

SNYDERVILLE BASIN CEMETERY DISTRICT

Cemetery Study: Interim Update

Presented by Sloane Consulting Group
in partnership with CivisWorks



SLOANE CONSULTING GROUP

March 2026

Scope of Work

A comprehensive, integrated business plan for the District

Market Analysis

- Demographics & mortality trends
- Cremation / green burial preferences
- Competitive landscape review

Revenue Opportunities

- Product mix recommendations
- Pricing strategy
- Merchandise & amenity options

Capital Planning

- Site opportunity/constraint assessment
- Phase I minimum viable build-out
- Phased expansion strategy

Cash Flow Planning

- 3-year pro forma
- Best & worst case scenarios
- Integration with capital phases

Organizational Structure

- District employees vs. outsourced
- Staffing level recommendations
- Operational tools & software

Marketing & Sales

- Proposed brand identity definition
- Community engagement strategy
- Municipal sales structure

Today's Agenda

Overview of our progress

01 Site Assessment

02 Market Analysis

03 Development Plan

04 Next Steps

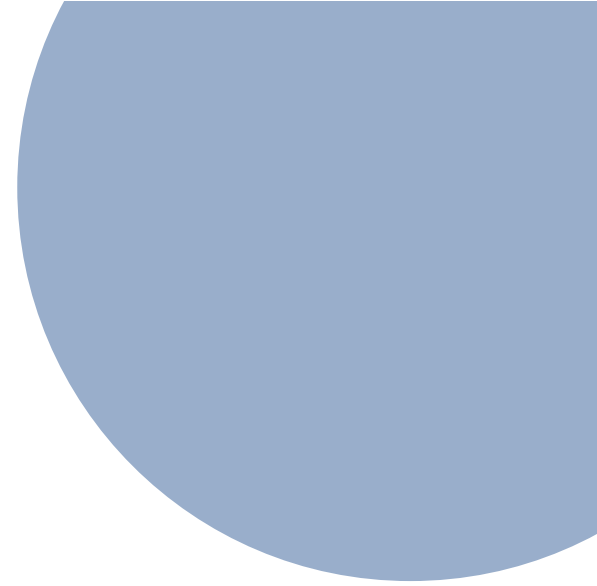
05 Appendix



01

Site Assessment

Site assessment



Preferred Site Context

Utah Olympic Park — the District's current preferred location

Site Details

Location:	Near Utah Olympic Park — between Hwy 224 and proposed county road
Boundaries:	North: Olympic Blvd South: Cub Run (Bear Hollow entrance)
Access:	Cemetery entrance from Cub Run
Geology:	Test pits confirm site is geologically adequate for burial
Status:	Seeking approval from Summit County Council & Manager
Concerns Addressed:	Previous UOP site removed due to recreational conflict & athlete distraction concerns — new site resolves both

Site Evaluation Criteria

- ▶ Water availability & irrigation
- ▶ Ground composition & depth to bedrock: appears favorable for burial
- ▶ Depth of water table: appears favorable for burial
- ▶ Flat/level terrain
- ▶ Quality viewshed
- ▶ Outside floodplain
- ▶ Vehicular & pedestrian access
- ▶ Need to be cognizant of proximity to well facility (health department approval/run-off)
- ▶ Minimum acreage for long-term capacity (currently anticipated 70+ years useful life)

Site Photos — Utah Olympic Park Preferred Site

Field documentation of the proposed cemetery location



Site Context & Regional Access

Utah Olympic Park — location, connectivity, and landscape character

Strategic Location

- South of Kimball Junction — primary commercial center of Snyderville Basin
- Immediate access to SR-224 and I-80 — strong regional connectivity
- Central to Jeremy Ranch, Pinebrook, Silver Springs, and Summit Park
- County-owned land — no acquisition cost or private negotiation

Regional Drive Times

- Park City: ~5 miles / ~10 minutes
- Heber City: ~17 miles / ~25 minutes
- Coalville: ~18 miles / ~25 minutes
- Salt Lake City: ~22 miles / ~25–30 minutes
- Provo / Utah Valley: ~45 miles / ~60 minutes
- Salt Lake International Airport: ~35 minutes via I-80

Landscape & Design

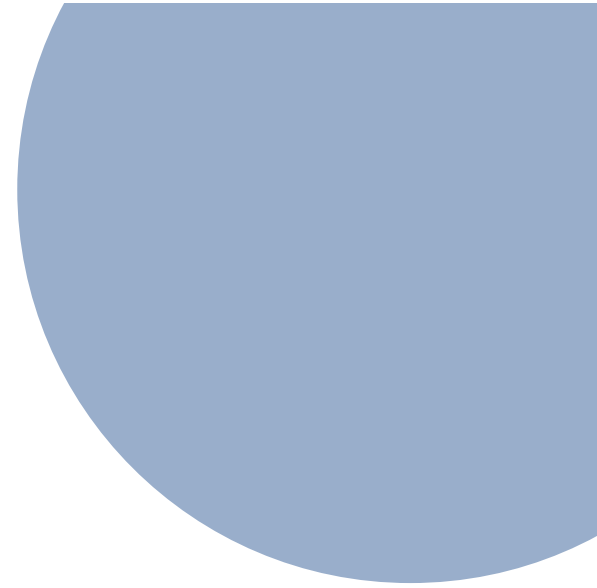
- Open basin terrain — gently rolling topography, expansive mountain views
- Natural meadow vegetation — serene memorial landscape character
- Leverage terrain for view-oriented memorial spaces and terraced burial gardens
- Native plantings and natural materials (low water intensity)
- Pathways framing long views reinforce the site's sense of place
- Drainage area needs to be mitigated / leveraged into design



