

# INSPIRED BY LIFE

2020 Year in Review



Mount  
Pleasant  
Group



# TO HONOUR THOSE WHO HAVE PASSED, WE LOOK TO THE LIVING.

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# A MESSAGE FROM THE PRESIDENT AND CEO



**Any organization is the sum of the decisions it makes. From the countless choices about how to care for one customer to the considerations made to plan for tomorrow, each reflects who you are and where you're going. When you've been caring for customers for nearly two centuries and the "tomorrows" you plan for stretch into eternity, these decisions can add up to quite a lot.**

2019 was a year of making new choices and following through on ones put in place years ago. For this *Year in Review*, we wanted to share the thinking that goes into the changes — big and small — we make every day. Whatever the challenge we're solving or opportunity we're embracing, three factors guide our priorities: people, place, and legacy. Our work is inspired by what our customers and our colleagues need, the environment our properties share, and the way our history can inform our future. While much of that work may focus on matters of death, the decisions we make are inspired by everyday life.

Of course, 2020 is different. Along with every part of our community, Mount Pleasant Group's teams have faced unparalleled disruption brought by COVID-19. But they have risen to meet the moment. While the long-term effects of the pandemic are still uncertain, the pride I have in the dedicated men and women who make up MPG is absolute. From the services we offer to the properties we maintain, each of us continues to do remarkable work and make the choices that define our future. Even in the face of loss and uncertainty, those choices continue to be inspired by life.

I want to express my gratitude to everyone at Mount Pleasant Group for the care shown to our customers and one another these past months, for their work ensuring our properties remain places of peace and respite, and for continuing our commitment to the communities we serve.

#### COVER ARTWORK:

Title: *Entwined in Silence* (2004)

Artist: D.D. Gadjanski

Location: Mausoleum of the Heavens; Elgin Mills Cemetery, Cremation and Funeral Centres

#### LEFT:

Title: *XII Into Thy Hands; Stations of the Cross* (1995)

Artist: Sarah Hall

Location: Mausoleum of the Last Supper; Prospect Cemetery

#### **GLENN McCLARY**

President & CEO

# 2020 OPERATIONS

# PERPETUAL CARE TRUST FUND \$453.7 M

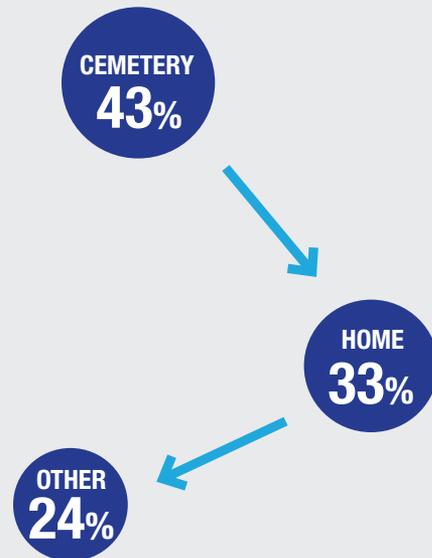
The largest per developed acre  
in North America

<b>2020 CEMETERY INTERMENTS</b>	<b>8,635</b>
<b>Casket-Related</b>	<b>5,715</b>
Ground burial	93%
Crypt entombment	7%
<b>Cremation-Related</b>	<b>2,920</b>
Ground burial	72%
Niche entombment	20%
Scattering	8%

<b>2020 CREMATIONS</b>	<b>2,352</b>
With witnessing	448
Percentage of cremations placed within a cemetery	43%

<b>2020 FUNERALS</b>	<b>4,087</b>	
With burial	1,725	42%
With cremation	1,455	36%
Direct cremation with no service	907	22%

## FINAL PLACEMENT OF CREMATED REMAINS



## TOTAL LANDHOLDINGS

(Acres for all MPG  
Cemetery Properties)

# 1,318

## TOTAL GREENSPACE

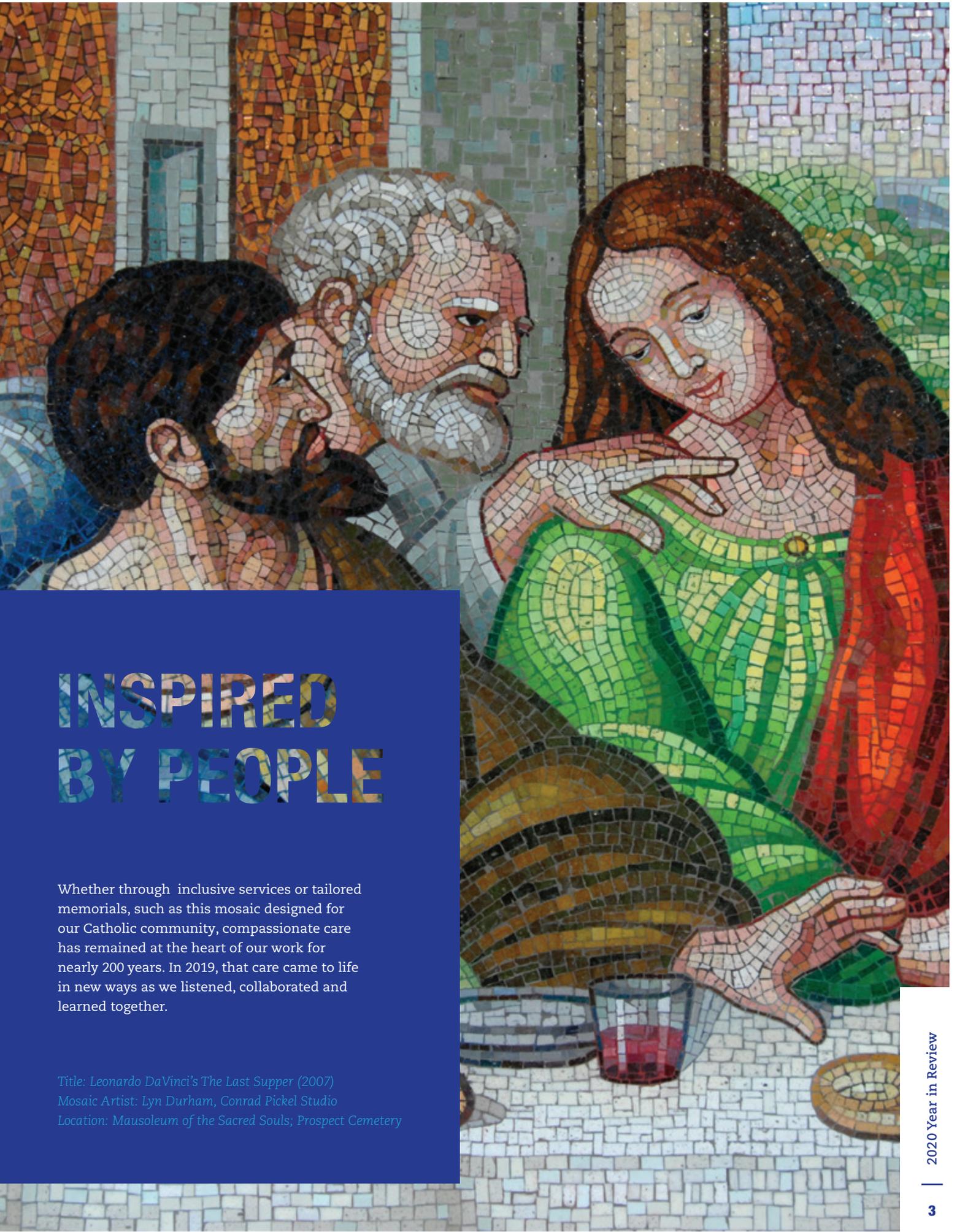
(Acres)

# 1,215

## AVAILABLE LAND FOR FUTURE BURIAL

(Acres)

# 345



# INSPIRED BY PEOPLE

Whether through inclusive services or tailored memorials, such as this mosaic designed for our Catholic community, compassionate care has remained at the heart of our work for nearly 200 years. In 2019, that care came to life in new ways as we listened, collaborated and learned together.

Title: *Leonardo DaVinci's The Last Supper (2007)*  
Mosaic Artist: Lyn Durham, Conrad Pickel Studio  
Location: Mausoleum of the Sacred Souls; Prospect Cemetery

# CONNECTING WITH RESILIENCE

**33%**  
of disability claims  
are mental-health  
related

Every day, our colleagues are there for customers at moments of profound grief. This takes more than compassion: it takes the capacity to experience that grief while ensuring a remarkable level of personal care. And it can take a toll.

In 2017, a Mount Pleasant Group employee engagement survey revealed that many of us experience high levels of stress in our jobs. At the same time, our disability claims showed the impact that this stress has on our lives.

The survey sparked a conversation about mental health that continued throughout 2019 and continues today. It articulated a feeling that many felt but few talked about: compassion fatigue.

## The Impact of Care

Trauma doesn't just affect the person experiencing it, it can also extend to those who directly support them, like healthcare staff, frontline emergency workers, or funeral and cemetery professionals. Known as secondary traumatic stress, this can have a serious impact over time, contributing to lowered concentration, feelings of helplessness, and irritability.

As we began to recognize its effects, one thing became clear: compassion for our



customers starts with compassion for each other. While the issue gets some attention in other industries, funeral organizations have historically lagged behind. So we made a commitment to discuss these issues openly, hearing and acknowledging the experiences that so many of us share.

*Our teams and families came together through events that fostered a holistic approach to wellness.*



**Thanks for asking how we're doing. ”**

– A member of the MPG team in response to our mental health survey.

