



TOWN OF WINDSOR LAKEVIEW CEMETERY MASTER PLAN REPORT

Submitted by

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September 30, 2013



Lakeview Cemetery
Master Plan
WINDSOR, COLORADO



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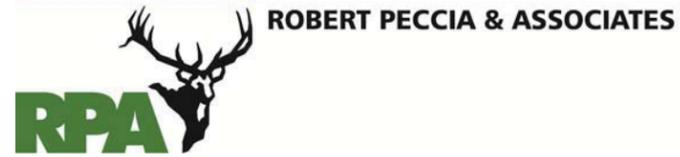
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September 30, 2013

Mr. Wade Willis
Parks and Open Space Manager
Town of Windsor, Parks, Recreation & Culture
301 Walnut Street
Windsor, Colorado 80550

Re: Town of Windsor Lakeview Cemetery Master Plan

Dear Wade:

We have enjoyed collaborating with you and the Town of Windsor staff on this master planning project effort. Our collective effort will help to guide the Cemetery's development and provide a strong foundation for the future.

We hope you will continue to call on us to participate in and assist with further design development and construction documentation efforts as the cemetery evolves toward the vision laid out in this master plan.

Sincerely,

Phil Hendricks Jr. ASLA, CSI
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Sept. 30, 2013

LETTER TO
WINDSOR

Lakeview Cemetery
Master Plan
WINDSOR, COLORADO



EXECUTIVE SUMMARY

Cemeteries are places of quiet reflection, peace and respect for those who have left this earth before us. They are places for friends and relatives to memorialize their loved ones and for preserving the historic significance of a community. These special places for remembrance of the deceased are important to maintain indefinitely and require considerable thoughtful planning and design to establish and maintain. The Lakeview Cemetery is a community asset with historic significance and it is the subject of this report.

An unexpected, extremely destructive tornado in the spring of 2008 bisected the Town of Windsor and left Lakeview Cemetery without many of its mature trees, the historic white wrought iron gates and the maintenance building. Following the tornado, the Town of Windsor initiated a master planning process for the cemetery to identify opportunities during the rebuilding process. An initial master plan was completed by Colorado State University's (CSU's) DOLA (Department of Local Affairs) Community Technical Assistance Program graduate students. This plan was used to provide general consensus for future development of the property (Appendix A).

Recent land acquisitions adjacent to the cemetery initiated the need to verify and prioritize proposed capital improvements suggested in the CSU master plan. In March 2013, the Town hired landscape architecture consultant Robert Peccia and Associates (RPA) to update the Master Plan through a public design process. RPA was also tasked with completing a Regional Cemetery Comparison Study and an Architectural Assessment to inform decision making through the master plan process. Both studies provided valuable feedback regarding existing cemetery infrastructure, buildings and design as well as for proposed infrastructure improvements.

The studies did not justify the programmatic inclusion for a 3700 square foot Sexton Building. A smaller public office space has been recommended based on the architectural and programmatic review of the site. This included options for salvaging the maintenance building and adding a 250 square foot office with a 130 square foot public restroom, and

also a 750 square foot committal shelter (Appendix B). Additionally, report findings suggest that a greater investment in cremation-based interments be provided to meet the regional demands.

“BY 2017, 1 OUT OF 2 AMERICANS WILL CHOOSE CREMATION OVER BURIAL.”

-Josh Sanburn in Time Magazine (Sanburn, 30).

Providing infrastructure improvements and greater memorialization and cremation interments are key in meeting the market demands and ensuring the success of the cemetery. The provision of infrastructure and capital improvements, with quality, long-lasting materials and well planned plantings in a strongly defined development of spatial relationships, will result in tangible and intangible benefits for the community of Windsor.

The master plan design and detailed design areas respond to the cemetery's unique site features and existing spatial layout. The design concepts are described in detail in the Master Plan section of this report and guide the future development of the Lakeview Cemetery.

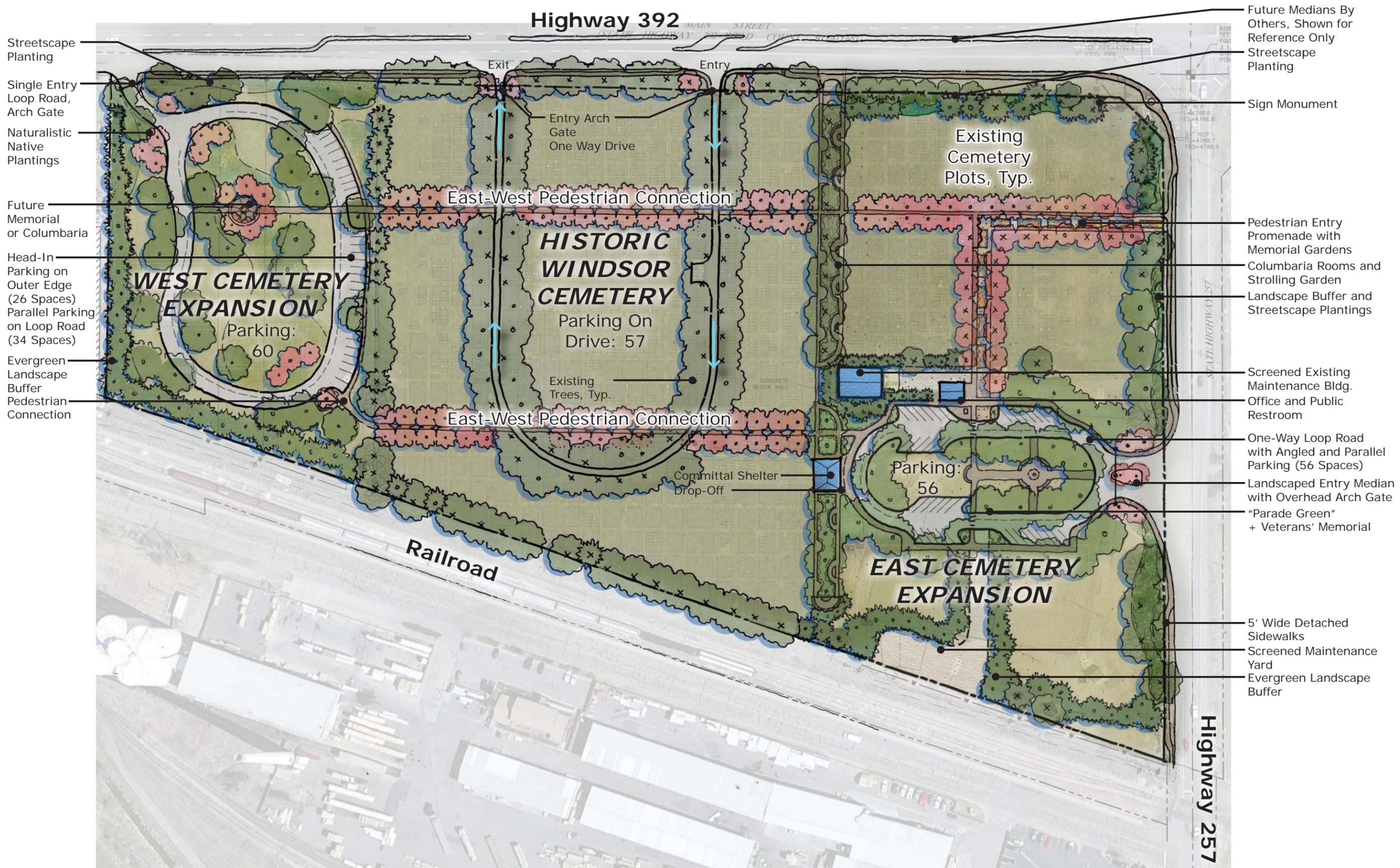
The community of Windsor understands the importance of improving this special place. The cemetery celebrates the history of Windsor and continues to serve its citizens who have passed on, with dignity.



