



Corporate Policy

Policy #:	SER-009-050
Division:	Community Services
Effective Date:	June 1, 2026
Review Period:	Annual

Policy Title: Cemeteries – Level of Service Policy

Purpose & Scope

This policy establishes the service standards, performance expectations, and risk tolerances for the Town of Creston's Cemetery Services, including interment, grounds maintenance, record keeping, customer service, and regulatory compliance.

It applies to Town-managed burial or memorialization spaces, including Forest Lawn Cemetery and Pioneer Cemetery, and associated Cemetery Services.

It aligns with the Town's CSEI framework, which requires clear service expectations, performance measures, and communication practices.

Definitions

Cemetery Services – All activities related to interment, disinterment, lot administration, memorial installation, grounds operations, and customer support.

Interment – Burial or placement of human remains or cremated remains.

Disinterment – Removal of remains pursuant to *Cremation, Interment, Funeral Services Act (CIFSA)* and applicable Regulations.

Service Statement

Residents receive municipal Cemetery Services that include:

- Professional, compassionate, and responsive customer service, delivered fairly and consistently in recognition of the sensitive nature of Cemetery Services.
- Timely and dignified burial and interment services, provided in accordance with applicable legislation and approved service levels.
- Maintained cemetery grounds, facilities, and infrastructure that support safe access, visitation, and remembrance.
- Accurate and legally compliant cemetery record keeping.
- Consistent service delivery and long-term stewardship.

Performance Targets

KPIs follow the CSEI standard: clear, measurable, and resident-understandable.

KPI 1 — Customer Service Acknowledgment

Target: 90% Acknowledgement of public inquiries within **2 business days** via phone, email, or in-person request.

KPI 2 — Interment Scheduling Response Time

Target: 90% Confirmation of interment date and requirements within **2 business days** of receiving a complete request.

Definition: Confirmation must include time, location, required authorizations, and fees.

KPI 3 — Washroom Inspections

Target: 90% Completion of Washroom inspections.

Definition: Washrooms are inspected daily for cleanliness and safety. Washrooms are cleaned, garbage is removed, and repairs are completed as needed following daily inspection.

KPI 4 — Grounds Maintenance Cycle

Target: Complete full grounds maintenance (mowing, trimming, garbage removal) **every 7 days** in peak season; monthly in off-season.

Definition: Includes lawns, trees, shrubs and pathways.

KPI 5 — Legal Compliance

Target: Zero Consumer Protection BC investigations where the Town is found to be in legal non-compliance.

Definition: Consumer Protection BC investigates alleged non-compliance and notifies the Town on non-compliance.

KPI 6 — Record Keeping & Updates

Target: All Town records including financial records, plot information, and mapping are updated within 5 business days of purchase, transfer of ownership, or interment.

Definition: Updates must comply with *CIFSA* record-keeping expectations.

KPI 7 – Service Delivery & Operational Demand

Target: Number of interments (annual + 3-year trend)

Definition: Interment breakdown by type (plot, columbarium, memorial plaque)

Measurement & Data Sources (systems, owners, frequency)

KPI	Data Source	System / Owner	Frequency
Customer Service	Service request logs	Corporate Services	After each request
Interment Scheduling	Cemetery booking logs	Corporate Services	After each request
Washroom Inspections	Email/phone logs; signed forms	Corporate Services	Daily

KPI	Data Source	System / Owner	Frequency
Grounds Maintenance	Work logs	Infrastructure Services	Weekly / monthly
Legal Compliance	Correspondence	Community Services	Ongoing
Record Keeping & Updates	CRM/email logs	Corporate Services / Community Services	Weekly
Service Delivery & Demand	Cemetery work logs	Corporate Services	Monthly

Variance & Risk Tolerance (how/when LOS flexes; escalation & comms)

Cemetery LOS may flex due to weather, equipment failure, staff shortages, or regulatory constraints.

Examples of Allowed Variance

- **Grounds maintenance delays** during prolonged rain or snowfall.
- **Interment booking delays** if legislatively required authorization cannot be obtained promptly
- **Service reductions** during extended emergencies or labour shortages.