## Looking Forward

2020 strained families and communities across the GTA, just as it disrupted the funeral experience for everyone involved. Returning to normal will take time. But the resilience of our colleagues makes us well-equipped to support not only our customers, but each other.



## A NEW ROLE AT MPG

**As we invest in our own wellness, we wanted to find ways to pay it forward and provide deeper support for our customers and community. In 2019, we introduced our Therapy Dog Pilot Program.**

*TOP: Addy is adept at making new friends in sometimes difficult circumstances.*

**You'll find therapy dogs in many of the environments where compassion fatigue is common, offering unconditional affection and reassurance in overwhelming situations. After seeing the benefits these dogs offer first-hand, we were inspired to introduce them to our sites, where they could support both the families navigating loss and the professionals there to guide them. Enter Addy.**

**The first funeral industry therapy dog in the GTA, Addy has completed training designed by the Centre for Mental Health and Addiction and tailored to interacting with families engaged in our services. She grounds difficult conversations with bereaved families, lets children take their minds off of grief for a moment, and helps staff recharge between customer visits. The pilot program has received overwhelmingly positive feedback from both customers and colleagues. In fact, before we reduced activity in response to COVID-19, we had intended to expand our roster of therapy dogs. Once work has returned to normal, Addy will be joined by a few new co-workers.**

## 360° Wellness

Over the past three years, Mount Pleasant Group has expanded our company-wide mental health initiative to include a holistic approach to wellness that supports our physical, emotional and social well-being.

- A Mental Health First Aid training course has helped us think about stress in new ways: identifying triggers while understanding what we can (and can't) control.
- New processes have been implemented whereby difficult situations are documented and discussed in open, structured conversations.
- We've co-ordinated with our benefits provider to treat mental health claims with more care.
- We've recommended online treatment programs for ease of access to clinical care when required.
- We're setting aside areas across our locations for mental health support, where people can step away, take a break, and recharge.
- In August 2019, our benefits provider expanded their Employee Assistance Program to include a Wellness & Rewards Program including counselling, self-assessment modules, articles, webinars and wellness challenges.

# THOSE WHO CARE

## The Role of the Funeral Director, Past and Present

As long as people have mourned, others have stepped in to support them. But the way we mourn is always changing, and so the support has changed with it. At Mount Pleasant Group, our funeral directors and their teams are on the front lines of that support. Here, we'll look at how the role has changed over time, along with the qualities and skills that help them do their job.

TOP:  
*William Lyon Mackenzie gravestone, Toronto Necropolis Cemetery. From The Globe, June 1922: "In Action Faithful and In Honor Clear." Keeping green the memory of the "Little Rebel" of the stormy days of '37, the Women's Liberal Association placed wreaths upon the grave.*

Toronto Public Library



### A HISTORIC UNDERTAKING

In the west, the earliest incarnation of the profession that would come to be known as the funeral director was the undertaker, a role that still exists in many countries around the world. We can trace the title back to the 15th century as "funeral-undertaker," a literal description that shortened over time. Often a carpenter would realize that requests for coffins were making up a considerable portion of their business. They would have access to carts large enough to transport their products, so they could easily extend their services to delivery, and then to the transport of the remains. Even so, most of the co-ordination of the service itself still fell to the family and priest. The classic depiction of the undertaker, somber, reserved and silent, reflects this hands-off nature.

As visitations moved out of the family home and into the funeral home in the 18th century, the undertaker took on a larger role, becoming the custodian of the remains at every step of the process. Storage and preparation before burial required specialized skills and tools, and over time, the undertaker's contribution shifted from craftsman to facilitator.

"Undertaker" became "mortician" at the end of 19th century, just as "coffin" became "casket," a word that remains in common use today. Families now had to navigate new medical and legal requirements during a time of mourning, and so would increasingly rely on expert guidance. In other words, they needed direction.



## ONE ROLE, MANY SKILLS

Throughout much of the 20th century, that direction was one-way: prescriptive advice to orchestrate the funeral with relatively minimal input from the family. Just as skill with woodworking gave way to embalming, now a funeral director's skills include empathy and creativity. Planning and logistics are still as important as ever, but so are audio-visual skills and even interior design.

The cliché of the stone-faced undertaker in stovepipe hat could not be farther from reality. Funeral directors are people from all walks of life who share an ability to connect with families in difficult times. Everyone on our funeral teams brings something unique, but there are qualities that all possess: they're flexible to respond to the different ways families express grief. They have the organization skills required to co-ordinate complex events in short timeframes. They're problem-solvers, thinkers, listeners and connectors.

The role of the funeral director has never been static. The language itself has changed and will continue to do so. For example, the term "arranger" is now commonly used within the industry to cover many roles critical to creating services and memorials. There will undoubtedly be more changes to come, as religious services increasingly give way to celebrations of the deceased's life. Personalization is more of a priority than ever, and there's no reason to think that will diminish tomorrow. Whatever funerals look like in the future, it will always be the people that make them truly exceptional.

*The carpenter's wagon has evolved over the years, with alternative means of transportation chosen to suit the service.*



## Making Memories

Just as there isn't a typical kind of funeral director today, there's no one-size-fits all formula for creating a memorial. But our directors do take an approach designed by the National Funeral Directors Association that helps them craft unique experiences tailored to the life they're celebrating:

**CONNECT** First, funeral directors take the time to understand the customer and build trust. Fostering an open dialogue will be critical to meeting the family's needs.

**DISCOVERY** By asking carefully crafted questions, they seek to discover rich information about the life of the deceased. Learning about the moments, achievements and aspirations that defined the person being celebrated.

**LEAD** Families are guided through the choices available and recommendations are provided based on what's learned in the previous steps. While the family may have a vision of what they'd like, they may not be aware of all the possibilities.

**DESIGN** The personalized memorial is developed, whether a funeral service, a celebration of life, or an artistic tribute to the deceased. This is where the previous steps come to life.

**SUPPORT** Throughout the entire experience, the family is offered solace and compassion. They're engaged with on their terms while their grief is acknowledged and supported.

# COMMUNITY RELATIONS



*MPG team members participated in a range of fundraisers for local hospices, including the 15th annual Healing Cycle Ride. Visitors discovered history and remembered sacrifice in dozens of public events throughout the year.*

## TOGETHER IN JOY AND SUPPORT

Last year was one of deepening relationships with partners and neighbours. At Remembrance Day ceremonies, Tree Walks, Candlelight Memorials, and dozens of other events across our properties, we came together to celebrate community and honour those who've passed. We joined in song, we sent clouds of butterflies into the summer sky, and we shared countless moments of reflection.

Members of the community were welcomed back to annual favourites like the eight concerts in our Mount Pleasant series. Other events welcomed visitors for the first time, such as our History and Arboretum Tour of York Cemetery in September, which guided about 75 visitors through the people and events that shaped the property.

**4,000**  
attendees at 30  
community events

**5,000**  
attendees at 23  
memorial events



OUR PARTNERSHIP IN NUMBERS

**800**  
volunteer hours

**\$84,912**  
raised for the HPCO's  
Centre of Excellence

**A GROWING PARTNERSHIP**

One of the most fulfilling relationships we have is with Hospice Palliative Care Ontario (HPCO), an organization that represents about 80% of our province's hospices. The need for quality end-of-life care in Ontario is overwhelming, not only to provide dignity and support at a critical time, but to relieve the burden on our overstretched healthcare system when it's needed most.

It is an urgency we first recognized in 2017 when the partnership began. At the time, we knew we wanted to focus our efforts with a single partner to achieve the maximum impact, so we sought one who shared our values and was making a real difference in our communities. HPCO was the perfect fit. Many of our colleagues already dedicated their time volunteering at nearby hospices and knew of the urgent need across the sector. Since those early days, our relationship has only strengthened.

For the past three years, Mount Pleasant Group has provided our facilities for meetings, training, and events hosted by our hospice partners, while supporting fundraising efforts and donating to them directly. Our teams came together to participate in annual events such as bake sales, the Hike for Hospice, and the Healing Cycle Ride to raise money for local hospices.

Last year we were honoured to help further the HPCO's Centre of Excellence, an

“ [Since 2017] almost 50 hospice staff and volunteers have received full conference bursaries. We have created new standards for Spiritual Care, Grief & Bereavement Care, and Day Hospices; and significantly updated existing standards... Over 50 hospices are now actively engaged using our standards and undergoing accreditation... All of this was made possible through MPG's financial support. ”

– Rick Firth,  
President & CEO, Hospice Palliative Care Ontario

accreditation system dedicated to better patient health and experiences, as well as reduced costs for the system and improved resilience among caregivers.

Our communities have become increasingly reliant upon the support of private organizations to ensure the care and dignity of those of us facing the ends of our lives. COVID-19's impact on an already overburdened system has only made this more critical as hospices and palliative care facilities face an unprecedented crisis. Looking forward, we will continue our commitments and support as we call upon our friends, colleagues and neighbours to join us.



# INSPIRED BY NATURE

We are not only stewards of those laid to rest with us, we are stewards of the land they rest in. Environmental responsibility played a key role in many of the decisions our teams made last year.

*Title: Vibrant Forest*

*Artist: Carmen Dolce*

*Location: Elgin Mills Cemetery, Cremation and Funeral Centres*

# DESIGNING TO SUSTAIN: USING WATER DIFFERENTLY AT ELGIN MILLS

The Elgin Mills east side expansion didn't just add 34 acres of land and decades of use: it offered a unique opportunity for environmental innovation.

