



MANY SERVICES. MANY COMMUNITIES. MANY YEARS.
The Annual Review of the Mount Pleasant Group of Cemeteries



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Who are we, exactly?

We are the “cemetery” part of the Mount Pleasant Group of Companies which has three separate operating entities:

- The Mount Pleasant Group of Cemeteries (us), which operates 10 cemeteries across the Greater Toronto Area, 4 of which have crematoria, as well as 5 visitation centres, and 14 mausolea.
- Canadian Memorial Services, operating under the brand name of The Simple Alternative Funeral Centres. It not only arranges funeral services for families across the Greater Toronto Area, but ensures each family is aware of the full spectrum of choices they have to create a meaningful and personalized service.
- Mount Pleasant Memorial Services which provides administrative services.

Together, we make up the largest and most comprehensive network of cemetery services in the GTA. We are in this position of leadership for a simple reason: we make the memories of life and the wishes of loved ones the heart of everything we do. We do this both in advance of need, and in time of need. In addition, because Toronto is one of the most diverse communities in the world, the range of our services and the faiths we serve are also extraordinarily diverse.

We have 200 regular employees with an additional 200 seasonal employees joining our team during the spring and summer months each year.

Customer care is provided by 3 teams:

- Our Pre-planning team – who provides support to families in advance of need
- Our At-need service team – who assists families who have experienced a death, and
- Our Property Management team – who prepares, services, and maintains the interment locations

Cemeteries have existed for many centuries, and will exist for many more. They serve many universal needs: to provide an environment where our loved ones are laid to rest in perpetuity; to help families deal with the different stages of the grieving process; and more and more, to play a role in the communities where they exist, offering beautiful settings for solitary contemplation and passive recreation. Indeed, at a time of significant social change around the meaning and ceremonies of death, it is little wonder that cemeteries – particularly in Toronto – are growing in terms of the families and the communities they serve.



Meadowdale Visitation Centre

We are in the perpetuity business, and we take that obligation very seriously

While many companies would like to operate in perpetuity, we must plan everything we do with that imperative in mind.

Otherwise, we would let down the many generations of families we serve and become a burden on the municipalities in which we function.

This reality has been our first and constant preoccupation for over 184 years. In fact, it was during the 1880s, almost 70 years before the Ontario government made it a law, that Mount Pleasant Group of Cemeteries not only recognized the need for perpetual fiscal responsibility, but created Canada's first irrevocable fund to provide ongoing general care and maintenance of our cemetery properties.

Today, all of our facilities operate with the idea of perpetual fiscal responsibility as their driving reality. Provincial regulation requires that a portion of the cost of all interment rights be committed to an irrevocable fund called The Care and Maintenance Fund. The Province of Ontario mandates a Care and Maintenance rate that is the highest of any jurisdiction in Canada and the U.S., more than twice that of Alberta, Saskatchewan and Nova Scotia and three to four times higher than nearly all U.S. states. We fully embrace this prudent philosophy and the Ontario government has our complete support.

We feel a tremendous sense of obligation to the thousands of families who call on our services in a time of great need. We also have the history and experience to make us a reliable, strong and effective organization. It is these qualities that families count on, and these same qualities that inform our rich history and drive us to constantly improve the quality of service we provide. For us, each and every person who walks through our doors deserves care, compassion and choice.





We are about innovation

In the past year, we grew in many traditional ways and some new ones as well.

Our organization served more than 11,000 families in 2009. This represented an increase of 5% over the previous year. We now estimate our share of the GTA cemetery market to be between 30% and 35%. Fifty per cent of our revenues now come from the sales of land, crypt, or niche interment rights with land representing the largest portion. The balance comes from the sale of ancillary products and services such as openings and closings of interment or entombment spaces, monuments, markers, cremations and inscriptions to name a few.

We also completed a number of new capital projects, including a Visitation Centre within Mount Pleasant Cemetery that sets a new standard in beauty, functionality and environmental sensitivity. In May of 2010, we opened another Visitation Centre at our Meadowvale location, and, given the Centres' popularity with the families we serve, plans are in place for more of these Centres to be built in the years to come.

We also brought new thinking to our relationship with the communities surrounding our properties. For many years, we have been active contributors to many organizations and events in the communities where we operate. We recognize that cemeteries have a broader social purpose beyond caring for the dead. In this spirit, we set in place several initiatives to enhance our relationships with our neighbouring communities. We also created unique partnerships that work to benefit our families and the wider communities which enjoy our properties. These include Music at Mount Pleasant, a series of free Sunday afternoon concerts in the summer, which we initiated with the Royal Conservatory; our partnership with Ryerson University to have their students design and build new bicycle racks for our cemeteries; our Kite Flying Day at Duffin Meadows Cemetery; and the Family Fun Day at Thornton Cemetery.



This same spirit is also seen on our website (www.mountpleasantgroup.com) which is more accessible, navigable and people-friendly. It also contains much more information that families can use to make their decisions. In fact, we believe the new Mount Pleasant Group site is the most extensive and accessible web resource in the industry.

New technology isn't limited to our new website. Last year, we began the implementation of our Electronic Documents and Mapping Project, which puts all paper contracts and documents in an electronic database eliminating the need to maintain and store printed copies. We also piloted a project that allows staff to use a mobile device to access all information and mapping around a specific site. Both of these projects are North American firsts and significantly improve our ability to serve our customers and boost our efficiency.

