worshipers. There are many non-practicing believers and non-believers.

## 6.2 Appendix 2 – Muslim Burial Practices

The following is excerpted from an email sent by Djamshid Rouhi of Red Deer on Jan. 7, 2011:

### Traditional Muslim Burial:

- The most important aspect of Muslim burial is the orientation of the grave. In the case of Alberta it is north-south slightly towards the east so that the face of deceased [will] be towards the city of Mecca.
- Once a Muslim person passed away his or her body will be transferred to a mosque or funeral home. The burial should take place as soon as possible.
- The body will be washed by a qualified person and wrapped in plain cloth.
- The body will be carried to the cemetery in the hearse or ambulance.
- They do not normally use coffin to carry the body to and from ambulance or to the cemetery but rather use a stretcher, sheet of wood or wooden box.
- After a religious ceremony the body is lowered into the grave without coffin.
- The depth of the grave has to be a minimum of six (6) feet
- The body must be placed directly on the soil, so we cannot have anything at the bottom of the grave. For the funeral last year we inverted the concrete slab so that the bottom of the slab was used as the top cover so that the backfill does not go directly onto the body. Our preference is usually to use some material that decomposes (e.g. wood) as the top cover, but the inverted concrete is acceptable if that is the bylaw.
- We prefer not to use a headstone. A small marker is sufficient to identify the grave.
- Also, for the funeral last year, we were not allowed to go down into the grave for safety reasons. This made it difficult to position the body from the top using straps.
- Our preference (if it is safe to do so) is for one or two persons to go down into the grave to help lower and position the body.
- Immediately after burial it is our preference to heap the soil on the grave about six inches high (similar to a camel's back). Over time this heap slowly collapses and flattens out. It may remain flat after that.
- Muslims do not cremate their bodies. Muslims do not embalm the body before burial.
- Using the grave more than once, this is permitted if there is a shortage of graves. However, there has to be a waiting period (in some countries approximately 10 to 15 years) to ensure that the first body has fully decomposed, before re-using the same grave.

## 6.3 Appendix 3 – Churches in Red Deer<sup>25</sup>

Alliance Church Deer Park  
2960 39St Red Deer T4R 2G2  
Tel 403-343-1511

Anglican Church of St. Leonard's on the Hill  
4241 44St Red Deer T4N 1H3  
Tel 403-346-6769

Anglican Church of St. Luke  
4929 54St Red Deer T4N 2G7  
Tel 403-346-3402

Baha'i Faith  
128 Norby Cres Red Deer T4P 2C6  
Tel 403-346-4268

First Baptist Church  
4310 39St Red Deer T4N 0Z3  
Tel 403-346-4281

Bethany Baptist Church  
3901 44St Red Deer T4N-1G7  
Tel 403-347-7900

Bible Baptist Church  
5414 43St Red Deer T4N 1C9  
Tel 403-347-4578

Central Alberta Islamic Cultural Association  
195 Douglas Avenue Red Deer ABT4R 2G2  
Tel 403-342 5383

Chalmers St Andrew's Presbyterian Church  
3628 57 Ave Red Deer T4N 4R5  
Tel 403- 346-6036

Christian Reformed Church  
16 McVicar St Red Deer T4N-0M1  
Tel 403-346-5659  
20 Kelloway Cres Red Deer T4P 3S1  
Tel 403- 341-3111

Christian Science Society & Reading Room  
4907 50Ave Red Deer T4N-1X8  
Tel 403-346-0811

Church of Christ in Davenport  
68 Donlevy Ave Red Deer T4R 2Y8  
Tel 403-347-3986

Church of God - Michener Hill  
4618 41Av Red Deer T4N-2Y4  
Tel 403-347-6267

Church of God - Northside  
5911 63St Red Deer T4N-5N8  
Tel 403-346-6366

Church of Jesus Christ of Latter-Day Saints  
3002 47Av Red Deer T4N-3P1  
Tel 403-346-6768

Church of the Nazarene (First)  
2 McVicar St Red Deer T4N-0M1  
Tel 403-347-1191

Church of Nazarene (West Park)  
3920 57Av Red Deer T4N-4R9  
Tel 403-347-6366

Church of Religious Science  
5569 47 St Red Deer T4N 1S1  
Tel 403- 342-4905

Crossroads Church  
38105 RR 275 Red Deer  
Tel 403- 347-6425

Deer Park Alliance Church  
2960 39 St Red Deer T4R-2G2  
Tel 403-343-1511

Eckankar Religion of The Light & Sound Of God  
90 Douglas Avenue Red Deer T4R 2G6  
Tel 403- 346-9238

Family of Faith Church  
5833 53Av Red Deer T4N-4L4  
Tel 403-340-3880

<sup>25</sup> Based on a list found at <http://www.reddeerdirectory.com/> with some changes incorporated

Gaetz Memorial United Church  
4758 Ross St Red Deer T4N-1X2  
Tel 403-347-2244

Grace Baptist Church  
Box 28021 Red Deer  
Tel 403- 342-6036

Grace Community Fellowship  
5850 Kerry Wood Dr Red Deer T4N 4X6  
Tel 403-342-6233

Jesus Is Lord Fellowship  
25 Duval Cr Red Deer T4R 2Y6  
Tel 403- 347-4016

Kentwood Alliance Church  
4 Kennedy Dr Red Deer T4P-3M7  
Tel 403-347-9600

Kingdom Citizens Ministries International (K.C.M.I.,  
Red Deer AB)  
5350-55th St & 46th Av Red Deer T4N 3N4  
Tel 403- 598-2476