Just like a park or greenspace, cemeteries are thirsty. Managing water effectively is key to keeping them verdant — and ensuring they're good environmental neighbours. For the new expansion at Elgin Mills, we solved costly engineering challenges in ways that were both economically and environmentally sustainable.

## The "Waterless" Cemetery

When designing the eastern expansion, we decided to tackle waste by creating our first "waterless" sections. That is, areas with no below-ground water infrastructure for public use. All water used by visitors on the east side of the property will be supplied in Fall of 2020 by self-serve, above-ground tanks refilled by cemetery water trucks. This lets us

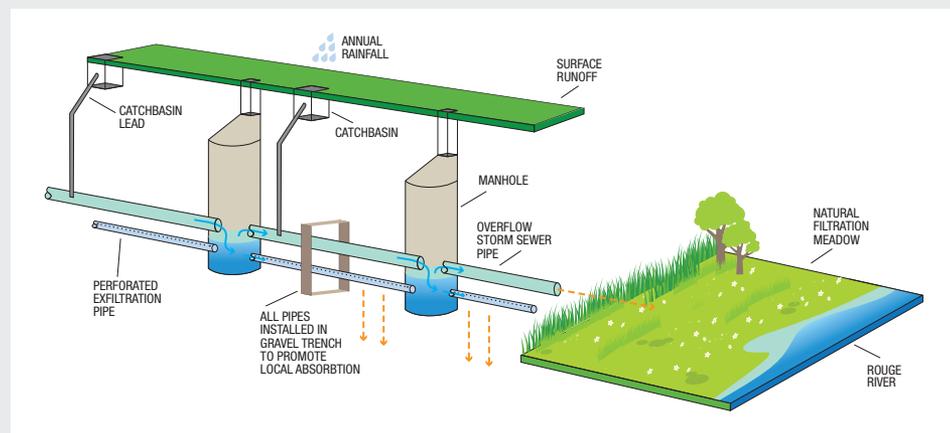
maintain close control over use and eliminate the need for disruptive maintenance to below-ground pipes. Monitoring consumption will be easier, and we'll be able to choose whether it comes from municipal sources or recycled from the property itself. It also means that our visitors and our teams will be encouraged to be more mindful of the water they're using every day.



A natural meadow filters stormwater runoff and separates the property from a tributary of the Rouge River.

## Stormwater Management, Naturally

Most of our cemeteries direct rainwater runoff from roads and other elevated sections to flow into catch basins, then to below-ground pipes and finally to large on-site retention ponds. For the expansion, we wanted to preserve as much greenspace as possible.



With the support of Richmond Hill Planning Department and the Toronto Region Conservation Authority, we designed a solution directly inspired by nature. By replacing stormwater

pipes with perforated alternatives, water can filter cleanly back into the ground, which reduces volume at the end and mimics the natural world in which rainwater is absorbed where it falls.

Remaining stormwater now discharges into a meadow separating the developed land from a tributary of the Rouge River. Sediment is filtered naturally, protecting the tributary without the

need for a pond. This has created a self-contained ecosystem where the water either stays within the developed land itself or is treated by nature in the meadow.



Alexander Dzuybko-Doyle

# PLANTING WITH A PLAN

What does it take to nurture some of Toronto’s most cherished greenspaces? A passion for trees and an approach tailored to the unique nature of a cemetery. Mount Pleasant Arborist Daniel Chevalier shares a few of the principles that help guide his work.

“  
The best time to plant a tree was 20 years ago. The next best time is now. ”

– Chinese Proverb



John Kaltenhauser

## THINK HOLISTICALLY.

Sustainability and balance is ensured across all our sites through a pragmatic approach that considers aesthetics, benefits, and environmental impact. With tens of thousands of trees across ten properties, this lets us prioritize care effectively.

## REMEMBER YOUR ROOTS.

Trees in cemeteries face considerably more stress to their roots, due to disruption from burials and compaction from people walking overhead. To ensure they stay healthy, we often seek to plant trees with deep, resilient root systems such as oak or walnut.

## FOCUS ON THE FUTURE.

The next 100 years will bring a range of new stressors to our trees: climate change, invasive pests, and an ever-growing population. Resilience is top priority to ensure the trees we plant today can be enjoyed by generations to come.

### Did You Know?

Some of the oak trees at Mount Pleasant Cemetery are over 100 years older than Canada.

### Did You Know?

1,000 trees can prevent 4.5 million litres of storm-water runoff annually.



**“THE RIGHT TREE IN THE RIGHT PLACE.”**

A mantra for any arborist, this is especially critical in cemeteries where spreading branches and roots can stray into plots. Columnar trees such as beech, which tend to grow narrowly, become a good choice for these areas.

“  
**Trees are the best monuments that a man can erect to his own memory. They speak his praises without flattery, and they are blessings to children yet unborn.**”

– Lord Orrery

**INVITE THE COMMUNITY.**

Walking tours, informative tree tags and rare specimens encourage visitors to explore, ensuring that Mount Pleasant Cemetery and other sites remain a beloved part of our community.

**Did You Know?**

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*Dense canopies of mature trees can increase nearby property values as much as 10 – 20%.*

**CREATE A CLIMATE FOR GROWTH.**

Large, mature trees create microclimates that allow for non-native species to survive outside their typical growing zone, so we’re able to introduce remarkable trees you won’t find anywhere else.

**Did You Know?**

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*Persimmon and Pawpaw trees, native to the Southern U.S., can thrive in Mount Pleasant Cemetery thanks to protection from their larger neighbours.*

**KEEP IT DIVERSE.**

Trees from southern growing zones can accommodate the changing future climate, while diversity also helps resist invasive pests and diseases such as the Emerald Ash Borer beetle or Dutch Elm Disease.

**Did You Know?**

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*The rare Caucasian Wingnut, native to Turkey and Iran, can be found at Mount Pleasant Cemetery.*

Wayne Mondok



**NIP PROBLEMS IN THE BUD.**

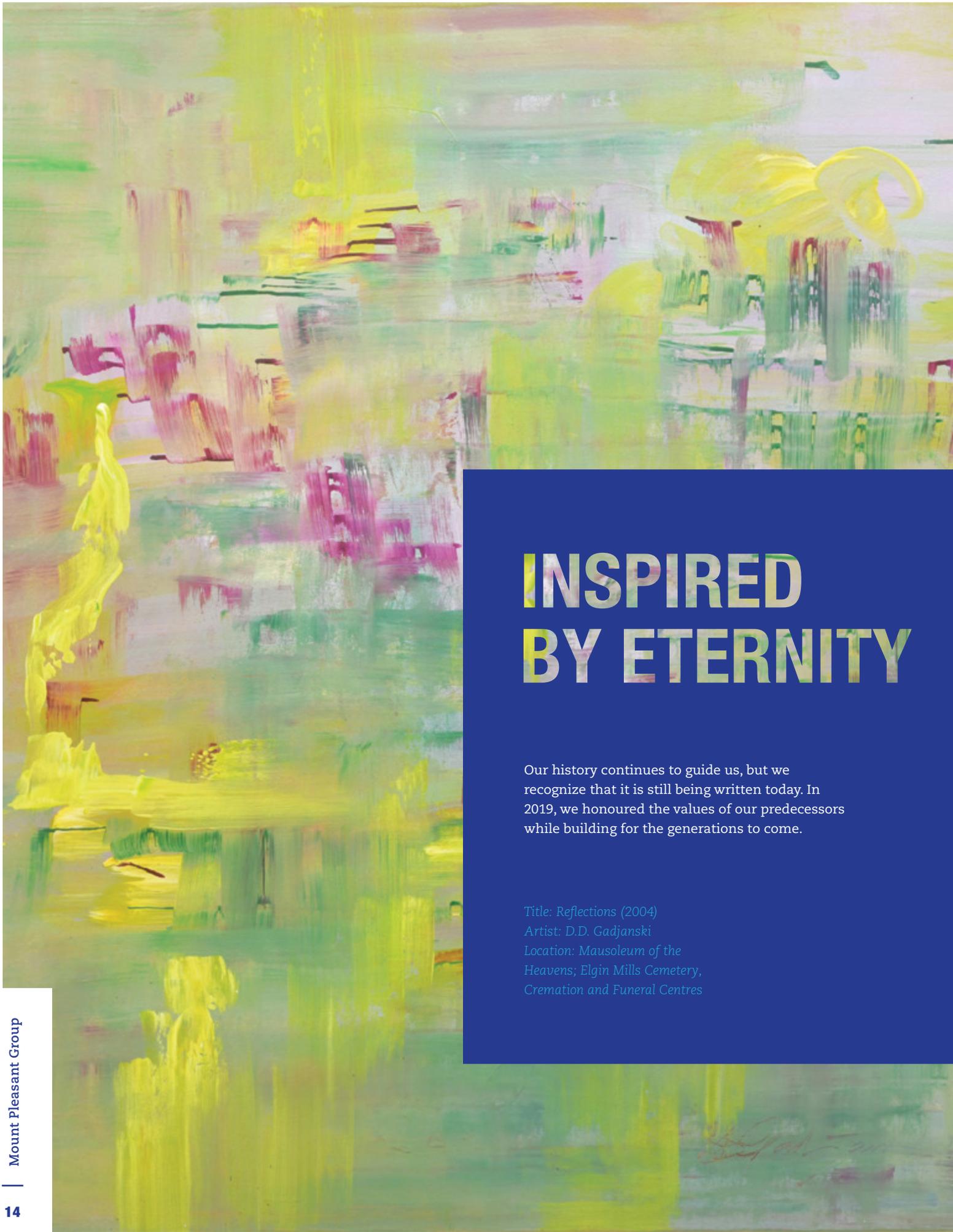
When we see evidence of health issues, we don’t wait until unsightly decay begins to spread. Regular monitoring

**Did You Know?**

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*Ash trees weakened by pests caused serious damage during the 2013 ice storm. Proactive maintenance and biodiversity help prevent such events in the future.*

and continual maintenance ensure healthy trees and happy neighbours. In fact, we take a more proactive approach than you’d find in other urban greenspaces.