But the biggest innovation this past year is not new, but rather, accelerating. That is our ability to appeal to Toronto's many different ethnic, religious and national groups by making them feel particularly at home at a time of enormous need.

I view this as both our greatest opportunity and our greatest challenge.

Glenn McClary
President & CEO



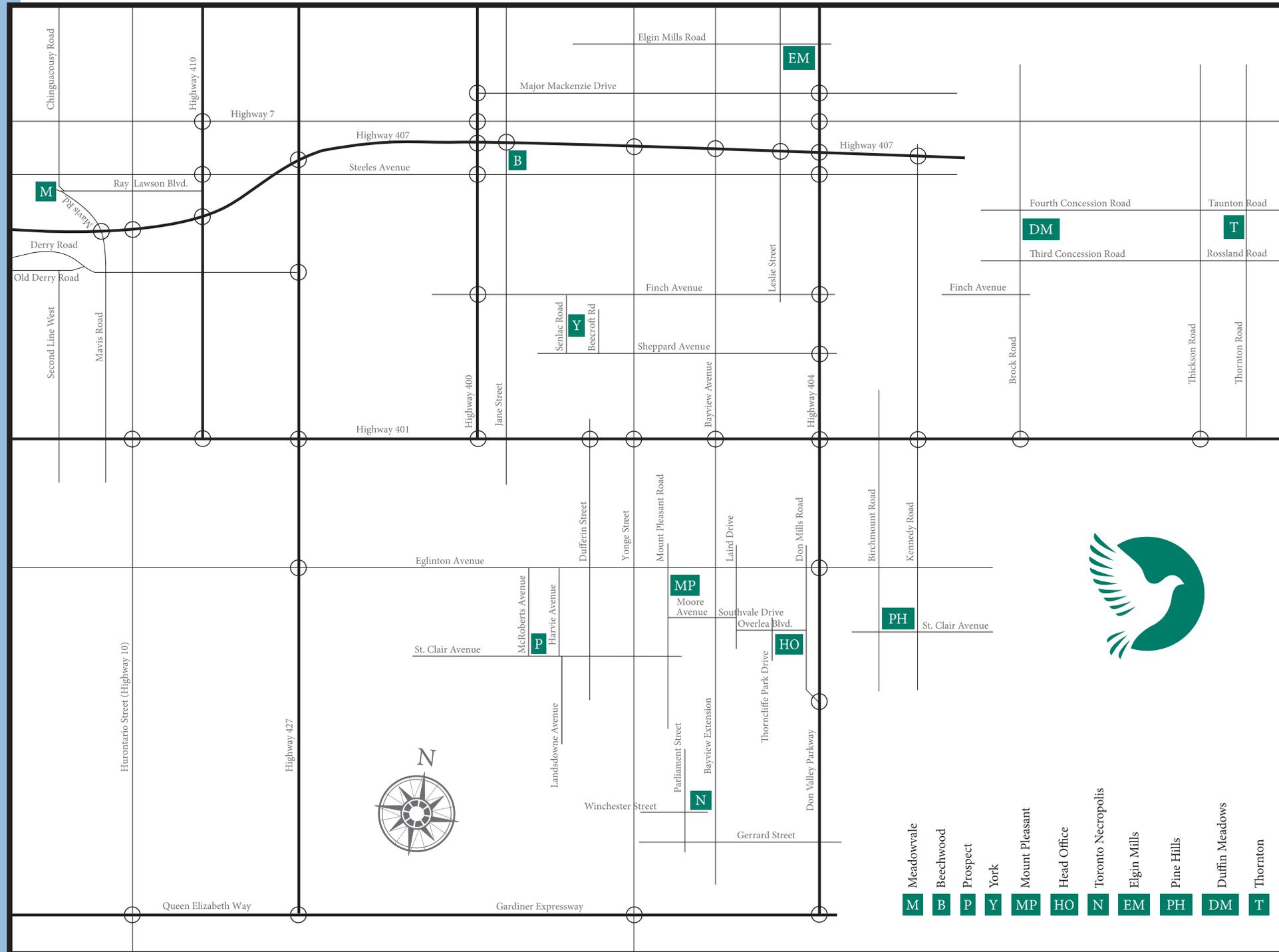
Ramiro Carvalho
Mausoleum Specialist
Prospect Cemetery

“There’s lots of dignity and honour. I have great respect for my job.”

Ramiro handles the inscriptions and installs the vases, pictures and lights on the crypt fronts at Prospect Cemetery. He often has the first contact with families, which is both the most fulfilling and the most challenging part of his work. Says Ramiro: “They express their feelings and emotions to me, and my job is to make sure those families are satisfied.”

He’s been with Mount Pleasant Group of Cemeteries for 15 years, and his strong work ethic and pride comes through in his dedication to the families we serve.

We are throughout Toronto



Please note this map is not to scale.