02

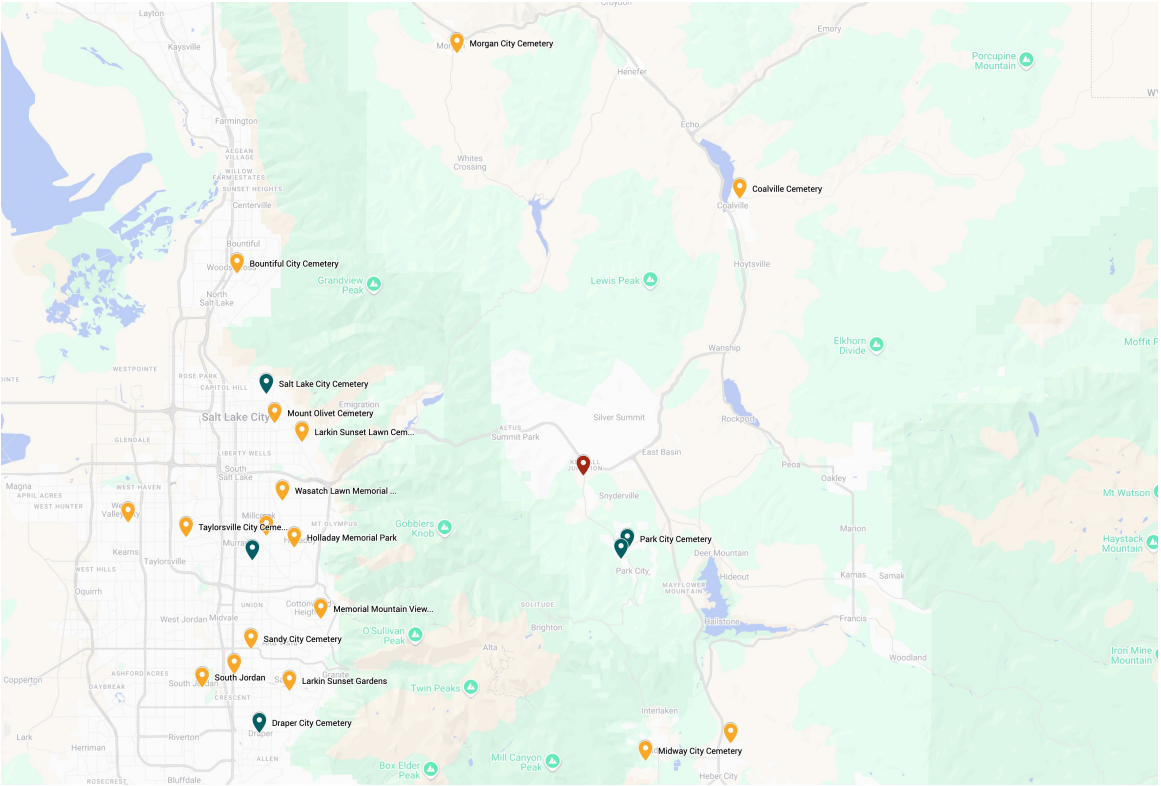
Market Analysis

Competitors, demographics, mortality, disposition trends & absorption



Competitor Analysis

Significant opportunity with limited competition in immediate service area



Legend

- Active (18)
- Not Active (4)
- Proposed Site

Competitive Landscape

Utah cemetery market — proximity, capacity, and pricing context

NEAREST COMPETITORS: SUMMIT COUNTY & WASATCH FRONT

Cemetery	Location	Acres	Rating	Status
Park City Cemetery <i>6 graves, at-need only</i>	Park City	10	5.0★	LIMITED
Glenwood Cemetery <i>No active burials</i>	Park City	5	4.9★	LIMITED
Coalville Cemetery <i>\$300–\$900/grave</i>	Coalville	15–20	4.7★	ACTIVE
Morgan City Cemetery <i>\$200–\$900/grave</i>	Morgan	5–10	4.1★	ACTIVE
Heber City Cemetery <i>Nearest full-service option</i>	Heber City	30–40	5.0★	ACTIVE
Midway City Cemetery <i>\$1,000–\$1,500/plot</i>	Midway	15–20	4.3★	ACTIVE

REGIONAL COMPETITORS: SALT LAKE VALLEY & WASATCH BACK

Cemetery	City	Ownership	Acres	Rating
Wasatch Lawn	Millcreek	Corporate (SCI)	~60	4.6★ (430)
Mt. Olivet Cemetery	Salt Lake City	Public nonprofit	~55	3.8★ (58)
Valley View Memorial	West Valley City	Corporate (SCI)	~55	4.7★ (367)
Memorial Mountain View	Cottonwood Hts.	Corporate	~55	4.6★ (106)
Larkin Sunset Lawn	Salt Lake City	Private family	~10	4.9★ (39)
Sandy City Cemetery	Sandy	Municipal	~10	4.7★ (3)

LOCAL SUPPLY EXHAUSTED

Park City & Glenwood cemeteries are at capacity — limit active plots available within Snyderville Basin.

PRICING OPPORTUNITY

Municipal options range \$300–\$1,900/plot. A well-positioned new cemetery can price competitively at \$1,500–\$3,500 while offering superior amenities.

NEAREST ALTERNATIVE: 20+ MILES

Heber City and SLC options require significant travel. Distance alone creates near-captive demand for a local cemetery.