Escalation Protocol

1. Cemetery Coordinator / Director of Infrastructure Services advises Director of Community Services.
2. Director of Community Services determines whether service variance is material.
3. CAO notified when:
 - a. Variances exceed 5 business days,
 - b. Resource needs exceed budget.
4. Communications issued to families when delays affect scheduled interments or memorial installations (consistent with corporate LOS variance guidance).

Roles & Responsibilities (Council/CAO/Director/Managers)

Council

- Approves LOS policy and major service level changes.
- Approves fees and charges for cemetery services.

CAO

- Ensures resources aligns with LOS.
- Reviews major variances and ensures public accountability.

Director of Community Services

- Approves temporary LOS variances.
- Leads implementation of Cemetery Master Plan recommendations.

- Provides recommendations to Council on alignment between LOS requirements and operational needs, budget planning, staffing, facilities, fleet and long-term capital planning.

Director of Infrastructure Services

- Implements LOS policy operations (grounds and interment).
- Ensures staff, fleet, and materials are prepared for maintaining cemetery, adjusted for low and peak seasons.

Director of Corporate Services

- Implements LOS policy operations (public inquiries, customer service, bookings and burial and plot records).
- Ensure interments, disinterment, and memorial placement bookings, service requests, and record keeping processes follow all legal requirements.

Public Works Managers / Superintendent

- Deliver grounds and facility maintenance within LOS targets.
- Deliver scheduled interments.
- Ensures accurate logging for KPI reporting.

Municipal Services Coordinator / Planner

- Updates GIS mapping following transactions, interment, disinterment, and transfers.

Administrative Staff

- Maintain records, process applications, manage public inquiries.

Reporting (monthly internal; quarterly Council; annual public)**Monthly (Internal Ops Dashboard)**

- Service requests
- KPI performance
- Notable variances & causes

Quarterly (Council)

- LOS scorecard indicating KPI status
- Trends in interment activity
- Regulatory compliance updates

Annual (Public, Council)

- Summary of cemetery activity in Annual Report
- Grounds maintenance highlights
- Improvement initiatives

Continuous Improvement (how targets evolve; lessons learned)

- Annual review of policies in response to regulatory guidance or inspection outcomes.
- Use lessons learned from any interment-related incidents to strengthen procedures.
- Evaluate grounds maintenance cycles and interment scheduling efficiency yearly.
- Adjust KPIs through CSEI's annual LOS refresh process to ensure alignment with community expectations and resource realities.

Appendices

Appendix A — Cemetery Location Maps

Appendix B — Key Cemeteries Master Plan Recommendations

Appendix A – Cemetery Location Maps

Pioneer Cemetery



Forest Lawn Cemetery



Appendix B – Key Cemeteries Master Plan Recommendations

Cemetery System Direction

- Maintain **Forest Lawn Cemetery** as the primary active cemetery
- Manage **Pioneer Cemetery** as largely inactive with reduced but respectful maintenance standards

Interment Products & Services

- Expand cremation-based offerings, including:
 - Town-owned columbaria
 - Cremation lots
 - Scattering gardens
 - Ossuaries
 - Family vessels and family columbaria
- Develop a **coordinated cremation garden**
- Explore and potentially introduce **green burial**
- Allow **upright monuments** in a designated Forest Lawn section (bylaw amendment required)

Capital Development

- Implement a **phased capital program** including columbaria and cremation gardens
- Improve Forest Lawn site aesthetics and functionality
- Fund priority projects at Pioneer Cemetery
- Convert the Cemetery Reserve Fund into a **Perpetual Care Fund**

Financial Sustainability & PCF

- Increase PCF contributions to meet or exceed **legislated minimums**
- Shift from flat fees to **percentage-based PCF contributions**
- Track cemetery-specific maintenance costs to validate PCF adequacy
- Accept that full cost recovery is unlikely, but reduce long-term subsidy

Marketing & Community Engagement

- Dedicate **5% of annual cemetery revenues** to marketing and engagement
- Develop a **cemetery website**
- Actively promote new products to capture cremation market share
- Leverage green burial and memorialization as public-interest offerings

Partnerships

- Formalize partnerships with the **funeral industry** for marketing, sales, and service delivery
- Consider commission-based sales models where appropriate

Governance & Administration

- Update bylaws to reflect:
 - Current provincial legislation
 - New interment and memorial options
- Improve records management, mapping, and public access to information