Figure 1: Headstone in the historic section of the cemetery (A. Hake).

“WALKING THROUGH OUR OLD CEMETERY, EVERY TIME YOU READ A MARKER, FOR THAT MOMENT, THEIR MEMORY LIVES AGAIN,”

-Funeral director and cemetery owner Mark Musgrove of Musgrove Family Mortuary (Sanburn, 2013)



- Streetscape Planting
- Single Entry Loop Road, Arch Gate
- Naturalistic Native Plantings
- Future Memorial or Columbaria
- Head-In Parking on Outer Edge (26 Spaces)
Parallel Parking on Loop Road (34 Spaces)
- Evergreen Landscape Buffer
- Pedestrian Connection

- Future Medians By Others, Shown for Reference Only
- Streetscape Planting
- Sign Monument
- Pedestrian Entry Promenade with Memorial Gardens
- Columbaria Rooms and Strolling Garden
- Landscape Buffer and Streetscape Plantings
- Screened Existing Maintenance Bldg. Office and Public Restroom
- One-Way Loop Road with Angled and Parallel Parking (56 Spaces)
- Landscaped Entry Median with Overhead Arch Gate "Parade Green" + Veterans' Memorial
- 5' Wide Detached Sidewalks
- Screened Maintenance Yard
- Evergreen Landscape Buffer

Figure 2: Approved Master Plan



BACKGROUND INFORMATION

PROJECT HISTORY

Acquisition of adjacent land affords the Town of Windsor an opportunity to update the current Lakeview Cemetery Master Plan and implement much needed improvements. The Town desires to maintain the historic integrity of the site while looking to the future to create an environment which helps to ensure long term sustainability of the facility.

The brief master planning process through CSU's DOLA program in 2009 identified some alternatives and additional uses of the land. However, after the tornado and the land acquisition, some components of the 2009 Master Plan did not reflect existing site constraints or feasibility.

Using the 2009 Master Plan as a starting point, RPA evaluated: the proposed sexton facility, maintenance building alternatives, site circulation, the newly acquired four-acre western parcel, site access, current trends and regional competitiveness. The Regional Cemeteries Comparison Study of cemeteries within a 25 mile radius compares costs, services offered, financial sustainability and amenities available. The scope also included evaluating the feasibility of developing master plan components and evaluating the potential for cost recovery of the improvements.

As part of the Updated 2013 Master Plan, RPA developed several more detailed concept design components, a monument entry sign, and secondary entry gateway arch designs for the cemetery entrances.

RPA developed a project website and the Town solicited public input through it to provide citizens with information about the process and to acquire feedback:
<http://www.rpa-hln.com/LakeviewCemetery>.

RPA and Town staff also solicited feedback from the Parks, Recreation and Culture Advisory Board (PreCAB), the Historic Preservation Commission, the Planning Commission and the Town Board.

They were also asked for opinions regarding design concepts presented in the alternatives and what they would like to see incorporated into the cemetery.

Major milestones in the Updated 2013 Master Plan process:

- Alternative Presentations: 4/17/13
- Final Draft Master Plan
 - PreCAB: 5/7/13
 - Historic Preservation Commission: 5/8/13
 - Planning Commission: 5/15/13
 - Town Board: 5/20/13
- PReCAB Public Hearing and Approval of the final Master Plan design: 6/4/13
- Planning Commission Approval of the final Master Plan design: 6/10/13
- Town Board Final Approval of the Master Plan design: 7/8/13



Figure 3: Newly acquired east cemetery expansion (A. Hake).



Figure 4: Newly acquired west cemetery expansion (A. Hake).

LOCATION + DESCRIPTION



Figure 5: Lakeview Cemetery Location Map.