Municipal Cemetery Pricing Comparison (1 of 2)

Benchmarks from 17 Utah municipal cemeteries — basis for Snyderville Basin fee schedule development

City	Cemetery	Adult Plot (Resident)	Adult Plot (Non-Res)	Cremation (Resident)	Cremation (Non-Res)	Opening & Closing
Park City	Park City Cemetery	\$300	N/A	\$470–\$2,000	N/A	\$900–\$1,000
Heber City	Heber City Cemetery	\$1,200–\$1,800	\$1,800–\$3,400	\$1,300–\$5,533	\$2,115–\$6,086	\$650–\$1,300
Salt Lake City	SLC Cemetery	N/A	N/A	N/A	N/A	\$1,142–\$1,633
Provo City	Provo City Cemetery	\$1,400–\$1,900	\$1,400–\$1,900	\$800–\$7,500	\$800–\$7,500	\$750
South Jordan	South Jordan City Cemetery	\$1,633–2,733	\$2,133–\$3,297.00	\$1,528–\$25,188	\$1,868–\$33,108.00	\$567–\$1,500
Coalville City	Coalville City Cemetery	\$300–\$600	\$900	N/A	N/A	\$350–\$600
Midway City	Midway City Cemetery	\$1,000–\$1,500	\$5,000	\$550–\$1,100	\$1,500–\$1,600	\$1,150
Morgan City	Morgan City Cemetery	\$200–\$450	\$900	N/A	N/A	\$450–\$650

Sources: Individual municipal fee schedules. N/A = product not offered

Municipal Cemetery Pricing Comparison (2 of 2)

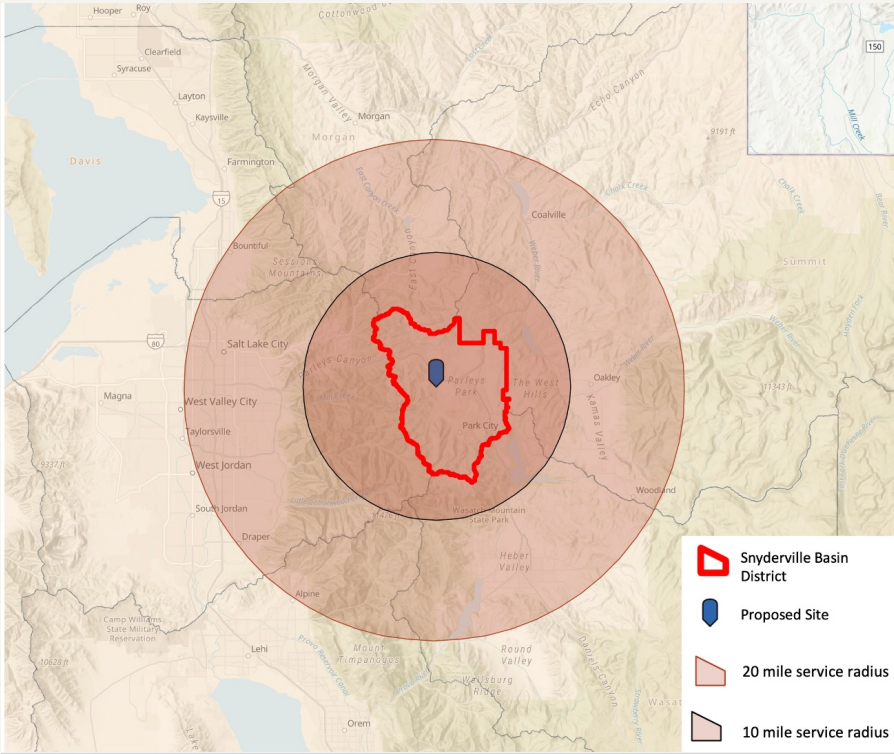
Benchmarks from 17 Utah municipal cemeteries — basis for Snyderville Basin fee schedule development

City	Cemetery	Adult Plot (Resident)	Adult Plot (Non-Res)	Cremation (Resident)	Cremation (Non-Res)	Opening & Closing
St. George	St. George City Cemetery	\$2,500	\$3,500	\$1,250 half-lot	\$1,750 half-lot	\$600-\$1,200
Herriman	Herriman City Cemetery	\$1,000	\$3,000	\$375	\$750	\$800-\$2,250
Pleasant Grove	Pleasant Grove Cemetery	\$1,200	\$2,400	\$1,200	\$2,400	\$750-\$1,400
Clinton	Clinton City Cemetery	\$900	\$1,600	\$900	\$1,000	\$300-\$1,200
Spanish Fork	Spanish Fork Cemetery	\$1,000-\$1,400	\$1,600-\$2,000	\$600	\$900	\$550
Orem	Orem City Cemetery	\$1,469-\$1,841	\$1,883-\$2,358	\$737-\$921	\$942-\$1,160	\$737-\$942
Cedar City	Cedar City Cemetery	\$600-\$800	\$1,200-\$1,600	\$600-\$1,200	\$900-\$1,800	\$425-\$525
Payson	Payson City Cemetery	\$800	\$1,200	\$500	\$800	\$450-\$750
Sandy	Sandy City Cemetery	\$1,380	\$1,980	\$1,140	\$1,420	\$940-\$1,585

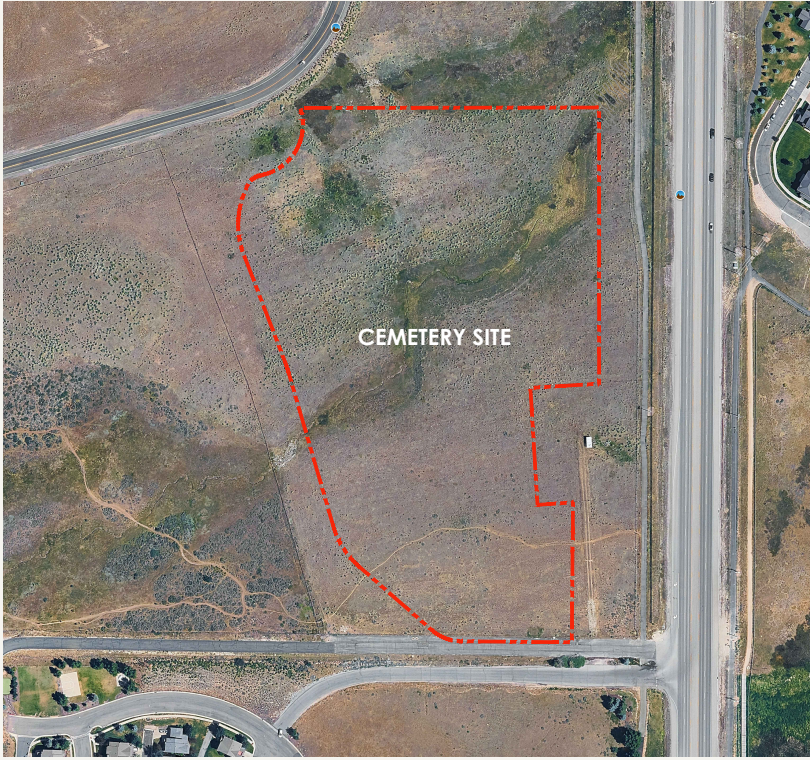
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Service Area — Proposed Site Location