We are without peer

Any company as committed to innovation as we are will hold a number of industry ‘firsts.’ In 1826, we created the first non-sectarian cemetery in what is now Ontario. In the 1880s, long before it was mandated by the Ontario government, we introduced the idea of perpetual care through the creation of a Care and Maintenance Fund. In 1917, we created Canada’s first Veteran’s Burial Plot. In 1933, we built the first crematorium in Ontario. In 1876, we started the first arboretum (a plantation of trees) in any cemetery in Canada, and 122 years later, in 1998, we offered the first cremation garden in Ontario. Eleven years ago, in 1999, Mount Pleasant Group of Cemeteries also transformed the industry by building the first Visitation Centre in the GTA. Then in 2009, we were the first to bring the Visitation Centre concept to Metropolitan Toronto’s city core. Today, we remain at the forefront of our industry, in terms of innovation, scope, and perpetual service to the thousands of families who remain our clients for many, many years.

“Our clients have changed, so our offerings will change as well.”

The Meadowvale Visitation Centre

The creation of five Visitation Centres across the GTA in the past few years is part of a larger trend across North America. Families today are looking for a single source for their funeral and disposition arrangements, and often a single site for them as well. They also want a brighter and more uplifting atmosphere that parallels the feeling that the ceremonies surrounding death should also be viewed as celebrations of life.

In this spirit, Mount Pleasant Group of Cemeteries’ newest Visitation Centre opened early in May, 2010 just inside the gates of Meadowvale Cemetery along Mavis Road, north of Highway 407 in Brampton.

The new centre benefits from the lessons learned in designing and building other Visitation Centres at Pine Hills, York, Elgin Mills and Mount Pleasant Cemeteries over the past 10 years.

The new Meadowvale Centre also shares many of their qualities, including a large, airy chapel, visitation rooms and reception rooms, and a strong design sensibility that ensures the Visitation Centres blend in with their surroundings and with the needs of their neighbourhoods.

If the Meadowvale Visitation Centre is like our other centres, it will be a resounding success in giving families much more flexibility in planning a final tribute to their loved ones.

The chapel at Meadowvale Visitation Centre



Sue Holland
Survey Coordinator
Mount Pleasant Group
of Cemeteries

Grave plots can come in many shapes and sizes and it's important that they are accurately measured and officially surveyed. That's Sue Holland's job, which she's done for 33 years. Aside from the actual surveying, there's a lot of coordination involved, to ensure the families are satisfied while planning regulations are also met.

Says Sue: "With 10 different properties and the need to file annual surveys for each one as well, the miracle worker for me is my computer. It makes things much easier for me so I can make it easier for the families."

Meadowvale Cemetery

In July, Meadowvale Cemetery hosted the annual Korea Veterans Association memorial to mark the end of hostilities in the Korean War. Attending were Ontario's Lieutenant-Governor, the Hon. David C. Onley, Senator Nicole Eaton, Mr. Ji-In Hong, the Consul-General of the Republic of Korea, and the Mayor of Brampton, Susan Fennell. Over 100 cadets from the Blackdown Cadet Training Centre in CFB Borden marched on parade.





Hamees Hassan
Family Service
Coordinator
York Cemetery

Hamees joined the company as a part-time receptionist at Pine Hills Cemetery. She was so impressed with how its family service staff took care of grieving families, she decided she would train to be a family service coordinator herself. So for the past two years, she helped families “get through one of the most difficult times of their lives. Everyone grieves differently,” she says. “There’s no recipe or formula. But when they leave, you want to make sure they’re comfortable that their loved one’s wishes have been met.”

She likes working with the Mount Pleasant Group of Cemeteries a lot: “they make sure we deliver on ‘what’s best for the family.’”



Visitation room at Mount Pleasant Visitation Centre

“One of the most modern Visitation Centres in North America.”

The Mount Pleasant Visitation Centre

On September 30, 2009, the Mount Pleasant Visitation Centre was opened within Mount Pleasant Cemetery along Moore Avenue in mid-town Toronto. This Visitation Centre was the fourth to be built by the company, following the openings of the Pine Hills, York and Elgin Mills Visitation Centres in 1999 and 2000.

The chapel within the Visitation Centre is the physical and spiritual centre of the building. Clad in Douglas Fir and glass, it rises three storeys, creating an extraordinary atmosphere inside and a sweeping vista of trees beyond.

The Centre is noteworthy as well for its leadership in environmental sustainability. In fact, it is the only Visitation Centre in North America to be designated LEED Silver for its many extraordinary energy-saving features.

The Hon. David Crombie, former Mayor of Toronto, had this to say about the Visitation Centre when he spoke at the opening: “When you go around the world, most of the great places in great cities have that magic of combining nature with culture; history with a sense of nature. And that’s what makes great cities ... great places make great cities and great places combine those two things. Mount Pleasant Cemetery is such a place.”

The weekend following the official opening, the Visitation Centre was opened to the public with an afternoon picnic that saw hundreds of people from the neighbourhood flock to Mount Pleasant Cemetery for food, fun and tours of the inside of the Centre, as well as of the outside, led by noted city historian, Mike Filey, and Mount Pleasant’s chief arborist, Jack Radecki.

Remembering Veterans. No fewer than eight out of 10 properties have special areas for Veterans, and each year six of these hold an annual Remembrance Day service.

This past year at Meadowvale Cemetery, the members of Bramalea Branch 15 and Brampton Branch 609 of the Royal Canadian Legion took part in Meadowvale's 27th annual Sunrise Service. Following the chapel service, Veterans and the public marched to the Veterans' Memorial on the site for the laying of wreaths.