Lakeview Cemetery is located east of Downtown Windsor on Main Street/Highway 392, just before the intersection of Highway 257. The Cemetery is located to the southeast of Windsor Lake. From certain vantage points within the cemetery it is possible to view the mountains of the Front Range. The property is bordered by Highway 392 to the north, Highway 257 to the east, the railroad tracks and industrial uses to the south and light industrial/residential to the west. The intersection of Highway 392 and Highway 257 (the northeast corner of the property) is exactly one mile from the intersection of Main Street (392) and 7th Street in Windsor's historic downtown. A number of community parks are within walking distance (less than one mile) of the cemetery including Boardwalk Park, Main Park and Chimney Park.



Windsor Cemeteries

Figure 6: Historic 1940's Aerial Photograph of Lakeview Cemetery, Town of Windsor Museum Collection.

Existing cemetery amenities include a veterans' memorial, a columbarium with 48 niches, and options for traditional burial or cremation urn

earth interments. A non-public restroom is located in the maintenance building. Parallel parking is available along the loop or "U" drive, along the asphalt drive on the east side of the cemetery and near the maintenance building. The cemetery is currently accessible by vehicles via a one way loop road connected to Highway 392/Main Street or by existing driveways on Highway 257.

CEMETERY OPERATIONS



Figure 7: Existing Veterans' Memorial (P. Hendricks).

The cemetery is currently operated by the Town of Windsor. The grounds are managed by the Parks and Open Space Manager and maintained by a cemetery technician. The Deputy Town Clerk maintains cemetery records at the Town Hall approximately one mile west of the site.



Figure 8: Inside the Cemetery Maintenance Building (P. Hendricks).

LAKEVIEW CEMETERY HISTORY



Figure 9: Unique Headstone (P. Hendricks).

In 1900, early settlers and inhabitants of Windsor made efforts at the beautification of the cemetery grounds, acquired from the First Methodist Church of Windsor for \$50.00. Prior to Town ownership, Professor Mead, a civil engineer, designed the original cemetery.

After Town ownership was established, citizens made several attempts to improve the desolate grounds. The Windsor Memorial Association was formed in 1909, by a group of citizens concerned with the lack of a pleasing aesthetic. In 1910, the Town Board designated a committee to oversee and implement improvements. However, a failed attempt by the committee to install an irrigation pump with a storage tank that same year resulted in abandonment of the equipment. A Cemetery Association was then formed in 1915.

In 1916 a well with sufficient water supply was located and, "A centrifugal pump was installed, driven by electric motor and water was conveyed through a large pipe to a main ditch at the top of the hill from which the grounds could be flooded." Once water was finally introduced to the grounds, a cemetery caretaker maintained the site and established lawn grass, shrubs and trees while also providing perpetual care to grave sites. In 1919, ornamental gates were installed. In 1934, three more wells were added to the irrigation system with upgrades to the existing well (Ray, 26-27).



2009 CSU STUDENT MASTER PLAN

In 2009, a brief master planning process was completed through CSU/DOLA (Department of Local Affairs) and Colorado State University graduate students. They identified master plan improvements as outlined in the following statement from the 2009 Master Plan document.

“This is a Master Plan - Design Concept for Lakeview Cemetery. This plan will follow the East Main Street Corridor plan and will enhance the corner of Highway 392 and Highway 257. It will be the gateway focal point coming into Windsor from the east and the south. The plan follows the historical architecture of what was part of the cemetery prior to the tornado. The plan will incorporate the existing ball field into the cemetery and will include a building to serve as a visitor and information center with a sexton to hold funeral services during inclement weather. It will include historical walkways to improve circulation and establish future walking tours. A visitor’s courtyard will be included on the back side of the visitor center to help accommodate a variety of outdoor events and ceremonies. The plan will also include a Columbarium plaza with a 30’ high obelisk sculpture located in the center of the plaza. The building, fencing and gates will follow a Victorian style theme with trees acting as a buffer along the highways and railroad.”

The purpose statement for the 2009 Master Plan is as follows:

- To preserve elements of this historic cemetery
- To provide a visually appealing cemetery and eastern gateway entrance into Town
- To provide effective and efficient customer service related to cemetery operations
- To increase options for burial and activities related to cemetery operations

The complete 2009 Master Plan document is in Appendix A. This plan provided direction for general consensus on future development however, additional information was required prior to implementing improvements on site.