Utah Olympic Park, Snyderville Basin, Summit County, Utah



Service Area — 10-mile and 20-mile radius rings from proposed site



Proposed Site — Utah Olympic Park

Service Area & Demographic Profile

Three-ring market — primary, secondary, and tertiary catchment

Primary <i>Snyderville Basin & Park City</i>		Secondary <i>10-Mile Radius</i>		Tertiary <i>20-Mile Radius</i>	
Population:	27,000	Population:	41,000	Population:	143,000
65+ Residents:	4,300	65+ Residents:	6,700	65+ Residents:	20,600
65+ Share:	15.9%	65+ Share:	16.3%	65+ Share:	14.4%
Est. Deaths/yr:	150–170/yr	Est. Deaths/yr:	230–260/yr	Est. Deaths/yr:	810–900/yr

Note: Population figures are cumulative — 10-mile includes Basin; 20-mile includes both inner rings

Why Demographics Drive Urgency

- 65+ share stable at ~16% across primary and secondary ring, decreases with inclusion of East Salt Lake City — mortality curve arrives sooner
- Park City life expectancy 85 yrs — 4 years above state average
- No local cemetery serves Basin residents; Park City Cemetery has limited remaining inventory

20-Mile Ring — Market Context

- 143,000 cumulative population represents a regional market, not a small district
- 18,800 seniors at 13.1% — below Basin rate but large absolute number
- 810–900 deaths/yr at 20-mile ring; even 10% tertiary capture = 80–90 cases/yr
- Tertiary ring is upside optionality — not the planning spine

Projected Cemetery Caseload — Three-Ring Capture Model (steady-state)

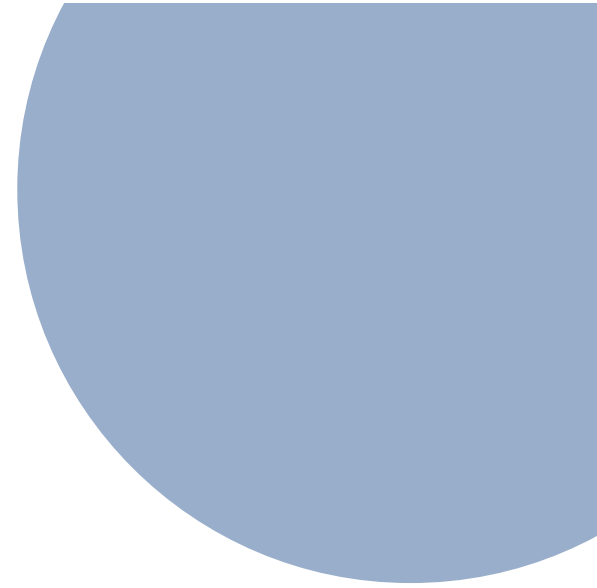
143,000 Total Population <i>Demographic Projection</i>	810-900 Deaths / YR <i>Demographic Projection</i>	45% / 55% Casket / Cremation <i>Assumed disposition mix</i>	150 – 175 Annual Cemetery Cases <i>Steady-state projection</i>		
Primary · 80% Penetration	Secondary · 40% Penetration	Tertiary · 10% Penetration			
Population	27,000	Population	14,000	Population	102,000
Est. Deaths/yr	150 – 170	Est. Deaths/yr	80 – 90	Est. Deaths/yr	570 – 640
Cemetery Cases		Cemetery Cases		Cemetery Cases	
Casket Burial	55 – 60	Casket Burial	13 – 15	Casket Burial	25 – 30
Cemetery Cremation	35 – 40	Cemetery Cremation	7 – 10	Cemetery Cremation	15 – 20
Total Cemetery Cases	90 – 100	Total Cemetery Cases	20 – 25	Total Cemetery Cases	40 – 50



03

Development Plan

Phasing · Concept plan · Useful life · Next steps



Phase I Inventory Recommendation

Initial build-out sized to serve 5 – 7 years of projected demand before Phase II expansion trigger

Inventory Type	Low	High
Casket Burial <i>Full in-ground burial — standard double-depth capable lots</i>	495	770
Cremation In-Ground <i>Individual cremation lots — landscaped lawn section</i>	160	250
Cremation Above-Ground <i>Columbarium niches — Phase I structure, 200–300 niche capacity</i>	140	220
Total Cremation <i>In-ground + columbarium combined</i>	300	470
Total Phase I Spaces	795	1,240

Site Plan Concept & Phased Development

A sequenced build-out tied to demand — minimizing upfront capital

Phase I — Opening

- Entry road and primary parking (30–40 spaces)
- 1–2 acres of in-ground burial — 800 initial graves
- Columbarium structure: 200–300 niches and memorial wall
- Maintenance facility
- Irrigation system for developed sections
- Small maintenance/office building
- ADA-accessible pathways and hardscape
- Entry feature and signage