“A stunning new mausoleum serving families in Vaughan and beyond.”

The Beechwood Mausoleum of the Madonna

In August of 2008, Mount Pleasant Group of Cemeteries started selling crypt space in the new Mausoleum of the Madonna, within Beechwood Cemetery in Concord. With all the final touches in place, a formal public opening event was held in May 2009. This is the 14th mausoleum built by the company and our largest to date. Responding to the needs and tastes of the community, religious artwork and statuary was integral to the mausoleum's design. In fact, the image of the 10 foot welcoming statue of the Madonna is repeated throughout the facility with 22 other smaller statues, including Christ, the Madonna and many Saints.

Beechwood Mausoleum is extraordinarily sensitive to community tastes, and even has an espresso lounge for visiting families. This sensitivity also extends more intimately to family needs: private family rooms within the crypt facility that allows up to 10 family members to be interred separately yet all within a single family room separated from the main corridors by lockable glass gates.

Within the building, which holds 2,300 individual crypt units, is a stunning chapel that seats 160 people. Architecturally, the mausoleum creates a strong visual presence for the entire Beechwood Cemetery from both Jane Street and Highway 407.



The growing preference for cremation

Twenty years ago, cremation accounted for only a small part of the total dispositions in the Greater Toronto Area. Recently, cremations have passed the 50% mark. This trend, brought on by an ever-more-mobile society and concerns for the environment, speaks also to the growing distinction between “burial families” and “cremation families” and the desire of the latter not to be relegated to a small area of the cemetery. As a result, we began to create cremation gardens, or Gardens of Remembrance. The first one came into being in 1998 at Mount Pleasant Cemetery, and today there are five of these formal gardens in our cemeteries. The garden at Mount Pleasant Cemetery has been a resounding success with cremation interments now accounting for 65% of the total interments performed. Throughout the entire company, our cremation interments rate has grown more than 31% over the last 10 years.

At York Cemetery, we have created our newest Garden of Remembrance that features a meandering watercourse lined with memorial boulders. Later in 2010, the York Garden will be expanded to include a highly innovative indoor solar and geothermal columbarium which will contain more than 440 niches.

With the trend towards cremation comes a need for us to continue to look for new ways to satisfy the needs of the families who request this service. With the opening of a Visitation Centre at the Elgin Mills Cemetery several years ago, the cemetery office was moved to the new centre which freed up space for the eventual addition of crypt and cremation niche spaces next to the existing crematorium chapel. A total of 705 glass-fronted niches have been introduced to the Elgin Mills facility over three phases. This initiative has been extremely popular with the people we serve at Elgin Mills, as we have sold some 85% of the available inventory. So, of course, we are building more.

Thornton Cemetery

For the second year running, over 300 neighbours took part in the Thornton Cemetery annual Family Day, co-sponsored by the Oshawa Funeral Home. The kids especially, had a great time making and flying kites, not to mention the live music, horse-drawn wagons and evening barbeque.



“Free concerts in a cemetery? Wow!”

Reaching beyond, inviting in: a new focus on community involvement

Mount Pleasant Cemetery occupies 205 acres within mid-town Toronto and is perhaps Canada’s most storied cemetery. Given its size, history and renown, it attracts many thousands of Torontonians through its gates who want to enjoy themselves within this bucolic escape in the heart of the city. While Mount Pleasant must always balance the needs of its families with the needs of the public, in 2009 it reached out to its direct neighbours and beyond by creating the “Friends and Neighbours of Mount Pleasant” web site. With the launch of this new site, members of the neighbourhood surrounding Mount Pleasant Cemetery have a forum where they can connect and exchange ideas regarding the cemetery as well as learn of news and events at Mount Pleasant.

Among these events was Music at Mount Pleasant, featuring musicians from the Royal Conservatory of Music. Launched in that same spirit of reaching out, this series of free, hour-long outdoor afternoon classical concerts drew over 100 neighbours each Sunday during July and August of 2009. It also drew lavish praise from those attending, who were touched not only by the very high quality of the musical experience, but by the fact that they could hear such beautiful music within such a beautiful environment.

In fact, this first pilot initiative was so successful that Music at Mount Pleasant was brought back by popular demand for the July to August 2010 summer season.

These initiatives and others reflect our efforts to demystify what cemeteries are really about, and recognize the impact that our facilities have in the communities beyond our gates. They also recognize the obligation we have to enhance communications between our cemeteries and their neighbourhoods in a broader effort to build stronger bonds.



Music at Mount Pleasant - Summer 2009



Mark Harvie
Mechanic, Equipment
Maintenance Department
All Properties

In his 25 years with the company, Mark “loves the diversity.” As part of a five-person team, he can be in the shop fixing a grass trimmer one-day and out on the grounds the next, ensuring that the lowering devices work perfectly in lowering caskets and vaults into the ground. Everything mechanical, in all 10 cemeteries, is Mark’s beat, from the front-loaders and hearses, to back-hoes and one-ton trucks.

The big change for Mark is technology-driven. As he says: “All vehicles these days are basically mobile computers, and their diagnostic technology is even more sophisticated than the actual engines were years ago. So a big part of my job is just in keeping up and staying current with technology.”