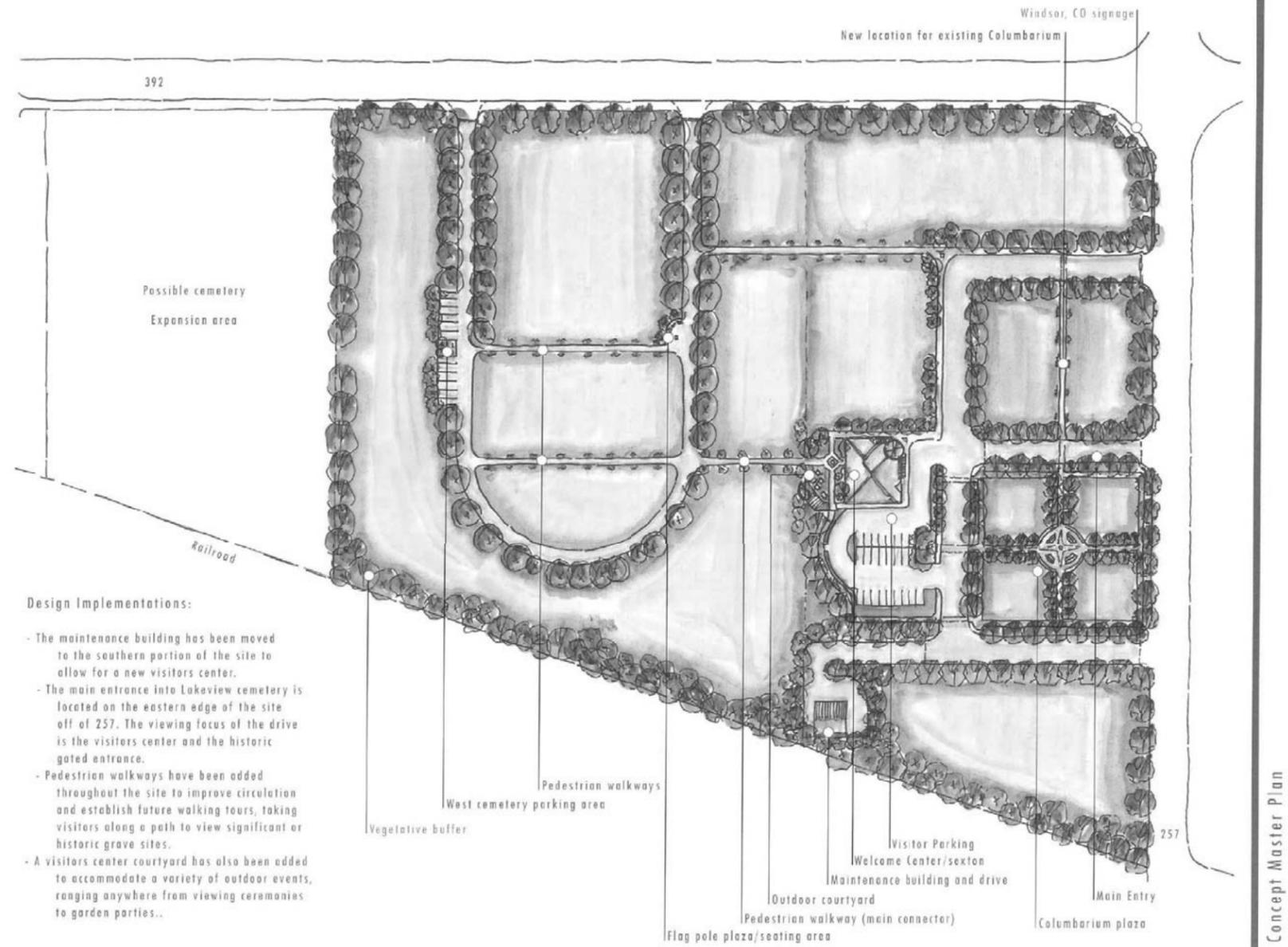


Figure 10: Plan from 2009 CSU Student Master Plan



Figure 11: Columbarium Perspective, 2009 CSU Student Master Plan



Figure 12: Courtyard Perspective, 2009 CSU Student Master Plan

REGIONAL CEMETERY COMPARISON STUDY OBJECTIVES

Research objectives for the Regional Cemetery Comparison Study, presented in the next section of this 2013 Master Plan report, were to establish a baseline for comparison of levels of service and how services are provided. This research guided master plan decisions. Data will aid to validate or reconfigure elements of the 2009 CSU Master Plan.

PROJECTED CAPACITY

Lakeview Cemetery Future Capacity Projection						
	Available Graves	Burials 2009	Burials 2010	Burials 2011	Burials 2012	Average Burials (4 years)
Existing Available Gravesites	1059					
New Gravesites - West Side	1440					
New Gravesites - East Side	1920					
Total Gravesites	4419					
Burial Statistics		100	80	70	39	72.25
Capacity in Years		44	55	63	113	61

*Does not include Columbarium.

Table 1: Projected capacity table.

Based on capacity calculations the cemetery has between 44 years and 113 years, continuing on a status quo, traditional burial path. With multiple options offered in the 2013 Updated Master Plan, the capacity is significantly raised and indeterminate without further extensive study, financial and marketing projections.

MAJOR TRENDS AND STATISTICS

The parameters for the Regional Cemetery Comparison Study were defined to conduct a study by telephone of local cemeteries' available facilities and cost to the public within a 25-mile radius. This section of the 2013 Updated Master Plan report presents the collected information, which was used to form the Lakeview Cemetery Master Plan and perceived cost recovery of proposed improvements.

In order to understand local cemetery facility and interment trends, additional background research from documents found via the Internet was conducted on a national level to provide a basis for the telephone questionnaire survey. A brief study of national trends and statistics was conducted in

order to cast a wide net for big ideas that might be used in the master plan process. A number of articles and previous cemetery master plans, market studies, and financial plans were reviewed and studied in order to extract relevant questions for the telephone questionnaire.

Resources and Vocabulary

Master Plan Resources

Bellfontaine Cemetery Master Plan Report, 2012

Rocky View County Cemetery Master Plan, October 2009

City of Camas, Washington Cemetery Master Plan, 2009

Danville Cemeteries, Master Plan Study for Bellevue and Hilldale Cemeteries

Louisville Cemetery Master Plan Report, Louisville, Colorado, 2008

Sacramento Historic City Cemetery Master Plan, 2007

Periodicals + Articles

American Cemetery

In need of income, cemeteries are seeking breathing clientele. The New York Times.

Cremations Surpass the 1 Million Mark.

Graveyard tech: QR codes to bring cemeteries alive

The Future of Graveyards.

See the References section at the end of the report for full citations.

The information gathered for this study is broken into national trends and regional trends, both of which form the basis of the Local Cemeteries Comparison Study developed from data collected in the telephone questionnaire survey.

Basic Interment Definitions

The following definitions were developed based on the conducted research and will be used throughout the report.

Interment: Any type of burial, in-ground or above-ground, involving the remains of a deceased individual.

Cremation: The full body incineration of a deceased individual, typically done by a funeral home. The remains are then placed in an urn or box.

Cremains: Cremated remains of the deceased.

Memorial: A monument, inscription or object (wall, rock, bench, etc.) symbolizing the memory of a deceased individual who may or may not be interred at the location.

Full Earth Burial with Casket (and Concrete Vault): A traditional in-ground burial. Plot sizes are typically 4'x10 to 5'x10. While state (Colorado) law does not require concrete vaults, many municipal-owned cemeteries have these requirements.

Side by Side: Two adult side by side in-ground burial plots.