Phase II — Expansion

Trigger: ~60–70% Phase I capacity consumed

- Additional 1-2 acres in-ground burial
- Cremation garden and scattering area
- Expanded columbarium or memorial wall
- Pavilion / gathering structure
- Additional parking (40–60 spaces)
- Trail connectivity to adjacent open space
- Office

Phase III — Buildout

Trigger: Long-term demand / endowment strength

- Remaining site developed to full capacity
- Potential mausoleum (demand-driven)
- Funeral home co-location evaluation
- Arboretum or interpretive programming
- Permanent administrative office
- Veterans section if community demand warrants
- Green / natural burial section (0.5–1 ac)

Inventory Strategy: Egalitarian vs. Enterprise

EGALITARIAN MODEL

ENTERPRISE MODEL

← Board decision: where on this spectrum should Snyderville Basin sit? →

Single price band · Equal access · Simple administration

- **Standard In-Ground Burial Lot**
One size, one price for all families — resident pricing may apply
- **Cremation Lot (In-Ground)**
Uniform pricing regardless of location within the cemetery
- **Columbarium Niche**
Single-tier pricing; no premium for view, height, or material
- **Veterans / Indigent Section**
Subsidized or no-cost spaces — funded through levy or endowment

✓ **Pros**

- Easy to communicate and administer
- Strong equity perception in the community
- Familiar model — most Utah municipal cemeteries

✗ **Cons**

- Revenue capped — no upside from premium demand
- Foregoes families willing to pay more for distinction
- Less financial cushion for capital reinvestment

Tiered price bands · Distinct inventory types · Revenue diversification

STANDARD	ENHANCED	ESTATE / MEMORIAL
\$1,500–\$3,500	\$4,000–\$7,500	\$7,500–\$25,000+
<ul style="list-style-type: none"> ■ Standard in-ground burial lots ■ Cremation in-ground lots ■ Basic columbarium niches ■ Veterans / indigent section 	<ul style="list-style-type: none"> ■ Corner / view-premium lots ■ Double-depth burial lots ■ Mid-tier columbarium niches (marble face, preferred height) ■ Scattering garden dedication 	<ul style="list-style-type: none"> ■ Family estate sections (2–6 contiguous lots) ■ Recognition monuments & memorial walls ■ Premium columbarium (granite, named bays) ■ Endowed garden dedications

✓ **Pros**

- Revenue diversification — premium tiers cross-subsidize standard
- Reflects real demand: affluent Basin demographic will pay for distinction
- Enables capital reinvestment without levy increases

✗ **Cons**

- More complex to administer and communicate
- Risk of perception as inequitable if not framed carefully
- Requires stronger sales and pre-need infrastructure

SCG PERSPECTIVE

Most new municipal cemeteries in growing, affluent communities benefit from a hybrid approach — egalitarian access at the standard tier, with 2–3 premium inventory categories that generate disproportionate revenue. Snyderville Basin's demographic profile (16% 65+, high household income, resort-adjacent) suggests meaningful demand for estate sections and recognition monuments.

DISCUSSION QUESTIONS FOR THE BOARD

- ▶ Should premium tiers cross-subsidize veterans and indigent spaces?
- ▶ What is the Board's risk tolerance for perception of inequity?
- ▶ Is pre-need sales infrastructure feasible in Phase I?

Useful Life Analysis & Capital Next Steps

INVENTORY — USEFUL LIFE BY TYPE						
Inventory Type	Description	Absorption (cases/yr)		Total Spaces	Est. Useful Life (Years)	
		Low	High		Low	High
Casket Burial	Full in-ground burial — standard double-depth capable lots	93	105	7,000	75 yrs	67 yrs
Cremation In-Ground	Individual cremation lots — landscaped lawn section	30	37	3,000	100 yrs	81 yrs
Cremation Above-Ground	Columbarium niches — Phase I structure (200–300 niche capacity)	27	33	2,500	93 yrs	76 yrs
Total Cremation	In-ground + columbarium combined	57	70	5,500	96 yrs	79 yrs
Total Spaces	All inventory combined	150	175	12,500	83 yrs	71 yrs

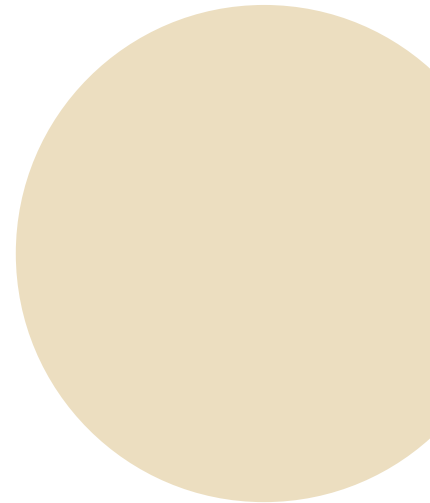
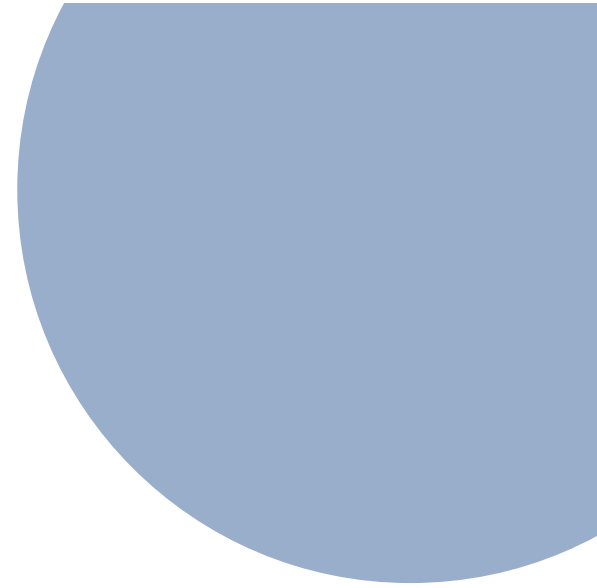
- CAPITAL NEXT STEPS
- 1 Secure site approval from Summit County Council
 - 2 Confirm water table depth for double-depth burial
 - 3 Confirm irrigation feasibility /easements
 - 4 Finalize site acreage, expansion potential
 - 5 Phase I cost estimate from CivisWorks