Prospect and Beechwood Cemeteries

All Souls Day on November 2nd commemorates all those who have passed away. Cemetery visitation is traditionally at its highest on All Souls Day, even more so than on Mother's Day. To mark the importance of this day, both Beechwood and Prospect Cemeteries hosted All Souls Day Rosaries to pray and light a candle in memory of loved ones.





Philip Porter
Family Service
Coordinator
Meadowvale Cemetery

Philip joined the company 20 years ago after graduating from York University with a degree in communications and sociology. Every day he deals with families who have just come from a funeral home and are now planning the burial or cremation of their loved one. This alone creates a duty to ensure they are satisfied. It's not easy. Emotions are raw and everywhere. The process is unfamiliar. So Philip and his colleagues work hard to earn a "two-handed handshake" which signals that the family really appreciates what we're doing to help them."



"Lotus" winning bike rack design

"Who would have thought a bike rack could mean all this?"

A unique partnership brings design to life

As part of the company's engagement strategy with different communities, we began to partner with one organization in order to benefit another.

Our cemeteries form some of the most bucolic bicycle routes and destinations in the GTA. Each weekend, hundreds of bicyclists stream through the gates of our cemeteries. Many of them like to stop, park their bikes and stroll for a while through the beautiful grounds. There are a few bike racks within our cemetery grounds. But there could be more, and they could certainly be designed to suit the cemetery's landscaping and environmental visions, as well as the inherent dignity required of any cemetery.

For these reasons, early in 2009 we approached the School of Interior Design at Ryerson University in downtown Toronto to host a design competition among its senior students to create a new kind of bike rack for Mount Pleasant Cemetery. A blue-ribbon panel of judges was appointed, with prizes of \$1,000, \$2,000 and \$3,000 going to the third place, second place and first place designs.

The interest in the competition was so high among the Ryerson students that seven teams of third-year students submitted detailed designs. Early in 2010, the winning design was announced, "Lotus" created by Katy Alter and Jeff Cogliati.

Said judging panel chair and noted landscape architect, Janet Rosenberg: "This was no easy task. Students had to consider many complicating factors - especially the fact that Mount Pleasant is a working cemetery where function, shape and colour must all blend in and not disturb its essential purpose."

The winning design will be manufactured during the summer of 2010 with installation in two locations within the Cemetery planned for September.

Duffin Meadows Cemetery

In June, 2009, hundreds of school children just starting their summer vacations were hosted to “Let’s Go Fly A Kite”, an entire day where kids learned how to build, design, fly and have fun with kites. A local daycare facility was so taken with the success of the event that it is partnering with Duffin Meadows to bring kites to their centre as they focus on “Enjoying God’s backyard.”



Better training means better service means happier clients – and more of them

If ever a service organization demanded high standards, it is ours. So as a matter of course, we hire from the communities we serve. We constantly upgrade our employees' training not only in their technical skills, but in their people skills.

An important though often under-rated factor in improving service is in simplifying our procedures. If we can do something faster, simpler and easier, that makes life better for everyone.

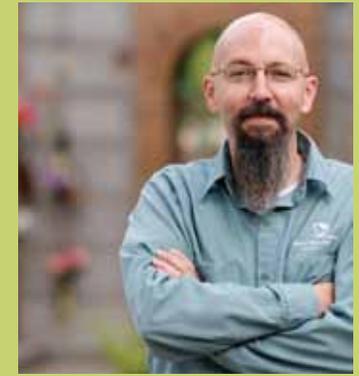
Among our simplification initiatives was improving the navigation through our website and making our internal data systems more transparent and accessible to our staff, giving them faster access to the necessary paperwork of contracts, arrangements, interment rights, etc. surrounding client service.

We also stepped up our existing TEAM Training Program (Training, Experience, Assurance and Mentoring), building on our existing model of classroom lessons followed by extensive reinforcement in the field. This is particularly useful for our new employees who now spend more time working for short periods in different departments in order to have more confidence sooner in their careers.

We also work hard to train our many seasonal employees: in 2009, almost 200 of them were trained in occupational health, workplace harassment and discrimination and our Code of Conduct.

The results of our staff commitment are gratifying: Mount Pleasant Group of Cemeteries received a score of 4.6 out of 5 on our client satisfaction surveys in 2009; we have served an increasing number of families consistently since 2007; and our staff retention rates stand at an all-time high.

From left to right - Managing Funeral Director Dale Holmes, Brampton Mayor Susan Fennell and Family Service Manager Charlie Ireton



Adam Rowe
Crematorium Operator
Thornton Cemetery

"People may not get to see me, but I get to fulfill someone's last wish."

That's what keeps Adam Rowe satisfied in one of the toughest jobs anyone can have. "You have to have a real sense that you're helping people get through the worst time in their lives. You also have to do your job perfectly 100% of the time."

It's a technical job with some comforting routine, but Adam also knows that everyone at the company is extremely friendly and willing to help.

Says Adam: "You can't be anything but helpful if you want to do this job."



Pine Hills Cemetery

The Burma Star Memorial commemorates Canadian troops who won the Burma Star medal for campaigns in China and Hong Kong during World War II. In 2000, the monument was placed in an open space near the Scarborough Civic Centre. But with all the new condominium development in the area, it was in danger of being overwhelmed.