Adult Double Depth: Traditional in-ground burial for two adults in a single plot, one on top of the other. These must typically be pre-planned or decided at the first burial to allow for the additional grave depth required.

Estates: Areas purchased for families/relatives. A variety of options are available from a grouping of plots to garden settings.

Infant Single: Burial for a single infant to small child.

Indigent: Burial for an individual not able to pay fees.

Memorial Wall: A wall where the deceased names are inscribed and the remains may or may not be interred at the site.

Scattering Gardens: A garden area where cremains are scattered. There is usually a single memorial wall or area where the deceased are memorialized.

Ossuary: A joint location for cremated remains (in-ground or above ground) which share a single memorial or wall with the names of the deceased inscribed.

Cenotaph: A wall or memorial where the deceased names' may be inscribed/memorialized but the remains are not interred on site.

Cremation Garden: An area where cremains are interred in a garden setting.

Cremation Estates: An area designated for multiple cremains purchased by a group of individuals.



Cremaains Earth Interment: Cremaains may be interred in a typical in-ground burial plot or a special cremaains section with smaller plots ranging from 2'x3' to 3'x3' in size. Many cemeteries will allow multiple burials of cremaains in a single plot, the exact number varies drastically cemetery to cemetery.

Niche: A compartment to place cremaains or remains of the deceased. These may be included in columbaria walls, memorial walls in the landscape or a crypt.

Crypt (Mausoleum): An above ground building to place full-body remains in an air tight, humidity controlled environment. The compartments are typically referred to as a niche.

Columbarium: A memorial wall with compartments developed to hold cremaains. Single or double niches are available. Plural is columbaria.

Green Burial: An environmentally-friendly form of in-ground full-body burial. The deceased are not embalmed nor treated with any chemicals and buried in a simple shroud or biodegradable casket. The grounds are natural in character and typically contain native grasses and plantings with no chemical treatments to the grounds. The Green Burial Association has specific requirements to designate an official green burial site or cemetery.

NATIONAL TRENDS

Historically, typical burials involved in ground interment in a shroud or coffin and have developed to the complex full-body burial tradition much of North America is familiar with today: embalmed remains in a manufactured casket, set in a concrete vault in a municipality-owned or privately owned burial ground. As other interment options have developed, modern cemeteries now offer a complex variety of memorialization and burial choices. The national trends research covered a wide variety of interment and memorialization options with one outstanding major trend: cremation.

According to the Cremation Association of North America (CANA) the U.S. cremation rate reached 42 percent in 2011, and the total number of cremations exceeded one million (Table 2) (Defort, 2012).

	Deaths	Cremations	Non-Cremations	% of Deaths Cremated
2010*	2,460,767	998,799	1,461,968	40.6%
2011**	2,464,392	1,035,074	1,429,318	42.0%
2016***	2,499,000	1,242,276	1,256,724	49.0%

* Final figures
 ** Preliminary figures
 *** Projected figures
 Source: Cremation Association of North America

Table 2: Projected Deaths and Cremations (Defort, 2012).

Once a cremation choice is made, a multitude of options are available for interment. These options include but are not limited to: cremaains earth interment, columbarium niche, cremation garden, cremation estate, ossuary, cenotaph, memorial wall (with remains kept by family or scattered), and scattering garden interment. Cremaains interments, green burials, and marketing strategies are discussed further in the current market offerings section of the report.

CANA predicts the cremation rate will increase to 49 percent by 2016 and the 50 percent barrier broken in 2018. CANA's *Annual Statistics Report 2012* cited five major trends influencing cremation rates:

- cost
- range of options
- environmental impact
- geography
- religious acceptance

“THERE’S NO QUESTION THAT CREMATIONS ARE ON THE RISE. BURIALS HAVE BEEN ON THE STEADY DECLINE OWING TO ECONOMIC HARD TIMES, GROWING ENVIRONMENTAL CONSCIOUSNESS, INCREASED SOCIAL ACCEPTANCE, AND A SHIFT IN RELIGIOUS VALUES,”

-George Dvorsky (Dvorsky, 2012)

REGIONAL TRENDS

Statistics and cited research reflect an increase in cremations due to the following: social acceptance of cremations, religious acceptance of cremations, environmental values, cost savings over full burial, and cost savings for transportation of the deceased remains. Colorado’s regional trend statistics are combined with the mountain regional trends to include AZ, ID, MT, NV, NM, UT and WY. According to CANA the percentage of cremations at death was 60 in 2011. Statistically, in Colorado, cremations are 18 percent higher than the national average (Table 3, The national average is 42 percent and the mountain region is 60 percent.) and leading the national trend. Statistical data for Colorado’s burial trends is cited in CANA’s *Annual Statistics Report 2011*. Colorado is leading the Mountain Region average by 3 percent and surpassing the largest regional average by 2 percent (Table 3) (Defort, 2012).

	2010 CONFIRMED			2011 PRELIMINARY		
	2010 Cremations	2010 Deaths	Percentage	2011 Cremations	2011 Deaths	Percentage
United States	998,799	2,460,767	40.6%	1,035,074	2,464,392	42.0%
New England ¹	52,264	117,258	44.6%	58,137	117,918	49.3%
Middle Atlantic ²	119,638	339,052	35.2%	124,641	337,269	37.0%
East North Central ³	151,090	399,794	37.8%	157,963	399,835	39.5%
West North Central ⁴	64,696	174,707	37.0%	68,167	177,386	38.4%
South Atlantic ⁵	206,867	501,247	41.3%	215,056	505,184	42.6%
East South Central ⁶	37,093	176,609	21.0%	40,812	177,585	23.0%
West South Central ⁷	80,804	271,105	29.8%	85,506	273,318	31.3%
Mountain ⁸	90,183	153,236	58.9%	93,143	155,298	60.0%
Pacific ⁹	196,163	327,759	59.8%	200,644	328,915	61.0%

¹Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont
²New Jersey, New York, Pennsylvania
³Illinois, Indiana, Michigan, Ohio, Wisconsin
⁴Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota
⁵Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia
⁶Alabama, Kentucky, Mississippi, Tennessee
⁷Arkansas, Louisiana, Oklahoma, Texas
⁸Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming
⁹Alaska, California, Hawaii, Oregon, Washington
 Source: Cremation Association of North America

Table 3: Regional Cremation Statistics (Defort, 2012).