# INSPIRED BY ETERNITY

Our history continues to guide us, but we recognize that it is still being written today. In 2019, we honoured the values of our predecessors while building for the generations to come.

*Title: Reflections (2004)  
Artist: D.D. Gadjanski  
Location: Mausoleum of the  
Heavens; Elgin Mills Cemetery,  
Cremation and Funeral Centres*

# H.A. ENGELHARDT: THE FATHER OF MOUNT PLEASANT

In 1851, a 21-year-old Prussian immigrant stepped off the docks at Baltimore Harbor and began a career that would transform parks and cemeteries across North America. His name was Johann Heinrich Engelhardt, but would change it to Henry Adolph after his father. H.A. for short.

H.A. Engelhardt's life's work would culminate with the design of the Mount Pleasant Cemetery, and his continuing influence on our city can be felt today. A civil engineer by training, Engelhardt's talent lay in landscape architecture, the art and science of designing outdoor spaces for use, beauty, and sustainability. As a young landscape architect, he contributed to the design of New York's Central Park, and spent years in North Carolina and Virginia before immigrating to Canada in 1870.

His reputation was such that in a letter to the Belleville Intelligencer in 1872, the author "Cranky" bemoans the city's sloppy approach to tree-planting at the courthouse, sarcastically wondering why they did not "Engage Engelhardt or some other equally talented landscape gardener — Nonsense, what more could he do? What does he know more than the 'twenty-five-cent tree councillor'?"

Perhaps accountable for this fame, Engelhardt's 1872 book, *The Beauties of Nature Combined with Art*, laid out his vision for what a cemetery can be: "Well may that city or town be proud, that can boast such a 'city of the dead.' Strangers visit such places with interest, while relatives and friends are led to higher and nobler aspirations, as they meditate amidst such places of solemn and yet graceful attractions..."

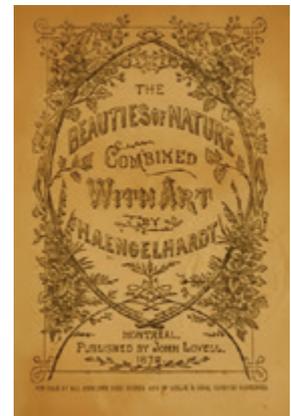
To Engelhardt, cemeteries should be open places, free from the low metal fences common to British cemeteries of his day that "marred the harmonious appearance." Any changes to the landscape "should agree and conform to the natural features of the place."

In 1874, the Toronto General Burying Grounds Trust, which would become MPG, engaged Engelhardt to design a cemetery that would sit at Yonge Street

and St. Clair. So pleased were they with his work that in 1875 he was offered the position of the new Mount Pleasant Cemetery's first Superintendent, which he held until 1888.

Engelhardt transformed the rough land once called a "thistle farm," laying out curved, sweeping roadways, ordering trees from nurseries across the country, and even damming a creek to create a series of small lakes. While the latter were filled by earth from the excavation of the nearby subway in the 1950s, nearly every element was designed to stand the test of eternity.

The principles that guide his work still hold true: create a place around which a city and its neighbourhoods can grow, designed for beauty while in tune with nature, and made for both those who visit and those laid to rest. Simple and enduring.



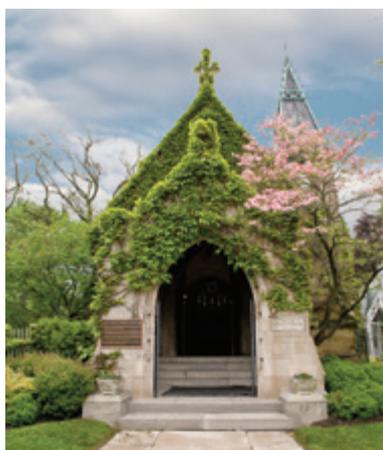
TOP: Engelhardt's book remains a relevant resource for landscape architecture nearly 150 years after it was written.

BOTTOM: A plaque commemorating Engelhardt's contributions can be found at Mount Pleasant Cemetery.

# THE TORONTO NECROPOLIS: HERITAGE AT OUR HEART



We think that to perpetuate sectarianism even beyond the grave is very preposterous... ”



*First popular in the 18th century, the Gothic Revivalist style features ornate patterns, especially around its peaked windows and archways.*

**With those words, William Lyon Mackenzie inspired the creation of a new kind of Canadian cemetery: one open to any denomination or belief.**

Potter's Field was among the first, established in 1826 at what would become the corner of Bloor and Yonge streets. But as "Muddy York" grew into Toronto, the field simply could not keep up with demand. In the early 1850s, many of the 6,700 remains interred there were moved to an 18.25-acre site to the southeast of Potter's Field: the Toronto Necropolis.

This move is one of our city's earliest examples of a challenge that runs throughout our industry. How do you serve the needs of a rapidly growing community —

not only today but into eternity while avoiding such disruptions as reinterment? We're answering that question by bringing new use and value to a treasured piece of our city's heritage.

**50,000**  
burial plots fit  
into the Toronto  
Necropolis.

## A PLACE FOR ALL

Nestled in the leafy heart of Cabbagetown, the Necropolis has been a quiet place of reflection amidst breathtaking architecture for more than 150 years. Its chapel, lodge and gateway are exceptional examples of the Gothic Revival style famous for pointed arches and elaborate trims.

Mackenzie would be pleased that resting at the Necropolis are remarkable Canadians of every creed, background, and age — himself included. Among its memorials are those to mayors and athletes, war heroes and entrepreneurs. On the opposite page are just a few worth finding on your next visit.





### NEW LIFE FOR A VENERABLE PROPERTY

The Necropolis is more than just history: it's an active cemetery where families continue to be buried. But not only is it our oldest property, it's also our smallest. We anticipate that the Necropolis will no longer be able to offer full-sized burials within the next five to ten years. So to ensure it can serve our community tomorrow, we're developing solutions that respect the historical significance and architectural heritage that makes the property special.

Last year, we introduced a new bank of niches to the Necropolis' chapel as part of an ongoing initiative to provide more resting place options at the cemetery. Our design

was inspired by the existing marble banks that run along the chapel's perimeter walls, and the management team was careful to ensure that they fit seamlessly with their surroundings. From the positioning to the stonework, every element was crafted in accordance with the chapel's distinctive style.

This application may be unique to the Necropolis, but it reflects the balance of heritage and service that we seek to strike across our properties. Over the long-term, the phased development of new niches within the chapel will add decades of service. And so by embracing our history, we help it continue.

*Niches and memorial plaques have been designed to complement the cemetery's unique aesthetics and environment.*

**39**  
new niches  
were added  
to the chapel  
in 2019.

### NECROPOLIS NOTABLES



**Lucie & Thornton Blackburn**  
After escaping slavery in the United States, this couple founded Toronto's first taxi company in 1837.



**Kay Christie**  
A Canadian Nursing Sister stationed in Hong Kong during World War II, she was captured by the Japanese and documented her experiences as a prisoner of war.



**Anderson Ruffin Abbott**  
The first Black Canadian-born doctor, Anderson served as a surgeon in the American Civil War and became a close friend of Abraham Lincoln.



**George Brown**  
Journalist, politician and Father of the Confederation, George Brown founded *The Globe* newspaper in 1843, which would become *The Globe and Mail*.



**Joseph Burr Tyrell**  
This geologist, mapmaker and archeologist discovered the first Albertosaurus fossils and helped spark the "Great Canadian Dinosaur Rush."

# FROM RURAL TO URBAN: DUFFIN MEADOWS GROWS WITH ITS COMMUNITY

Cemeteries, like cities, are living things. They change, they grow, they adapt to fit their environment. Ever since Potter's Field was pushed out by what would become the Yorkville neighbourhood, our cemetery planners have been thinking long-term.



Throughout the 19th and 20th centuries, farmland became suburbs and suburbs became bustling downtown centres. Cemeteries were enveloped by residential neighbours, becoming oases of green space amid the new density. At Duffin Meadows, we're seeing this happen right before our eyes.

When Duffin Meadows first opened in 1993, it was surrounded by open farmland and unused properties. In 2002 we received approval to develop additional portions of the property and included in the master plan a connection to a road that didn't yet exist. Sure enough, when a neighbouring golf course closed and residential development began, that road became real: William Jackson Drive.

But the growth hasn't stopped. In fact, it's only gotten faster. In 2016, Durham Region began to transform Brock Road in front of the cemetery from a two-lane rural route into a four-lane urban thoroughfare with lighted intersections and bike paths. Large residential communities now fill the open fields that once surrounded Duffin Meadows and commercial development is springing up all around, including a four-storey medical building soon to be built at the corner of William Jackson and Brock, and a significant commercial development just across Brock Road.