04

Next Steps

Operating structure, next steps



Operating Model — Staffing & Delivery Options

Three organizational models for cemetery operations — each with distinct tradeoffs in cost, control, and community responsiveness

Function	Fully Outsourced	Hybrid	Fully Internal
Sales & Pre-Need	Contract funeral home or cemetery mgmt firm <i>Pre-need licensing embedded; commission-based</i>	Part-time District sales + licensed funeral home partner <i>District sets pricing; partner handles trust enrollment</i>	Full-time Cemetery Administrator with pre-need license <i>Requires Utah pre-need sales certification (Title 58-9)</i>
Administration & Records	Cemetery management company (full admin) <i>Turnkey: billing, permits, interment records, reporting</i>	Part-time District admin + contract bookkeeper <i>District retains public records; financial tasks contracted</i>	Full-time Admin (15–25 hrs/wk Phase I) <i>Records, scheduling, family coordination, Board reporting</i>
Burial Operations	Cemetery mgmt firm, vault company, trained excavator <i>Per-interment fee model; contractor assumes liability</i>	Part-time Sexton + on-call licensed contractor for overflow <i>District employee handles standard; contractor for high volume</i>	Full-time Sexton / Grounds Superintendent <i>Direct oversight of openings, closings, and placement</i>
Landscape & Grounds	Landscape maintenance contractor (seasonal contract) <i>Typical in Phase I — \$40K–\$80K/yr depending on acreage</i>	Part-time groundskeeper + seasonal landscape contractor <i>Groundskeeper handles irrigation, daily; contractor handles heavy mow/snow</i>	Full-time Grounds Crew (Phase II+) <i>Justified once site reaches 8–10 acres active maintenance and adequate burial volume.</i>
Facilities & Equipment	Facilities mgmt firm or JOC contract through County <i>Leverage Summit County procurement if county-owned land</i>	County facilities support + District-owned small equipment <i>Shared services for major repairs; District owns mower, utility vehicle</i>	District-owned and operated (Phase II–III) <i>Requires capital investment in shop/garage and equipment fleet</i>
Management	Cemetery management company with full operational control; single contract covers all functions; Board sets policy only	District-employed Cemetery Manager overseeing day-to-day, with contracts for burial, landscape, and bookkeeping; Board retains hiring authority	District-employed Executive Director / Cemetery Superintendent; full internal hierarchy; Board governs strategy; staff execute all functions; highest community accountability

Next Steps — Business Plan Development

Three parallel workstreams advancing the plan toward Board adoption and ballot measure readiness

01

Operating and Org Structure

- Evaluate partnership vs. internal staffing feasibility
- Assess contract management vs. Board-run operating model
- Compare models based on cost and accountability
- Draft organizational chart and Phase I staffing plan
- Conduct legal and regulatory review

02

Develop Marketing Program

- Conduct stakeholder outreach (County, HOAs, senior groups)
- Develop funeral home and municipal partnership strategy
- Design pre-need program structure and pricing
- Create brand identity and opening campaign
- Conduct community needs survey

03

Financial Model

- Develop revenue model (resident vs. non-resident pricing)
- Model inventory types and absorption rates
- Build phased capital model (Phase I–III)
- Project operating costs and perpetual care funding
- Conduct break-even and sensitivity analysis