Interment Options

The majority of local cemeteries have a perpetual care fund (PCF) in place to offset the costs of current maintenance, capital improvements, and once the cemetery is at capacity, for continued maintenance in perpetuity. Most cemeteries subsidize their budget with Town/City General Fund monies. Table 5 indicates which cemeteries have a perpetual care fund.

There is a wide variety of interment types and associated costs. Table 5 outlines the types of interments offered within the 25-mile radius including associated costs and fees. Fort Collins, Loveland and Linn Grove in Greeley are the largest cemeteries and offer the widest variety of interment options.



Figure 13: Shared Memorial Tree.

Local Cemeteries Comparison Study - Interment Costs												
	Lakeview	Grandview and Roselawn	City of Loveland Burial Park and Lakeside Cemetery	Greenlawn Cemetery	Johnstown Cemetery	Highland Cemetery	Linn Grove Cemetery	Evans Cemetery	Eaton Cemetery	Ault Cemetery	Average Cost Interment Cost Excluding Lakeview	Average Cost Including Lakeview
Perpetual Care Fund?	N	Y	Y	Y	Y	Y	Y	Y	-	N	-	-
Interment Types + Cost												
Adult, Single	\$ 1,100.00	\$ 1,438.00	\$ 675 to \$1025	-	-	-	\$1265 to \$1875	\$ 900.00	\$550 to \$700	\$ 600.00	\$ 997.17	\$ 1,011.86
PCF, % or portion of total	-	\$ 402.00	\$ 650.00	-	-	-	-	-	-	-	-	-
Resident/Non-Resident	-	-	-	\$550/\$750	\$660/\$1350	\$225/\$375	N/A	-	-	-	-	-
PCF, % or portion of total	-	-	-	15%	15%	15%	75.00	-	-	-	-	-
PCF: Flat Marker/Upright Marker	-	-	-	\$300/\$600	-	-	-	-	-	-	-	-
Adult, Double Depth/Estate	-	\$ 2,157.00	-	-	-	-	\$2775/\$11250	-	-	-	-	-
PCF, % or portion of total	-	\$ 402.00	-	-	-	-	-	-	-	-	-	-
Infant, Single (Res/Non-Res)	-	\$ 301.00	\$0 in sch. district; \$350 out	\$275/\$375	-	\$ 125.00	\$ 460.00	\$ 450.00	\$ 275.00	\$ 200.00	-	-
PCF, % or portion of total	-	\$ 201.00	-	\$ 150.00	-	\$ 75.00	-	-	-	-	-	-
Cremains (Earth) (Res/Non-Res)	-	\$ 724.00	\$ 250.00	\$550/\$750	\$300/\$600	\$ 100.00	-	-	\$ 300.00	\$ 200.00	-	-
PCF, % or portion of total	-	\$ 402.00	\$ 300.00	15%	15%	75.00	-	-	-	-	-	-
PCF: Flat Marker/Upright Marker	-	-	-	\$300/\$600	-	-	-	-	-	-	-	-
Additional Cremains	-	\$ 529.00	\$ 250.00	-	-	-	-	-	-	-	-	-
PCF, % or portion of total	-	\$ 300.00	-	-	-	-	-	-	-	-	-	-
Indigent	-	\$ 402.00	-	-	-	-	-	-	-	-	-	-
PCF, % or portion of total	-	\$ 402.00	-	-	-	-	-	-	-	-	-	-
Memorial Wall	-	\$ 507.00	-	-	-	-	-	-	-	-	-	-
PCF, % or portion of total	-	\$ 63.00	-	-	-	-	-	-	-	-	-	-
Memorial Wall + Ossuary	-	\$ 565.00	-	-	-	-	-	-	-	-	-	-
PCF, % or portion of total	-	\$ 63.00	-	-	-	-	-	-	-	-	-	-
Rock Garden/Cremation Site	-	\$ 2,071.00	-	-	-	-	\$ 1,150.00	-	-	-	-	-
PCF, % or portion of total	-	\$ 190.00	-	-	-	-	-	-	-	-	-	-
Green Burial	-	\$ 1,945.00	-	-	-	-	-	-	-	-	-	-
PCF, % or portion of total	-	\$ 402.00	-	-	-	-	-	-	-	-	-	-
Crypt Single, All Levels	-	\$ 4,746.00	-	-	-	-	-	-	-	-	-	-
PCF, % or portion of total	-	\$ 359.00	-	-	-	-	-	-	-	-	-	-
Crypt Companion, Level 1	-	\$ 9,017.00	-	-	-	-	-	-	-	-	-	-
PCF, % or portion of total	-	\$ 719.00	-	-	-	-	-	-	-	-	-	-
Niches (Mausoleum)	-	-	-	-	-	-	-	-	-	-	-	-
Levels 1-7	-	\$1030.00 to \$1353.00	-	-	-	-	-	-	-	-	-	-
PCF, % or portion of total	-	\$ 211.00	-	-	-	-	-	-	-	-	-	-
Level 3	-	\$ 2,489.00	-	-	-	-	-	-	-	-	-	-
PCF, % or portion of total	-	\$ 211.00	-	-	-	-	-	-	-	-	-	-
Columbarium (Single) (Res/Non)	\$ 1,300.00	\$1194.00 to \$1511.00	\$ 1,250.00	\$520/\$620	-	-	\$ 1,640.00	-	-	-	1203.13	1222.50
PCF, % or portion of total	incl.	\$ 211.00	-	-	-	-	-	-	-	-	-	-
Columbarium (Double Niches)	\$ 1,900.00	-	\$ 1,950.00	\$620/\$720	-	-	\$2460/\$3010	-	-	-	1785.00	1813.75