We firmly believe that when a cemetery's environment changes, the cemetery must adapt to remain relevant. At Duffin Meadows, something as simple as a new entrance is a perfect example of this commitment. When the Brock

*Following a pattern seen across the GTA for more than a century, what was once quiet farmland is now a growing suburban neighbourhood.*



Road expansion was completed, with it came an influx of high-speed traffic. We recognized that left turns into and out of our property were now a fair bit trickier. At the same time, the young families flocking to the area were turning the cemetery into a recreational destination. Dog walkers, strollers, bicyclists: we needed to ensure these new visitors felt welcome and safe. So we decided the time was right to build the northern entrance connected to William Jackson Drive that we had envisioned back in 2002.

First, we co-ordinated with our local councillor and city planning staff to ensure that the plan was still right for the region. They supported it wholeheartedly. Last year approvals were granted and construction quickly progressed. The new addition features a wide two-lane entrance flanked by fieldstone-clad walls and integrates

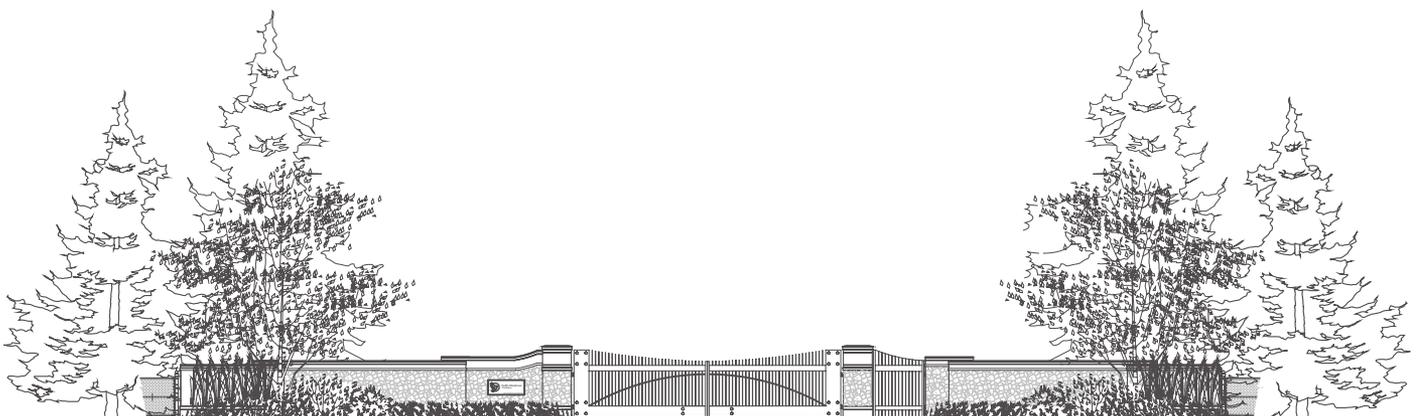
pedestrian access directly with the town's new sidewalk system.

Duffin Meadows now has a dedicated entrance for visitors on foot or bike. And families leaving the cemetery by car will be able to safely exit onto the quiet William Jackson Drive directly rather than negotiating the high-speed traffic on Brock Road. Small changes perhaps, but examples of countless pieces of progress we make every year across our cemeteries.

When you work on a scale of *forever*, you can't simply think about your own property. You need to understand the context in which it sits, anticipating changes and making decisions that may take decades to implement. By planning for eternity, we know that we'll be ready to serve our communities no matter how they grow.



*The new gates represent just one small way we adapt to fit the needs of our neighbours.*



## CURRENT DIRECTORS & SENIOR MANAGEMENT

### MOUNT PLEASANT GROUP OF CEMETERIES BOARD



**RICHARD BOXER**  
Chair



**THOMAS DI GIACOMO**  
Finance & Investment  
Committee



**MARILYN EMERY**  
Governance &  
HR Committee



**BRENT HOULDEN**  
Finance & Investment  
Committee



**GLENN McCLARY**  
Director & Board  
Secretary



**DON MORRISON**  
Finance & Investment  
Committee Chair  
Governance &  
HR Committee



**ANNE SADO**  
Governance & HR  
Committee Chair



**CONNIE SUGIYAMA**  
Finance & Investment  
Committee  
Governance &  
HR Committee

### CANADIAN MEMORIAL SERVICES BOARD



**ANGIE AQUINO**  
Director & Board  
Secretary



**MARILYN EMERY**  
Director



**GLENN McCLARY**  
Chair



**KEVIN SHEA**  
Director

### SENIOR MANAGEMENT TEAM



**ANGIE AQUINO**  
Funeral President



**LOUISE MacLEAN**  
Director Human  
Resources



**GLENN McCLARY**  
Cemetery President  
& CEO



**LORI TYMCHYK**  
CFO



**RICK COWAN**  
Asst. Vice President  
Marketing



**JEFF DENNIS**  
Director Development



**NATHAN JOHNSON**  
Director Client  
Services



**GARY LINTON**  
Director Property  
Management



**GOWRI THILEEPAN**  
Director Corporate  
Financial Services

## INDEPENDENT AUDITOR'S REPORT

To the Members of

### Mount Pleasant Group of Cemeteries

#### OPINION

We have audited the consolidated financial statements of **Mount Pleasant Group of Cemeteries** [the "Organization"] which comprise the consolidated balance sheet as at March 31, 2020, and the consolidated statement of revenue and expenses, consolidated statement of changes in net assets and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Organization as at March 31, 2020, and its consolidated results of operations and its consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not for profit organizations.

#### BASIS FOR OPINION

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian generally accepted accounting standards for not for profit organizations, and for such internal control as management determines is necessary to

enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

#### AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence

## INDEPENDENT AUDITOR'S REPORT

that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

As required by the *Corporations Act* (Ontario), we report that, in our opinion, Canadian accounting standards for not for profit organizations have been applied on a basis consistent with that of the preceding year.

Toronto, Canada  
June 17, 2020

*Ernst & Young LLP*

Chartered Professional Accountants  
Licensed Public Accountants

## CONSOLIDATED BALANCE SHEET

[in thousands of dollars]

As at March 31

	2020 \$	2019 \$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	5,275	8,098
Accounts receivable	22,068	20,495
Prepaid expenses and other	2,091	2,011
<b>Total current assets</b>	<b>29,434</b>	30,604
Long-term accounts receivable	51,085	48,080
Investments <i>[note 3]</i>	773,926	761,330
Cemetery properties	62,298	64,830
Capital assets, net <i>[note 4]</i>	66,061	68,846
Other	400	400
	<b>983,204</b>	974,090
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current</b>		
Accounts payable and accrued liabilities <i>[notes 6 and 17]</i>	13,218	15,074
Deferred revenue	1,349	1,434
<b>Total current liabilities</b>	<b>14,567</b>	16,508
Deferred prepaid trust <i>[note 7]</i>	226,114	216,079
Other deferred revenue <i>[note 8]</i>	4,523	2,459
Accrued benefit liability <i>[note 14]</i>	9,362	10,316
<b>Total liabilities</b>	<b>254,566</b>	245,362
Commitments and contingencies <i>[notes 3, 5 and 12]</i>		
<b>Net assets</b>		
Externally restricted funds for care and maintenance <i>[note 9]</i>	453,663	467,084
Endowments	4,727	4,631
Internally restricted <i>[note 10]</i>	41,242	41,242
Unrestricted	229,006	215,771
<b>Total net assets</b>	<b>728,638</b>	728,728
	<b>983,204</b>	974,090

See accompanying notes

On behalf of the Board:



Board Chair



Director

## CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES

[in thousands of dollars]

Year ended March 31

	2020	2019
	\$	\$
<b>REVENUE</b>		
Sales <i>[note 7]</i>	81,714	75,408
Care and maintenance <i>[note 8]</i>	14,262	13,329
Other	566	568
	<b>96,542</b>	89,305
<b>EXPENSES</b>		
Direct <i>[note 15]</i>	22,599	20,958
General and administrative <i>[note 15]</i>	43,524	41,924
Care and maintenance <i>[notes 8 and 15]</i>	14,262	13,329
	<b>80,385</b>	76,211
Excess of revenue over expenses before the following	16,157	13,094
Investment income (loss) <i>[note 11]</i>	(4,364)	6,287
<b>Excess of revenue over expenses for the year</b>	<b>11,793</b>	19,381

See accompanying notes

## CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

[in thousands of dollars]

Year ended March 31

	2020				2019	
	EXTERNALLY RESTRICTED FUNDS FOR CARE AND MAINTENANCE \$	ENDOWMENTS \$	INTERNALLY RESTRICTED \$	UNRESTRICTED \$	TOTAL \$	TOTAL \$
<b>NET ASSETS, BEGINNING OF YEAR</b>	467,084	4,631	41,242	215,771	728,728	674,995
Excess of revenue over expenses for the year	—	—	—	11,793	11,793	19,381
Remeasurements related to employee defined benefit plan	—	—	—	1,442	1,442	(390)
Contributions <i>[note 9]</i>	15,093	23	—	—	15,116	14,688
Net gain (loss) on investments held for care and maintenance and endowments <i>[note 11]</i>	(28,514)	73	—	—	(28,441)	20,054
<b>NET ASSETS, END OF YEAR</b>	<b>453,663</b>	<b>4,727</b>	<b>41,242</b>	<b>229,006</b>	<b>728,638</b>	728,728