After much negotiation, the Burma Star Monument was moved to the Pine Hills Cemetery, and on August 15, 2009, a memorial service was held at Pine Hills not only to celebrate the permanent placement of the Monument, but to remember the Canadian soldiers who died in the Burma campaign.



Staying ahead of an industry in transition

Any industry as long-term as the cemetery business must pay close attention to long-term trends. Demographic and population shifts taking place over many years are especially important to plan for.

The depletion of land available for traditional burial in the City of Toronto is inevitable. In 2009, we began the formal process of analyzing where replenishment inventory can come from. This is a process conducted throughout Mount Pleasant Group of Cemeteries' history as the city has grown, and ensures we will be able to meet the needs of an expanding GTA for generations to come.

Because different ethnic groups live in different parts of the GTA and are projected to grow at different rates, we conducted a study to look at the impact these changes would have over the next 20 years. One way in which the information from this research is used, is to help ensure the ethno-cultural and religious diversity of our staff increasingly reflects the diversity of the families we serve. A recent example of this was the placement of a Chinese Pre-planning Advisor at our Meadowvale location to address the growing Chinese population in that area. Early indications are that the families we serve have responded favourably to the move.

The collective life experiences and maturity of our staff resonates with those contemplating our services. Currently the average age of our cemetery employees is 46 with 17% having more than 20 years service with our organization. Seven employees have more than 36 years service.

Our city's changing ethnicity is only one of many factors that will have an impact on the long term future of our industry. Trends in population (size, age, ethnicity), death and cremation rates, along with the eventual loss of traditional burial land in the 416 area all have to be considered when looking at what the future may hold.

So, with all the various dynamics changing in the coming years a tremendous amount of time and energy during 2009 was put into understanding what impact we may see to our operations and the industry as a whole in the next 20 to 25 years.



Beechwood Cemetery

Hosting memorial services for our families is something that some of our cemeteries do in September. In 2009, Beechwood Cemetery hosted its 21st consecutive memorial service. The fact that over 750 people came out to the service is a testament both to its popularity and to the need for this kind of offering. It's common to hear from the families: "Thank you so much for doing this for us." And "How wonderful that the cemetery does this every year for us."



Sustainability is the essence of who we are

Sustainability simply can't be a secondary activity when our entire organization is based on the idea of perpetuity. So it's little surprise that we have continued to look for new ways to become better stewards of the environment.

From the first Silver LEED Visitation Centre in North America (at Mount Pleasant Cemetery), to Canada's first solar and geothermal powered columbarium building (at York Cemetery), to the only cemetery company in Canada with a full-time arborist serving each of our 10 cemeteries, we have worked long before the environment became a popular cause to make it a necessary one for our own operations.

Efforts to do our part to create an extraordinary environment come in many forms; some small – some larger in scale. Below are just a few examples of the ingenuity and creativity we have applied to improve our environment.

When we cut the grass on the 860+ acres we have developed throughout the GTA, the cutting height is limited to 3 inches. The turf areas are allowed to grow to 4.5 inches before cutting, which encourages deep roots. All mower blades are sharpened at least twice a week, and seeding is carried out (always with composting) to ensure a thick turf to help crowd out weeds. High-traffic areas near offices and on boulevards are aerated as well so the turf and grass can receive nutrients more quickly and fully. We also adhere to the prescribed practices of Integrated Pest Management. IPM is an effective and environmentally sensitive approach to pest management that relies on a combination of common-sense practices. IPM programs use current, comprehensive information on the life cycles of pests and their interaction with the environment. This information, in combination with available pest control methods, is used to manage pest damage by the most economical means, and with the least possible hazard to people, property, and the environment.

We have now replaced our insecticides with horticultural soap and dormant oils in order to control aphids in rose beds, shrubs and special care plantings. We also regularly release thousands of ladybugs to combat aphid infestations on our Linden and Maple trees, as well as praying mantises to control harmful insects.

In 2009, we also conducted an extensive energy audit that resulted in improvements ranging from energy-efficient fluorescent light and insulation upgrades, to the installation of tankless water heaters, infrared heating in utility buildings, and even to test piloting solar-powered lawnmowers.

Mount Pleasant is a supporter of Trees Ontario, which is the largest tree-planting partnership in North America. Working in concert with the Simple Alternative Funeral Centres, we sponsored the equivalent of 9,000 newly-planted trees during 2009.

York Cemetery's solar and geothermal powered columbarium



Eileen Lam
Pre-Planning Advisor
Pine Hills Cemetery

Eileen spent 22 years in real estate, and joined the company in 2008. "My kids are grown up and I don't need the same peaks and valleys that real estate brings. That said, it's amazing how similar the two industries are for me."

Eileen works with families who haven't had a death occur, but that doesn't mean that pre-planning is any less emotional. But at least Eileen can make the process stress-free. She's also learned that as people generally are more willing to talk openly about death than they were 20 or 30 years ago, so too are they understanding the benefits of pre-planning. For Eileen, the most important thing by far is saving the family and loved ones from having to make tough and wrenching decisions at a time when they find it hard to think clearly.

Pre-planning is a growing part of the industry and of society, and Eileen is especially happy when a family says "we wouldn't have put it off all these years if we'd known it was so easy."