PCF, % or portion of total	incl.	-	-	-	-	-	-	-	-	-	-	-
Cremation Estate	-	-	-	-	-	-	\$ 1,550.00	-	-	-	-	-
Scattering Garden	-	-	-	-	-	-	\$ 625.00	-	-	-	-	-
Opening/Closing												
Adult	\$ 850.00	\$ 1,004.00	\$ 975.00	-	\$ 500.00	\$ 200.00	\$ 1,275.00	\$ 800.00	\$ 600.00	\$ 500.00	\$ 755.40	\$ 744.89
Adult: Flat Marker/Upright Marker	-	-	-	\$300/\$600	-	-	-	-	-	-	-	-
Indigent	-	\$ 201.00	-	-	-	-	-	-	-	-	-	-
Infant, Single	\$ 250.00	\$ 296.00	-	\$ 200.00	-	\$ 200.00	\$ 320.00	\$ 400.00	\$ 200.00	\$ 500.00	\$ 302.29	\$ 295.75
Crypt	-	\$ 1,163.00	-	-	-	-	-	-	-	-	-	-
Cremains	\$ 250.00	\$ 423.00	\$ 400.00	\$ 300.00	\$ 350.00	\$ 200.00	\$ 615.00	\$ 350.00	\$ 200.00	\$ 500.00	\$ 370.89	\$ 358.80
Additional Cremains	-	-	\$ 700.00	-	-	-	-	-	-	-	-	-
Niches/Rock Gardens	-	\$ 423.00	-	-	-	-	\$ 325.00	-	-	-	-	-
After Normal Hours (Add'l)	\$ 325.00	\$ 433.00	\$ 400.00	\$ 200.00	\$500/\$1000	-	-	\$410/\$750	\$100 to \$200	\$ 100.00	-	-
After Normal Hours (Infant)	\$ 250.00	-	-	-	-	-	-	-	-	-	-	-
Disinterment												
Adult	\$ 1,500.00	\$ 1,638.00	\$ 1,495.00	\$ 250.00	-	-	\$ 2,400.00	\$ 2,000.00	-	-	-	-
Infant	\$ 500.00	\$ 872.00	\$ 450.00	\$ 250.00	-	-	\$ 745.00	\$ 1,000.00	-	-	-	-
Crypt	-	\$ 1,163.00	-	-	-	-	-	-	-	-	-	-
Niche	\$ 500.00	\$ 317.00	\$ 595.00	\$ 250.00	-	-	\$ 550.00	\$ 825.00	-	-	-	-
Cremains	\$ 250.00	\$ 317.00	\$ 300.00	\$ 250.00	-	-	\$ 550.00	\$ 325.00	-	-	-	-
Disurment (Niche)	-	-	-	-	-	-	-	\$ 500.00	-	-	-	-
Memorial Setting												
Minimum Fee	-	\$ 180.00	-	-	-	-	-	-	-	-	-	-
2' to 9' Memorial	-	\$206.00 to \$803.00	-	-	-	-	-	-	-	-	-	-
Green Memorial	-	\$ 122.00	-	-	-	-	-	-	-	-	-	-
Vase Setting	-	\$ 132.00	\$ 50.00	\$ 100.00	-	-	-	-	-	-	-	-
Rock Garden Bronze Plaque	-	\$ 211.00	-	-	-	-	-	-	-	-	-	-
Granite Bronze Marker	-	-	-	Cost + 10%	-	-	-	-	-	-	-	-
Engraved Plaque	-	-	-	Cost + 10%	-	-	-	\$ 285.00	-	-	-	-
Single Niche Lettering	\$ 150.00	-	-	-	-	-	-	-	-	-	-	-
Double Niche Lettering	\$ 175.00	-	-	-	-	-	-	-	-	-	-	-
Date of Death (Niche) Lettering	\$ 60.00	-	-	-	-	-	-	-	-	-	-	-
Foundation (Flat Marker)	-	-	-	\$ 100.00	-	-	-	-	-	-	-	-
Remove Foundation	-	\$ 238.00	-	-	-	-	-	-	-	-	-	-
Administrative Fee	-	\$ 79.00	-	-	-	-	-	-	-	-	-	-
Misc. Fees												
Deed Transfer Fee	\$ 50.00	-	-	\$ 25.00	-	-	-	\$10.00	-	-	-	-
Delayment of Arrival	-	-	-	-	-	-	-	\$150/hour	-	-	-	-
90 day hold for burial space	-	-	-	-	-	-	-	\$ 125.00	-	-	-	-
Recording Fee	-	\$ 58.00	\$ 50.00	-	-	-	-	-	-	-	-	-
Foundation Setting (Min)	-	-	\$ 150.00	-	-	-	-	-	-	-	-	-
Inspection/Finder's Fees	-	-	\$ 50.00	-	-	-	-	-	-	-	-	-
Pet Cemetery Cremation	-	-	-	-	-	-	\$ 125.00	-	-	-	-	-
Pet Cemetery Open/Close	-	-	-	-	-	-	\$ 225.00	-	-	-	-	-

Table 5: Interment Costs, - denotes unavailable data.

Facilities

A wide range of facilities are available in the cemeteries surveyed. Most do not have a visitor building, shelter, office or public restrooms but do have either a maintenance building and/or maintenance facilities, often associated with other municipal departments.

As a Funeral Director, Milo Bohlender of Bohlender Funeral Home said it would be ideal to have a place to take caskets prior to the service at a cemetery. A cemetery in Cheyenne, Wyoming has a place for services inside a building and given that, it is nice to have basic amenities (place for a service, burial, etc.) at the cemetery. He cited Fort Logan National Cemetery's staging areas with committal shelters as a good example. Mr. Bohlender also commented that not many cemeteries have restrooms but they would be a nice amenity (personal communication, March 2013).