See accompanying notes

## CONSOLIDATED STATEMENT OF CASH FLOWS

[in thousands of dollars]  
Year ended March 31

	2020	2019
	\$	\$
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenses for the year	<b>11,793</b>	19,381
Add (deduct) items not involving cash		
Amortization of capital assets	<b>5,799</b>	5,499
Net loss (gain) on investments	<b>7,093</b>	(3,474)
Employee benefits expense related to defined benefit plan	<b>632</b>	653
	<b>25,317</b>	22,059
Net change in non-cash balances related to operations <i>[note 13]</i>	<b>8,032</b>	5,923
Care and maintenance and endowment contributions	<b>15,116</b>	14,688
Net purchase of investments held for care and maintenance, endowments and prepaid trust funds, including unrealized investment losses of \$33,068 [2019 – unrealized investment gains of \$18,140]	<b>(24,905)</b>	(25,617)
Employer contributions to defined benefit plan	<b>(144)</b>	(138)
<b>Cash provided by operating activities</b>	<b>23,416</b>	16,915
<b>INVESTING ACTIVITIES</b>		
Net purchase of investments held for unrestricted and internally restricted funds	<b>(23,225)</b>	(9,048)
Purchase of capital assets	<b>(3,014)</b>	(5,342)
<b>Cash used in investing activities</b>	<b>(26,239)</b>	(14,390)
<b>Net increase (decrease) in cash and cash equivalents during the year</b>	<b>(2,823)</b>	2,525
Cash and cash equivalents, beginning of year	<b>8,098</b>	5,573
<b>Cash and cash equivalents, end of year</b>	<b>5,275</b>	8,098

See accompanying notes

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

[in thousands of dollars]  
March 31, 2020

### 1. PURPOSE OF THE ORGANIZATION

Mount Pleasant Group of Cemeteries [the “Organization”] controls the operation of 10 cemeteries, three funeral homes and six funeral centres in the Greater Toronto Area [“GTA”]. Its purpose is to ensure that everyone in the GTA dealing with death has meaningful choice, and its mission is to make the memories of life and the wishes of loved ones the heart of everything we do.

The Organization is a corporation without share capital that was formed by Special Act and is governed by the *Corporations Act* (Ontario). It is a not for profit organization and is tax-exempt under the *Income Tax Act* (Canada).

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These consolidated financial statements are prepared in accordance with Part III of the *CPA Canada Handbook – Accounting*, which sets out generally accepted accounting principles for not-for-profit organizations in Canada and includes the significant accounting policies summarized below.

#### Basis of presentation

The Organization consolidates its controlled entity, Canadian Memorial Services [“CMS”]. CMS operates three funeral homes and six funeral centres in the Greater Toronto Area and is incorporated without share capital under the *Corporations Act* (Ontario). CMS is a for-profit entity and subject to income taxes under the *Income Tax Act* (Canada).

#### Revenue recognition

Revenue related to the sale of interment rights is recognized when the contract is signed and a deposit has been received. Revenue from the sale of products and services is recorded when the product is delivered or the service provided.

The Organization also accepts pre-payment for products and services to be provided at a later date. Revenue is deferred until products and services are delivered. Payments received are credited directly to individual customer accounts and invested. Interest earned on funds is credited to the customer’s account as earned. At the time of utilization, revenue to be recognized from prepaid trust funds will be equal to the payments received from the customer in relation to that portion of the contract being utilized plus any investment income earned on those payments, to a maximum value of the current retail selling price of the goods or services being utilized.

The *Funeral, Burial and Cremation Services Act, 2002*, requires that a certain percentage of sales of various products be set aside and invested to provide income for the care and maintenance of cemetery properties. These funds are recorded as externally restricted funds for care and maintenance. The Organization also accepts contributions for the special care and maintenance of specific areas within its cemeteries, which are recorded as endowments. Contributions for care and maintenance that are to be held permanently, and gains (losses) on the investment of these funds, are recognized as direct increases (decreases) in net assets.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

[in thousands of dollars]

March 31, 2020

Investment income (loss), which consists of interest, dividends, income distributions from pooled funds, and realized and unrealized gains and losses, is recorded as revenue in the consolidated statement of revenue and expenses, except to the extent that it relates to externally restricted funds for care and maintenance, endowments or deferred prepaid trust funds, in which case it is added directly to the balances or is restricted and recognized as revenue when the related expenses are incurred.

### Cash and cash equivalents

Cash and cash equivalents consist of cash on deposit, units of short-term investment funds and short-term investments with an original term to maturity of less than 90 days at the date of acquisition. Cash and investments meeting the definition of cash and cash equivalents that are held for investing rather than liquidity purposes are classified as long-term investments.

### Financial instruments

Investments reported at fair value consist of equity instruments that are quoted in an active market as well as investments in pooled funds and any investments in fixed income securities that the Organization designates upon purchase to be measured at fair value. Transaction costs are recognized in the consolidated statement of revenue and expenses in the period during which they are incurred.

Alternative investments comprise investments in real estate, infrastructure, real assets, private equity, private debt and limited partnerships and are valued at the net asset value per unit reported by each investment fund manager, which the Organization believes is a reasonable estimate of fair value.

Investments in short-term investments and fixed income securities not designated to be measured at fair value are initially recorded at fair value plus transaction costs and are subsequently measured at amortized cost using the straight-line method, less any provision for impairment.

All transactions are recorded on a trade date basis.

Other financial instruments, including accounts receivable and accounts payable, are initially recorded at their fair value and are subsequently measured at cost, net of any provisions for impairment.

### Cemetery properties

Cemetery properties, which consist of land, land development costs, crypts and niches, are recorded at cost.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

[in thousands of dollars]

March 31, 2020

Direct costs of cemetery properties sold comprise costs determined on the following bases:

- Land and land development costs attributable to specific lots – expensed when lots are sold.
- Crypt and niche costs – expensed when sold.
- Initial cemetery development costs, major cemetery features and other development costs not attributable to specific lots – amortized on a straight-line basis over 13 to 20 years.

### Capital assets

Capital assets are recorded at cost less accumulated amortization. Amortization is provided on a straight-line basis designed to charge operations with the cost of the capital assets over their estimated useful lives as follows:

Buildings and crematoria	10–25 years
Furniture, fixtures and equipment	3–10 years

Capital assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying value of an asset may not contribute to the Organization's ability to provide goods and services. Any impairment results in a write-down of the asset and an expense in the statement of revenue and expenses. An impairment loss is not reversed if the fair value of the related asset subsequently increases.

### Defined contribution pension plans

Contributions to defined contribution pension plans are expensed on an accrual basis.

### Non-pension post-retirement defined benefit plan

The Organization maintains a non-pension post-retirement defined benefit plan and accounts for these benefits using the immediate recognition approach. Under this approach, the Organization recognizes the amount of the accrued benefit obligation in the consolidated balance sheet. Current service and finance costs are expensed during the year, while remeasurements, representing actuarial gains and losses, are recognized as a direct increase or decrease in net assets. The Organization accrues its obligations under the non-pension post-retirement defined benefit plan as employees render services. The cost of non-pension post-retirement benefits earned by employees is actuarially determined using the projected benefit method pro-rated on service and management's best estimate assumptions. The accrued benefit obligation is determined using a roll-forward technique to estimate the accrued liability from the most recent actuarial valuation that is prepared at least every three years.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

[in thousands of dollars]

March 31, 2020

### Allocation of expenses

Salaries and benefits directly related to certain activities are allocated to cemetery properties, capital assets and expense categories based on time sheets or an estimate of time spent on these activities. Other direct operating costs are allocated based on the appropriate category. No general and support costs are allocated, except for insurance, which is allocated based on the value of properties, and utilities, which are allocated based on estimates of consumption.

### Income taxes

The Organization follows the taxes payable method of accounting for income taxes in connection with for-profit entities. Under this method, only current income tax assets and liabilities are recognized.

### Adoption of new accounting standards

During the year, the Organization adopted the new accounting standard Section 4433, Tangible Capital Assets, as of April 1, 2019. Section 4433, Tangible Capital Assets replaces the previous Section 4431, Tangible Capital Assets, and provides additional guidance on contributed assets and the write-down [partial impairment] of assets. The change in accounting policy was applied on a prospective basis and additional disclosures have been made within significant accounting policies. There were no financial impacts as a result of adopting Section 4433, Tangible Capital Assets.

## 3. INVESTMENTS

Investments consist of the following:

	CARRYING VALUE	2020 \$	2019 \$
Canadian short-term investments	Amortized cost	<b>66,741</b>	81,459
Canadian equities	Fair value	<b>107,678</b>	164,168
<b>POOLED FUNDS</b>			
Canadian bonds	Fair value	<b>266,280</b>	249,608
Canadian mortgages	Fair value	<b>79,055</b>	76,594
Global equities	Fair value	<b>136,568</b>	103,866
<b>ALTERNATIVE FUNDS</b>			
Canadian real estate income	Fair value	<b>34,841</b>	35,254
Canadian real estate mortgages	Fair value	<b>11,350</b>	6,000
Canadian private debt	Fair value	<b>17,729</b>	10,539
Global income	Fair value	<b>33,411</b>	33,842
Global real estate income	Fair value	<b>20,273</b>	—
		<b>773,926</b>	761,330

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

[in thousands of dollars]

March 31, 2020

Investments held for the following purposes are managed separately with different investment mixes based on the underlying purposes of the funds. Externally restricted funds for care and maintenance are invested in Canadian short-term investments [1%], Canadian bonds [40%], Canadian equities [16%], Global equities [22%] and alternative funds [21%]. Endowments are primarily invested in bonds. Prepaid trust funds are invested in Canadian bonds [48%] and Canadian mortgages [52%]. Internally restricted funds are invested in Canadian short-term investments [29%], Canadian bonds [6%], Canadian equities [22%], Global equities [25%] and alternative funds [18%].