Kingdom Hall of Jehovah's Witnesses  
11 Bennett St Red Deer T4R-1V3  
Tel 403-347-3908

Liberty Christian Assembly  
6315 Horn St Red Deer T4N-6H5  
Tel 403-342-7800

Living Stones Church  
2020 40Av Red Deer  
Tel 403-347-7311

Mt. Calvary Lutheran Church  
18 Selkirk Blvd Red Deer T4N-0G1  
Tel 403-346-3798

Church of The Good Shepherd  
40 Holmes St Red Deer T4N-6L6  
Tel 403-340-1022

Mighty Fortress Evangelical  
51 Alford Av Red Deer T4R 1G9  
Tel 403-340-8045

New Apostolic Church  
16 Gilbert Cr Red Deer T4P-3L3  
Tel 403-341-6844

New Life Fellowship Christian Reformed Church  
7720 52Av Red Deer  
Tel 403-341-3111

New Life Tabernacle  
4801 48St Red Deer T4N-1S6  
Tel 403-346-8812

Northside Church of God  
5911 63St Red Deer T4N-5N8  
Tel 403-346-6366

Parkland Christian Church  
5515 43St Red Deer T4N-1E1  
Tel 403-346-2160

Presbyterian Church In Canada  
4718 Ross St Red Deer T4N-1X2  
Tel 403-346-4560

Red Deer Islamic Centre  
195 Douglas Av Red Deer T4R-2G2  
Tel 403-342-5383

Red Deer Masonic Temple  
4811 52St Red Deer T4N-2A5  
Tel 403-346-2544

Red Deer & District Chinese Community Society  
5-4814 50 St Red Deer T4N 1X4  
Tel 403-352-8818

Riverside Baptist Church  
4928 51 St Red Deer T4N 2A7  
Tel 403-309-6855

Sacred Heart Catholic Church  
5508 48aAv Red Deer T4B-3V6  
Tel 403-346-2618

St Mary's Catholic Church  
6 McMillan Av Red Deer T4N-5X8  
Tel 403-347-3114

St Vladimar Ukrainian Catholic Church  
3932 46St Red Deer T4N-1M1  
Tel 403-342-4920

Salvation Army, The  
4837 54 St Red Deer T4N 2G5  
Tel 403-346-2251

Seventh Day Adventist Church (Headquarters)  
Alberta Conference  
Hwy 2 & Willow St. Red Deer T4S-1M1  
Tel 403-342-5044

Spiritual Enrichment Centre  
5569 47 St Red Deer  
Tel 403- 342-4905

Streams Christian Church PAOC  
5350 46 Av Red Deer  
Tel 403-342-7441

Sunnybrook United Church  
12 Stanton St Red Deer T4N 0B8  
Tel 403-347-6073

Trinity Christian Fellowship  
4346 39 St Red Deer T4N 0Z5  
Tel 403-346-4070

United Church Of Canada-Gaetz Memorial  
4758 Ross St Red Deer T4N-1X2  
Tel 403-347-2244

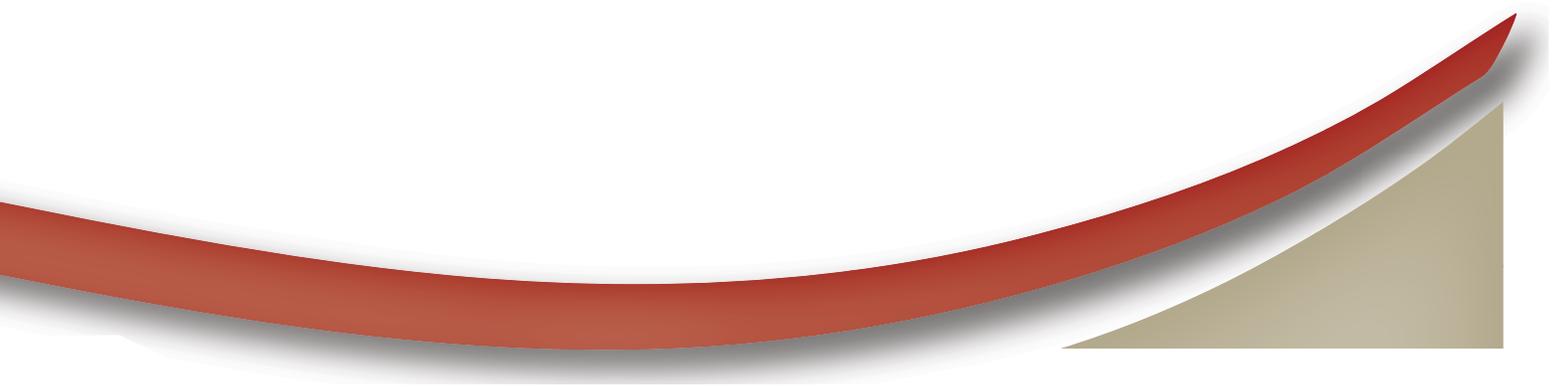
Unity Baptist Church  
139 Northey Av Red Deer T4P-2C7  
Tel 403-347-3961

Victory Christian Fellowship  
98 Oberlin Av Red Deer T4N 5A4  
Tel 403-343-2484

Vineyard Christian Fellowship  
10 Munro Cr Red Deer T4N-0J1  
Tel 403-342-7070

Word of Life Centre Church & Ministries  
RR 4 Site 4 Box50 Red Deer T4N-5E4  
Tel 403-343-6570

Word of Life Prayer Centre  
Red Deer  
Tel 403- 341-6597



**DESIGN**<sup>based</sup>**PLANNING**  
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