Moving Forward — Summary & Board Decision Points

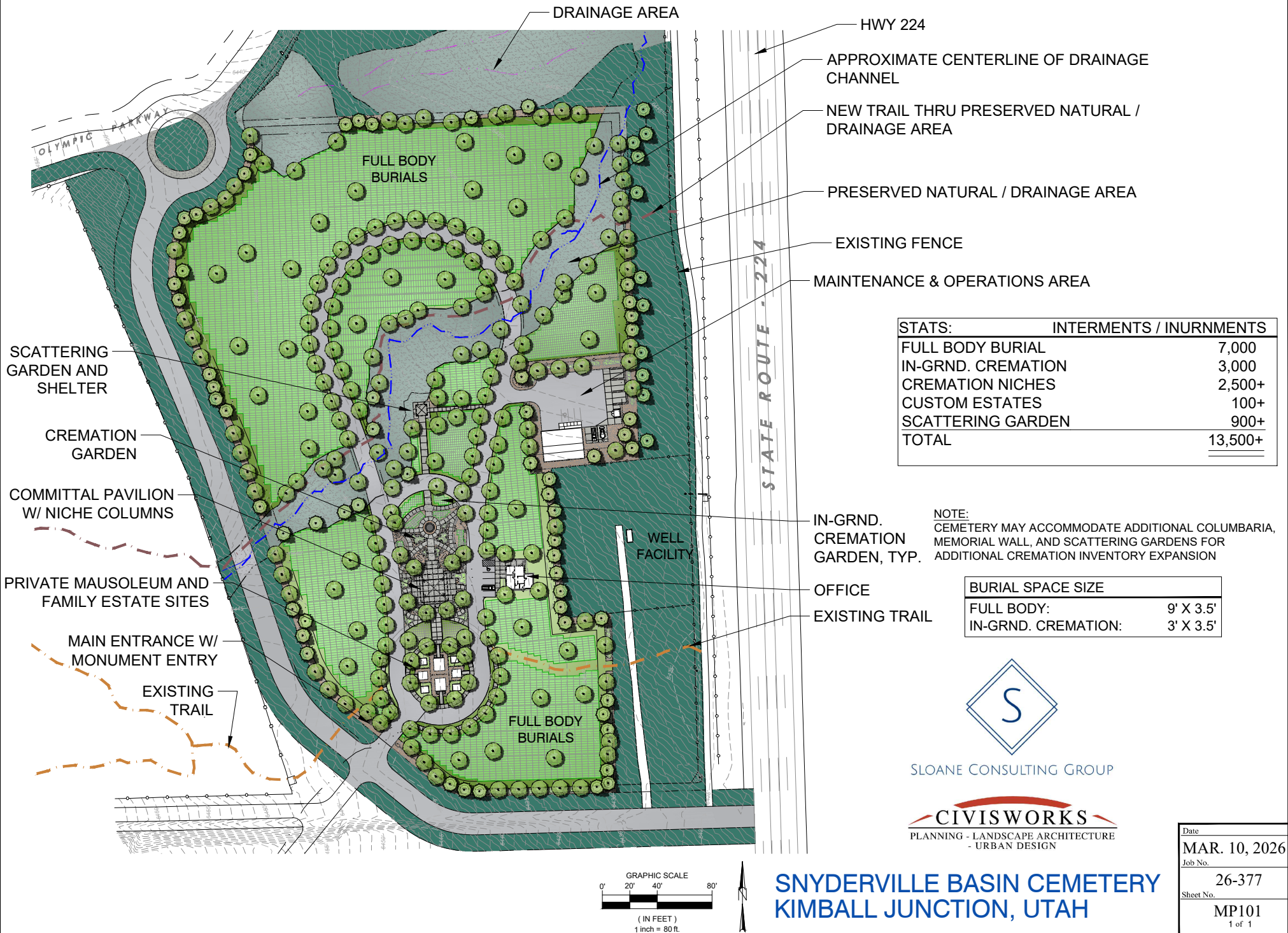
The case for action and the key decisions required to proceed

WHY THE DISTRICT SHOULD MOVE FORWARD	KEY DECISION POINTS FOR THE BOARD
<p>Local supply is exhausted — Park City Cemetery and Glenwood Cemetery no longer offer new burial plots</p>	<p>1 Site Authorization — Confirm Utah Olympic Park and proceed with site approval from Summit County Council.</p>
<p>Basin population ~27,000 with approximately 150–170 deaths annually</p>	<p>2 Inventory Strategy — Egalitarian model (uniform pricing) or tiered enterprise model with premium options.</p>
<p>Nearest active cemeteries are 20+ miles away — Heber City or Salt Lake Valley</p>	<p>3 Operating Structure — Fully outsourced, hybrid partnership, or District-operated model.</p>
<p>Regional demand supports ~150–175 cases/year based on population, mortality, and capture assumptions</p>	<p>4 Financial Strategy — Confirm funding structure, pricing strategy, best and worst case scenario development, capital phasing plan.</p>
<p>Phase I serves the community for ~5–7 years before expansion is required</p>	<p>5 Phase I Development Scope — Confirm build-out scale and inventory mix to support the first 5–7 years of demand.</p>



Appendix





STATS:	INTERMENTS / INURNMENTS
FULL BODY BURIAL	7,000
IN-GRND. CREMATION	3,000
CREMATION NICHEs	2,500+
CUSTOM ESTATES	100+
SCATTERING GARDEN	900+
TOTAL	13,500+

NOTE:
CEMETERY MAY ACCOMMODATE ADDITIONAL COLUMBARIA, MEMORIAL WALL, AND SCATTERING GARDENS FOR ADDITIONAL CREMATION INVENTORY EXPANSION

BURIAL SPACE SIZE	
FULL BODY:	9' X 3.5'
IN-GRND. CREMATION:	3' X 3.5'



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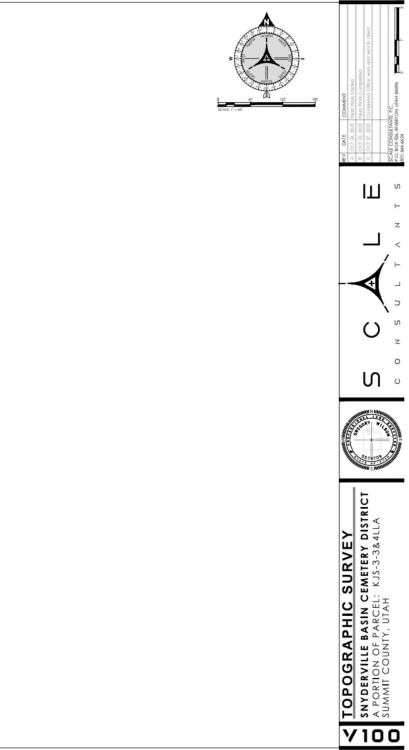
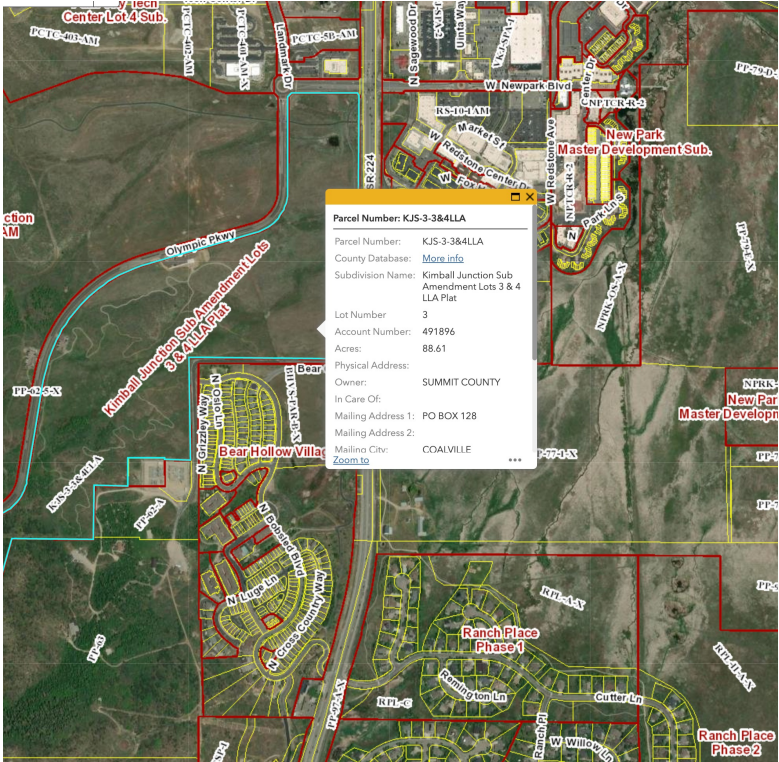