The Organization has committed to make total investments in Canadian real estate [\$10,000], Canadian real estate mortgages [\$13,500], Canadian private debt pool fund [\$20,000] and Canadian private debt [\$25,000]. The following amounts have been funded to date: Canadian real estate [\$4,333], Canadian real estate mortgages [\$1,350], Canadian private debt pool fund [\$8,951] and Canadian private debt [\$18,640]. Subsequent to year-end, the Organization committed to make additional investments in Global private equities of \$9,000 USD and no amounts have been subsequently funded.

#### 4. CAPITAL ASSETS

Capital assets consist of the following:

	2020		
	COST	ACCUMULATED AMORTIZATION	NET BOOK VALUE
	\$	\$	\$
Land	3,014	—	3,014
Buildings and crematoria	99,481	42,271	57,210
Furniture, fixtures and equipment	25,627	19,790	5,837
	<b>128,122</b>	<b>62,061</b>	<b>66,061</b>

	2019		
	COST	ACCUMULATED AMORTIZATION	NET BOOK VALUE
	\$	\$	\$
Land	3,014	—	3,014
Buildings and crematoria	98,268	38,411	59,857
Furniture, fixtures and equipment	24,592	18,617	5,975
	125,874	57,028	68,846

Buildings include construction in progress of \$1,232 [2019 – \$994] that will not be amortized until placed in service. Fully amortized assets of \$766 [2019 – \$518] have been removed from cost and accumulated amortization as they are no longer in use.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

[in thousands of dollars]

March 31, 2020

### 5. BANK FACILITY

The Organization has a line of credit of \$1,800 available with a Canadian chartered bank, bearing interest at the bank's prime rate of 2.45% [2019 – 3.95%] against which letters of credit totaling \$1,497 [2019 – \$1,390] are outstanding. In addition, the Organization has a line of credit of \$197 available with a Canadian chartered bank, bearing interest at the bank's prime rate of 2.45% [2019 – 3.95%] that was not otherwise utilized as at March 31, 2020 and 2019. Annual fees at 0.75% [2019 – 0.75%] are charged on outstanding letters of credit.

### 6. GOVERNMENT REMITTANCES PAYABLE

As at March 31, 2020, accounts payable and accrued liabilities include government remittances payable of \$1,976 [2019 – \$1,496].

### 7. DEFERRED PREPAID TRUST

The continuity of deferred prepaid trust for the year ended March 31 is as follows:

	2020	2019
	\$	\$
Balance, beginning of year	216,079	202,726
Contributions during the year	19,588	18,964
Interest income earned during the year [note 11]	5,631	5,157
Gain (loss) during the year [note 11]	(1,604)	1,989
Services performed during the year recognized as revenue	(13,580)	(12,757)
Balance, end of year	226,114	216,079

### 8. OTHER DEFERRED REVENUE

Other deferred revenue represents unspent income on externally restricted funds for care and maintenance and endowments. The continuity of other deferred revenue for the year ended March 31 is as follows:

	2020	2019
	\$	\$
Balance, beginning of year	2,459	1,049
Investment income [note 11]	16,326	14,739
Revenue recognized related to care and maintenance	(14,262)	(13,329)
Balance, end of year	4,523	2,459

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

[in thousands of dollars]

March 31, 2020

### 9. EXTERNALLY RESTRICTED FUNDS FOR CARE AND MAINTENANCE

Externally restricted funds for care and maintenance represent that portion of revenue that is set aside under legislation and permanently maintained to provide for the care and maintenance of cemetery properties. These amounts are added directly to net assets in the consolidated statement of changes in net assets.

### 10. INTERNALLY RESTRICTED NET ASSETS

The Organization, at its discretion, has agreed to internally restrict additional amounts to provide for, amongst other things, the continued care and maintenance and development of cemetery properties.

### 11. INVESTMENT INCOME

Investment income recorded in the consolidated statement of revenue and expenses is calculated as follows:

	2020 \$	2019 \$
Total investment income (loss)	<b>(12,452)</b>	48,226
Add (deduct)		
Net loss (gain) on investments held for externally restricted funds for care and maintenance recognized in the consolidated statement of changes in net assets	<b>28,514</b>	(19,939)
Net gain on investments held for endowments recognized in the consolidated statement of changes in net assets	<b>(73)</b>	(115)
Interest income on prepaid trust funds <i>[note 7]</i>	<b>(5,631)</b>	(5,157)
Net loss (gain) on prepaid trust funds <i>[note 7]</i>	<b>1,604</b>	(1,989)
Investment income on externally restricted funds for care and maintenance and endowments recorded as other deferred revenue <i>[note 8]</i>	<b>(16,326)</b>	(14,739)
Investment income (loss) recognized in the consolidated statement of revenue and expenses	<b>(4,364)</b>	6,287

### 12. COMMITMENTS AND CONTINGENCIES

- [a] The Organization is subject to various claims and potential claims in connection with operations. Where the potential liability is able to be estimated, management believes that the ultimate disposition of the matters will not materially exceed the amounts recorded in the accounts. In other cases, the ultimate outcome of the claims cannot be determined at this time. Any additional losses related to claims will be recorded in the period during which the liability is able to be estimated or adjustments to the amount recorded are determined to be required.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

[in thousands of dollars]

March 31, 2020

On December 31, 2018, an Ontario Superior Court Decision was released for a legal case filed against the Organization. The Organization initiated an appeal of the Decision to the Ontario Court of Appeal. On May 5, 2020, the Ontario Court of Appeal voted in favour of the Organization's appeal of the Ontario Superior Court Decision allowing the appeal in its entirety and dismissing the cross-appeal brought by the Applicant.

[b] The Organization is committed with respect to leases for office premises. The future minimum annual lease payments under operating leases are as follows:

	\$
2021	502
2022	498
2023	299
2024	230
2025	202
Thereafter	17

In addition to minimum rental payments, leases for offices generally require the payment of various operating costs.

[c] The Organization is committed to construction costs of \$3,024 related to its cemetery properties, of which \$2,892 of costs have been incurred to date.

### 13. STATEMENT OF CASH FLOWS

The net change in non-cash balances related to operations consists of the following:

	2020 \$	2019 \$
Accounts receivable	<b>(1,573)</b>	(1,356)
Prepaid expenses and other	<b>(80)</b>	(405)
Long-term accounts receivable	<b>(3,005)</b>	(2,366)
Cemetery properties	<b>2,532</b>	(5,995)
Accounts payable and accrued liabilities	<b>(1,856)</b>	1,154
Deferred revenue	<b>(85)</b>	128
Deferred prepaid trust	<b>10,035</b>	13,353
Other deferred revenue	<b>2,064</b>	1,410
	<b>8,032</b>	5,923

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

[in thousands of dollars]

March 31, 2020

### 14. POST-RETIREMENT DEFINED BENEFIT PLAN

The Organization's non pension post-retirement defined benefit plan comprises medical and dental coverage for certain groups of employees. The latest actuarial valuation for the non pension post retirement defined benefit plan was performed as of March 31, 2018.

### 15. ALLOCATION OF EXPENSES

General and administrative expenses allocated to other expense categories are as follows:

	2020	2019
	\$	\$
Direct	64	65
Care and maintenance	783	709
	<b>847</b>	774

### 16. FINANCIAL INSTRUMENTS

The Organization is exposed to various financial risks through transactions in financial instruments.

#### Foreign currency risk

The Organization is exposed to foreign currency risk with respect to its investments denominated in foreign currencies, including the underlying investments of its pooled funds denominated in foreign currencies, because the fair value and future cash flows will fluctuate due to the changes in the relative value of foreign currencies against the Canadian dollar.

#### Credit risk

The Organization is exposed to credit risk in connection with its accounts receivable and its short term and fixed income investments because of the risk that one party to the financial instrument may cause a financial loss for the other party by failing to discharge an obligation.

#### Interest rate risk

The Organization is exposed to interest rate risk with respect to its investments in fixed income investments and pooled funds that hold fixed income securities because the fair value will fluctuate due to changes in market interest rates. In addition, the Organization is exposed to interest rate risk with respect to its bank facilities because the interest rate is linked to the bank's prime rate, which changes from time to time, causing cash flows to fluctuate.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

[in thousands of dollars]

March 31, 2020

### Other price risk

The Organization is exposed to other price risk through changes in market prices [other than changes arising from interest rate risk or foreign currency risks] in connection with its investments in equity securities and pooled funds.

### 17. INCOME TAXES

As at March 31, 2020, the Organization estimates taxes payable of approximately \$308 [2019 – \$224]. Installments have been made during the year, which have been estimated to be in excess of the taxes payable for the year. The excess amount is recorded as a prepaid. There is \$8,290 of undepreciated capital cost available to be carried forward next year.

### 18. COVID-19

Overall risk to operations with the spread of COVID-19 has severely impacted many local economies around the globe. In many countries, businesses are being forced to cease or limit operations for long or indefinite periods of time. Measures taken to contain the spread of the virus, including travel bans, quarantines, social distancing, and closures of non-essential services have triggered significant disruptions to businesses worldwide, resulting in an economic slowdown.