York Cemetery

In September, 2009, York Cemetery once again hosted the annual Latvian Evangelical Lutheran Church Memorial Service. Well over 800 people attended both the service and the complimentary luncheon afterwards. That's a lot of people and neighbourliness.



A long past; a strong future

Before 1826, if your family was not Anglican or Catholic, there was basically no cemetery in which to bury your loved ones within the city of Toronto. The world and our industry have come a long way since then. But the original purpose of providing greater choice to the community and to families in their times of greatest need is as alive and well today as it was when Mount Pleasant Group of Cemeteries received its first charter.

We have grown to be one of Canada's leading cemetery operators by transforming this purpose into a corporate philosophy that guides everything we do.

That philosophy has been driven by the following pillars which serve as our guideposts to the future:

- **Culture.** The Greater Toronto Area is not only one of the most diverse communities in the world, but in the history of the world. This is an enormous advantage and one we need to reflect and encourage.
- **Technology.** Of all the changes in our world in the past decade, none have been as profound as technology. We need to harness technology in order to make our services more appealing and transparent to our families.
- **Community.** Cemeteries always have to balance the desires of the public to use their facilities for passive recreation, and the desires of the families whose loved ones are interred there. We have tipped that balance in the past year in order to reach out to our immediate neighbours and the wider community, and we see doing more of that in the future.
- **Sustainability.** This is important to us on two fronts: the environment and operational longevity. As a green enterprise we use both our legacy and our sense of innovation to create a more environmentally-conscious future. As an operation, we strive to apply sound operational practices to ensure we can provide our services in perpetuity.

Mount Pleasant Group of Cemeteries is a non-share capital, not-for-profit organization incorporated in the province of Ontario. Like other non-share capital corporations, MPGC is not owned by anyone. Nor is it a charity and nor does it issue charitable receipts. Any money the operation generates in excess of expenses is returned to the organization and invested in initiatives to ensure the delivery of cemetery services and the maintenance of the cemetery properties in perpetuity. Its operations are regulated by the Ontario Ministry of Consumer Services under the Cemeteries Act.



Cheryl Simpson
Assistant Manager
Cemetery Services

Cheryl is the go-to person for administrative matters surrounding the grounds and the burials at Mount Pleasant Cemetery and the Toronto Necropolis. There's something about the beauty and serenity of Mount Pleasant that draws her to ensure those qualities are always maintained for the families. "Weather is always a challenge for us, especially in the winter, and we always have to work hard to balance the needs of the environment, of our families and of the communities adjacent to the cemetery."

Cheryl's other great satisfaction comes from making a 'difficult' customer happy. "People naturally are very emotional around what we do, so for us it's totally natural to see that emotion at all levels. So doing that extra bit for them really matters – to all of us."

Board of Directors

The company's pre-eminence in the industry and reputation in the community is in many ways a function of its strong leadership at both the board and management level.

Tom Di Giacomo, Chair



Tom Di Giacomo is the former President and CEO of Manulife Financial and now presides over Tadico Limited, a financial consulting firm. An experienced director, he presently sits on the board of 4 companies listed on the Toronto Stock Exchange, and has served on the board of the Toronto General Hospital and as Chairman of Kids Help Phone. He currently serves on the board of University of St. Michael's College.

Marilyn Field-Marsham



Marilyn Field-Marsham is a retired Partner of Osler, Hoskin & Harcourt LLP and a former adjudicator for the Ontario Ministry of Health (Consent & Capacity Board). Her governance experience includes serving as a director of Aim Canada Fund Inc., Aim Global Fund Inc., and AIM Trimark Funds Advisory Board, Canada Blooms Horticultural Society and the Golf Association of Ontario. Through the Canadian Executive Service Organization (CESO), she is involved in aboriginal governance projects.

Wendy Cecil



Wendy Cecil is President of Brookmoor Enterprises Ltd., Vice-Chair of St. Michaels Hospital, Chair of Li Ka Shing Knowledge Institute Advisory Board, Honorary Governor of the Olympic Trust of Canada and a Director of The Canadian Stage Company, and the Canadian Merit Scholarship Foundation. She is past Chair of the University of Toronto, Branksome Hall School, the Royal Ontario Museum, the Canadian Opera Company, YMCA Toronto Central and the Canadian Women's Breast Cancer Foundation.

Glenn McClary



Glenn McClary is President and CEO of Mount Pleasant Group of Cemeteries. He started with Mount Pleasant Group as its Director of Sales in 2001, was promoted to Vice-President of Sales & Marketing in 2003 and assumed the role of President of the cemetery operation in January, 2010. Prior to joining the Mount Pleasant Group, Glenn worked with Kraft General Foods and Kimberly Clark. His career took him across Canada from Vancouver to Halifax with stops in Calgary and Toronto.

Senior Management

Angie Aquino, Director, Sales and Service



Angie Aquino joined the cemetery company in a part-time capacity while still a student in 1979. Upon completing her university education, Angie joined MPGC full time in 1984 assuming several management-track positions in the development, operations, records and marketing areas of the organization. In the mid-90s, Angie took on the Cemetery Manager roles for Meadowvale, Prospect and Beechwood cemeteries and was promoted to her current position as Director, Sales and Service in late 2009.