SNYDERVILLE BASIN CEMETERY KIMBALL JUNCTION, UTAH

Date	MAR. 10, 2026
Job No.	26-377
Sheet No.	MP101
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Appendix — Summit County GIS Data and Survey

Source: Summit County GIS Web App · summitcounty.maps.arcgis.com



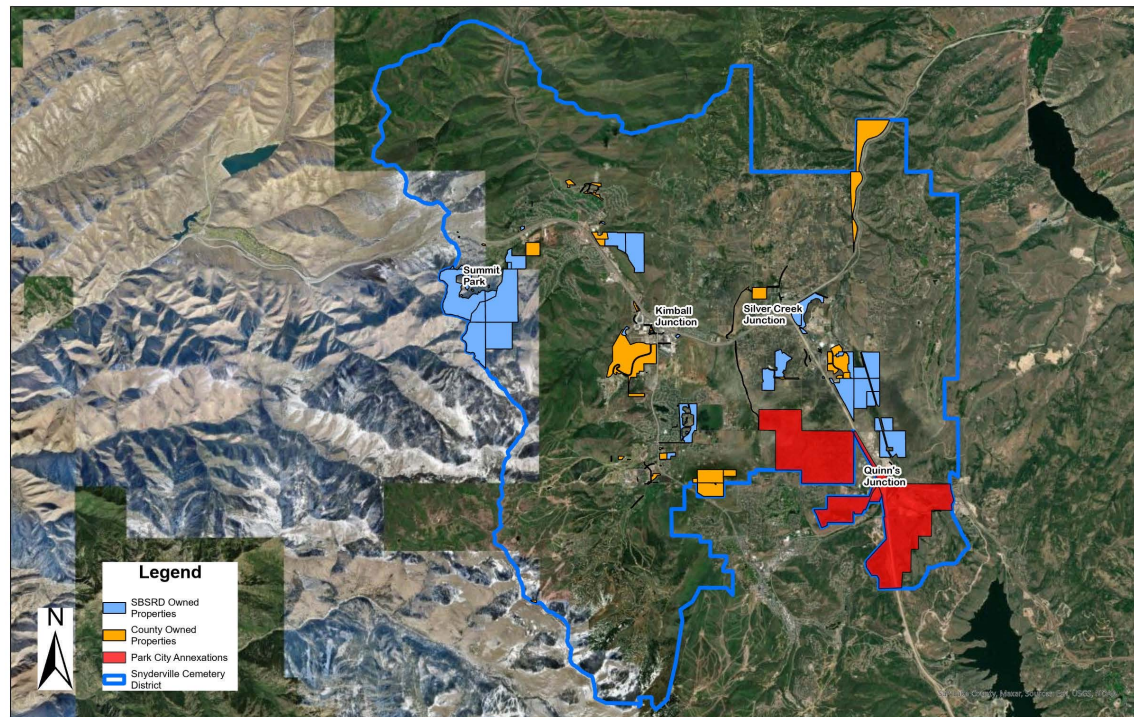
Appendix — Preliminary Site Plan

Preliminary site plan for the proposed cemetery at Utah Olympic Park



Appendix — Cemetery Boundary Map

Proposed site boundaries at Utah Olympic Park



District Status & Progress to Date

From authorization to active planning — where things stand

2012	2013	2023	2024	2025	2026	2026
Authorized	Incorporated	Board Seated	Site Search	Business Plan RFQ	Site Selected	Business Plan
Council approved; voters ratified	Certificate from Lt. Governor	5-member Board; monthly meetings begin	Multiple sites evaluated; surveys launched	Solicitation GJ26-16 issued	Utah Olympic Park preferred site chosen	Development in progress

Current Focus:
Securing site approval from Summit County Council · Completing business plan

About Sloane Consulting Group

Our Credentials

40+

Years of national consulting experience

500+

Cemetery & funeral service clients

43

States served across the U.S.

1981

Founded by Larry Sloane

SPECIALTIES

- Financial modeling & master planning
- Cemetery & funeral home operations
- Municipal cemetery & nonprofit management
- Columbarium, cremation & pre-need strategy
- Governance & regulatory compliance

Project Team

Stephanie Sloane

Principal, Sloane Consulting

MBA, Lean Six Sigma certified. Expert in municipal master planning & financial modeling.

William Sloane

Principal, Sloane Consulting

Historic & municipal cemetery operations; community partnership programs.

Lawrence F. Sloane

Senior Advisor

Founder. 3+ decades advising cemeteries nationwide; former NYSAC President.

Greg G. Graham, ASLA

President, CivisWorks (UT)

28+ yrs Utah land planning & landscape architecture; cemetery master plans.