Global stock markets have also experienced great volatility and a significant weakening. As at March 31, 2020, the fair value of the Organization's investments had experienced an unrealized loss of \$47.4 million, which represents 6.1% of the Organization's investment portfolio. While governments and central banks have reacted with monetary interventions designed to stabilize economic conditions, the duration and extent of the impact of the COVID-19 outbreak, as well as the effectiveness of government and central bank responses, remains unclear at this time. As at May 31, 2020, the fair value of the Organization's investments experienced an unrealized gain of \$44.2 million, which represents 5.6% of the Organization's investment portfolio at that date.

Until the safety measures around social distancing are removed, revenue from the sale of services and products of the Organization will remain under pressure; however, we endeavour to service our customers as best we can, while providing a safe environment for them and all of our employees.

The duration and impact of the COVID-19 pandemic, as well as the effectiveness of government and central bank responses, remains unclear at this time. It is not possible to reliably estimate the duration and severity of ongoing consequences, as well as their impact on the financial position and results of the Organization for future periods.

## OUR LOCATIONS

**1 BEECHWOOD CEMETERY**  
 7241 Jane Street  
 Vaughan, ON L4K 1A7  
 ☎ 905-669-1827  
 ✉ beechwoodinfo@mountpleasantgroup.com

**2 DUFFIN MEADOWS CEMETERY**  
 2505 Brock Road North  
 Pickering, ON L1X 0K3  
 ☎ 905-427-3385  
 ✉ duffinmeadowsinfo@mountpleasantgroup.com

**3 ELGIN MILLS CEMETERY, CREMATION AND FUNERAL CENTRES**  
 1591 Elgin Mills Road East  
 Richmond Hill, ON L4S 1M9  
 ☎ 905-737-1720  
 ✉ elginmillsinfo@mountpleasantgroup.com

**4 MEADOWVALE CEMETERY, CREMATION AND FUNERAL CENTRES**  
 7732 Mavis Road  
 Brampton, ON L6Y 5L5  
 ☎ 905-451-3716  
 ✉ meadowvaleinfo@mountpleasantgroup.com

**5 MOUNT PLEASANT CEMETERY, CREMATION AND FUNERAL CENTRES**  
 375 Mount Pleasant Road  
 Toronto, ON M4T 2V8  
 Cemetery Office  
 ☎ 416-485-9129  
 Funeral Centre  
 ☎ 416-485-5572  
 ✉ mountpleasantinfo@mountpleasantgroup.com

**6 PINE HILLS CEMETERY AND FUNERAL CENTRE**  
 625 Birchmount Road  
 Scarborough, ON M1K 1R1  
 ☎ 416-267-8229  
 ✉ pinehillsinfo@mountpleasantgroup.com

**7 PROSPECT CEMETERY**  
 1450 St. Clair Avenue West  
 Toronto, ON M6E 1C6  
 ☎ 416-651-4040  
 ✉ prospectinfo@mountpleasantgroup.com

**8 THORNTON CEMETERY, CREMATION AND FUNERAL CENTRES**  
 1200 Thornton Road North  
 Oshawa, ON L1J 0C9  
 ☎ 905-579-6787  
 ✉ thorntoninfo@mountpleasantgroup.com

**9 TORONTO NECROPOLIS CEMETERY**  
 200 Winchester Street  
 Toronto, ON M4X 1B7  
 ☎ 416-923-7911  
 ✉ necropolisinfo@mountpleasantgroup.com





**10 YORK CEMETERY AND FUNERAL CENTRE**

160 Beecroft Road  
 North York, ON M2N 5Z5  
 ☎ 416-221-3404  
 ✉ yorkinfo@mountpleasantgroup.com

**12 THE SIMPLE ALTERNATIVE FUNERAL CENTRE – PICKERING**

1057 Brock Road  
 Pickering, ON L1W 3T7  
 ☎ 905-686-5589  
 ✉ tsapickeringinfo@mountpleasantgroup.com

**11 THE SIMPLE ALTERNATIVE FUNERAL CENTRE – MISSISSAUGA**

1535 South Gateway Road  
 Mississauga, ON L4W 5J1  
 ☎ 905-602-1580  
 ✉ tsamississaugainfo@mountpleasantgroup.com

**13 THE SIMPLE ALTERNATIVE FUNERAL CENTRE – TORONTO**

275 Lesmill Road  
 North York, ON M3B 2V1  
 ☎ 416-441-1580  
 ✉ tsatorontoinfo@mountpleasantgroup.com

## CURRENT MANAGERS

### CLIENT SERVICES MANAGEMENT TEAM



**NELSON BOAVENTURA**  
Elgin Mills &  
Meadowvale  
Cemeteries



**PATTY HARRIS**  
Beechwood &  
Prospect  
Cemeteries



**HAMEES HASSAN**  
Thornton & Duffin  
Meadows  
Cemeteries



**NEIL O'BRIGHT**  
Pine Hills Cemetery



**ANTONIETTA  
SWEENEY**  
York Cemetery



**HEATHER WEIR**  
Mount Pleasant &  
Toronto Necropolis  
Cemeteries



**DAWN RUMSEY**  
Beechwood &  
Prospect  
Cemeteries



**STEPHANIE  
SIAMANDOUROS**  
Elgin Mills &  
Meadowvale  
Cemeteries

### FUNERAL MANAGEMENT TEAM



**BILL BAXTER**  
The Simple Alternative  
– Pickering & Thornton  
Funeral Centre



**ANNE HUIZINGH**  
Elgin Mills Funeral  
Centre



**LINDA LEE**  
York Funeral Centre



**SARAH MANNONE**  
The Simple Alternative  
– Toronto



**WENDY McCLURE**  
Mount Pleasant  
Funeral Centre



**JOHN MORRISON**  
The Simple Alternative  
– Mississauga



**MICHELLE PAUKOVIC**  
Meadowvale Funeral  
Centre



**DAVID PERRY**  
Pine Hills  
Funeral Centre



**ERIKA BYRES**  
Pine Hills  
Funeral Centre

## CURRENT MANAGERS

### PRE-PLANNING MANAGEMENT TEAM



**MIKE PAGANI**  
Central-West Regions



**WADE SHREVE**  
North-East Regions

### PROPERTY MANAGEMENT TEAM



**PAUL ACQUAVIVA**  
York Cemetery



**JASON CABRAL**  
Duffin Meadows Cemetery



**PAUL CANDY**  
Elgin Mills Cemetery



**BILLY CHUNG**  
Mount Pleasant & Toronto Necropolis Cemeteries



**LUIS FICHER**  
Mount Pleasant & Toronto Necropolis Cemeteries



**MEGAN FIELD**  
Pine Hills Cemetery



**KAREN FORD**  
Meadowvale Cemetery



**BRANDON GARCIA**  
Beechwood Cemetery



**MARK HARVIE**  
Equipment Maintenance



**CHARLIE IRETON**  
Pine Hills Cemetery



**JOE IRETON**  
Beechwood Cemetery



**GARY IRVING**  
Prospect Cemetery



**HOWARD McINNIS**  
Elgin Mills Cemetery



**PAUL SHEPPARD**  
Thornton & Duffin Meadows Cemeteries



**PETER SUMMERS**  
York Cemetery



**GREG WEBER**  
Meadowvale Cemetery

## CURRENT MANAGERS

### CORPORATE MANAGEMENT TEAM



**JESSIE BIANCHI**  
Finance



**WINNIE CHAREUNSOUK**  
Marketing



**MIKE DINOVA**  
Marketing



**MATTHEW HAMILTON**  
Human Resources



**CHANDRA NORONHA**  
Finance



**SHANE ROACH**  
Marketing



**TREVOR ROBERTS**  
IT



**PETER SMILIS**  
Purchasing



**TINA SOTIRAKOS**  
Finance



**MARIA TORRES**  
Finance



**BRYAN WATSON**  
Development



**Mount Pleasant Group is committed to conducting itself with transparency and a focus on exceeding our customers' expectations. If we fail to live up to these commitments, please let us know so that we can improve.**

*ABOVE: Trillium ferry docking in Toronto Harbour (1989)  
Artist: Anthony J. Batten  
Location: Mount Pleasant Group Corporate Office*

## **MPG'S CUSTOMER FEEDBACK AND COMPLAINT PROCESS**

If you would like to provide us with feedback or have a complaint, please visit the "About Us" section of our website to see how to make us aware of your feedback. You may also send us an email at [clientfeedback@mountpleasantgroup.com](mailto:clientfeedback@mountpleasantgroup.com) or call our Corporate Office at 416-696-7866.

We are committed to acknowledging all concerns within two business days.

## **THE BEREAVEMENT AUTHORITY OF ONTARIO**

If consumers feel a bereavement service provider is not conducting itself appropriately they may contact the Bereavement Authority of Ontario (BAO). The BAO is a not-for-profit corporation, responsible for administering the provisions of the Funeral, Burial and Cremation Services Act, 2002 and associated regulations on behalf of the Ontario Ministry of Government and Consumer Services. The BAO oversees the entire bereavement sector in Ontario, including funeral establishments, funeral directors, funeral pre-planners, transfer service operators and transfer service sales representatives, and cemetery and crematorium operators and sales representatives. More information can be found at [www.thebao.ca](http://www.thebao.ca).



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 416-696-7866

 416-696-0227

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 [mountpleasantgroup.com](http://mountpleasantgroup.com)