Dennis Moir, Director, Cemetery Services



Dennis Moir began his career with MPGC as a Crematorium Operator at Prospect Cemetery in 1971. Dennis quickly rose through the ranks assuming Cemetery Manager positions at York and Pine Hills Cemeteries, eventually moving to the head office in 1988 to become responsible for all cemetery property maintenance in his current capacity as Director, Cemetery Services. Dennis currently holds a position on the Board of Governors for the Etobicoke Sports Hall of Fame and has over twenty years service in senior volunteer capacities with the Royal Winter Fair and Polo for Heart.

Glen Timney, Director, Development



Glen Timney started with MPGC in 1972 and has held a variety of positions within the organization spanning all ten of its cemetery properties. In 1997, he assumed the leadership role in the Development Department where today, as Director of Development, Glen oversees all building and property infrastructure projects. Glen has an extensive list of association and community leadership credits including being past President of the Ontario Association of Cemeteries and Funeral Professionals as well as the Toronto-Leaside Rotary Club, and serving as Commander and National Executive Council member with the Order of St. Lazarus.

| Annual Calendar of Events | Annual Calendar of Events | | | | | | | | | | | |
|---------------------------|---------------------------|----------|-------|---------------|--------|------|------|--------|-----------|---------|----------|----------|
| | January | February | March | April | May | June | July | August | September | October | November | December |
| Beechwood | R | R | R | R | R M | R | | | MS | R | RD R | R TM |
| Duffin Meadows | | | | M | K | | | MS | | | | |
| Elgin Mills | | | | M | | | | | P | RD | | |
| Meadowvale | | | | M | | KV | | MS | P | RD | TM | |
| Mount Pleasant | | | | M JR MF | F | CS | CS | MF | P JR | | | |
| Toronto Necropolis | | | | M | | | | CF | | RD | | |
| Pine Hills | | | | M | | | BS | VS | P | | | |
| Prospect | | | | M | | | | | | RD | | |
| Thornton | | | | M MS | F | | | FD | | | | |
| York | | | | M | | | | | P | RD | | |

| | | |
|--|--|---|
| R Rosary Service | K Kite Day | FD Family Day |
| M Mother's Day Event | EE Estonian Ecumenical Memorial Service | CF Cabbagetown Festival |
| JR Tree Walk with Jack Radecki | CS Music at Mount Pleasant | P Pumpkin Decorating |
| MF History Walk with Mike Filey | KV KVA Service | RD Remembrance Day Service |
| MS Memorial Service | BS Annual Burma Star Veteran's Service | TM Tree of Memories Decorating Event |
| F Father's Day Event | VS Veteran's Service | |

Our Locations

Head Office

Mount Pleasant Group of Cemeteries
 65 Overlea Boulevard,
 Suite 500,
 Toronto, ON. M4H 1P1
 Telephone 416-696-7866

Cemetery Locations

Toronto Necropolis and Crematorium
 200 Winchester Street,
 Toronto, ON. M4X 1B7
 Telephone 416-923-7911
 Year Opened · 1850
 Interments to July 2010 · 23,400

Mount Pleasant Cemetery and Visitation Centre
 375 Mount Pleasant Road,
 Toronto, ON. M4T 2V8
 Telephone 416-485-9129
 Year Opened · 1876
 Interments to July 2010 · 200,000

Prospect Cemetery and Mausoleum

1450 St. Clair Avenue West,
 Toronto, ON. M6E 1C6
 Telephone 416-651-4040
 Year Opened · 1890
 Interments to July 2010 · 164,700

Pine Hills Cemetery and Visitation Centre

625 Birchmount Road,
 Scarborough, ON. M1K 1R1
 Telephone 416-267-8229
 Year Opened · 1928
 Interments to July 2010 · 103,000

York Cemetery and Visitation Centre

160 Beecroft Road,
 Toronto, ON. M2N 5Z5
 Telephone 416-221-3404
 Year Opened · 1948
 Interments to July 2010 · 53,500

Beechwood Cemetery and Mausoleum

7241 Jane Street,
 Concord, ON. L4K 1A7
 Telephone 905-669-1827
 Year Opened · 1965
 Interments to July 2010 · 19,000

Elgin Mills Cemetery and Visitation Centre

1591 Elgin Mills Road East,
 Richmond Hill, ON. L4S 1M9
 Telephone 905-737-1720
 Year Opened · 1979
 Interments to July 2010 · 10,000

Meadowvale Cemetery and Visitation Centre

7732 Mavis Road,
 Brampton, ON. L6Y 5L5
 Telephone 905-451-3716
 Year Opened · 1981
 Interments to July 2010 · 12,500

Thornton Cemetery, Crematorium and Mausoleum

1200 Thornton Road North,
 Oshawa, ON. L1H 7K4
 Telephone 905-579-6787
 Year Opened · 1984
 Interments to July 2010 · 7,000

Duffin Meadows Cemetery

2505 Brock Road North,
 R.R. #1, Pickering, ON. L1V 2P8
 Telephone 905-427-3385
 Year Opened · 1993
 Interments to July 2010 · 2,600

STRATEGIC DIRECTION & WRITING

Ramsay Inc.

PHOTOGRAPHY - STAFF PROFILES

Jessica Darmanin

PHOTOGRAPHY - COVER

Ian Young, Cemetery Services Manager

CONCEPT & DESIGN

Craig McConnell

PRINTING

Somerset Graphics Co. Ltd.



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