Alyce with Grandview Cemetery commented that a permanent structure and facility with sliding doors to close off to the elements would be a wonderful amenity. She also cited Fort Logan's staging areas as a great example, "If Windsor put one of these in they would be steps ahead of the trends," (personal communication, March 2013).



Figure 14: Fort Logan Committal Shelter (www.loc.gov, 2013).



Figure 15: Open Air Committal Shelter (www.createniches.com, 2013).



Figure 16: Open Air Committal Shelter (www.cem.va.gov, 2013).



Figure 17: Three Sided Committal Shelter with Stone Veneer (<http://www.flickr.com/photos/dantonpix/4511028026/>, 2013).



Figure 18: Interior of Enclosed Committal Shelter (www.loc.gov, 2013).

Committal Shelter

A committal shelter is a building on site at a cemetery that may be fully or partially enclosed. The shelter is designed for on site ceremonies for traditional burials or cremains. The ceremony is held in the shelter and the burial takes place at a different location. The following photographs are examples of committal shelters.

Staffing

Staffing varies cemetery to cemetery. The larger municipalities typically have more full time staff and seasonal staff devoted to the care and maintenance of the cemetery grounds. The smaller municipalities run the cemeteries out an existing department with the Town/City clerk keeping track of records.

Community Programs

Fort Collins, Loveland, and Linn Grove in Greeley offer special events, such as the Cemetery Stroll in Fort Collins, focusing on historic notable local residents. These events and tours are often led by outside volunteer groups. Several of the local cemeteries have community programs where inmates or community service groups are brought in to do routine maintenance.



CURRENT MARKET OFFERINGS FOR INTERMENT

In addition to the traditional full earth burial with casket and variations of full earth burial (side-by-side, double depth, etc.), there are a number of current market interment offerings to consider for the 2013 Lakeview Master Plan.

Cremains Earth Interment

Most local cemeteries offer a variety of options for the earth interment of cremains, including one cremains burial with a traditional full earth burial on the same plot, and from 2 to 30 cremains in one traditional plot. There are also specific cremains earth interment areas with smaller plot sizes and a reduced number of cremains per plot. Headstones/plaques may be installed at these sites.



Figure 19: Memorial Garden Wall for In-Ground Interments.

Columbarium Niches

Columbarium niches are available for the interment of cremains, typically one or two cremains per niche. Companion niches are often available for two cremains. There is a wide variety of style and design for columbaria. From landscape walls set into the earth to traditional granite freestanding monuments, columbaria can be selected and designed to fit the particular site and cemetery. Most of the local cemeteries have columbaria.



Figure 20: Traditional Columbaria Walls with individual niches.



Figure 21: Columbaria Wall.



Figure 22: Memorial Wall with Random Columbarium Niches.

Cremation Gardens

Cremation gardens can be a simple area with minimal plantings offsetting stone or imitation stone core-drilled memorials for the setting of a cremains urn. The design and creativity of these areas is almost limitless as many objects may be used for memorials including rock, benches, monuments, etc. These gardens may contain memorials without interred cremains. Grandview Cemetery has a cremation rock garden as does Linn Grove Cemetery.



Figure 23: Cremation Rock Gardens with Bronze Plaques.



Figure 24: Cremation Rock Garden with Core Drilled Interment Niche.



Figure 25: Memorial Garden.

Cremation Estate

A cremation estate may be purchased by a family or group of individuals and is typically a defined area with a columbarium for those who wish to be interred together. There are cremation estates located at Linn Grove Cemetery.



Figure 26: Cremation Walled Garden Estate.

Memorial Wall/Ossuary

Grandview Cemetery has a memorial wall where names of the deceased may be inscribed whether or not they are interred on site. By memorializing a loved one, their vital information is kept in cemetery records. An ossuary, or a common vault for co-mingled cremains, is also available. Grandview is the only cemetery in the area that offers this option.



Figure 27: Shared Memorial and Ossuary.



Figure 28: Shared Wall Memorial.



Figure 29: Undulating Memorial Wall.



Figure 30: Memorial Gathering Space and Cenotaph Panels.



Figure 31: Bench Memorial.



Cenotaph

A cenotaph is a memorial plaque or wall including the deceased name and information inscribed, but the person is not interred at the location. A memorial wall without interred remains is a type of cenotaph. An area may be designated for this form of memorialization.



Figure 32: Shared Cenotaph in Groundcover.

Scattering Garden

Linn Grove Cemetery is the only cemetery that offers a scattering garden (a garden area where cremains are scattered). There is a lake on site with an island designated as the scattering garden. On shore there is a memorial wall with the names of the deceased inscribed.

Green Burials

Roselawn Cemetery in Fort Collins is the only cemetery in the area offering a designated green burial area. According to Lauren Moore (Moore, 32-33), she interviewed three green burial experts who echo the sentiment that lack of awareness prevents the choice of green burials. By providing space, more people may choose this environmentally friendly option. The article states that the baby boomer generation is interested in environmental burials and green burial options that appeal to individuals committed to the

environment. In January of 2008, there were approximately 16 to 17 green cemeteries in the U.S. and in 2013, the U.K. has about 300 green cemeteries.

To learn more about the requirements for green burials and for information on green burial cemetery designation, visit the GBC website: <http://www.greenburialcouncil.org/>



Figure 33: Bio-degradable Ecopod with Biodegradable Acorn Urn (<http://science.howstuffworks.com/environmental/green-science/natural-burial2.htm>).



Figure 34: Natural Burial Gravesite (www.naturalburialcompany.com).

Trends for Raising Cemetery Awareness

In addition to the market offerings, there are other methods for garnering cemetery awareness. The March 2013 issue of *American Cemetery* informed the basis of the notable trends listed below. The magazine is an excellent resource for current national cemetery trends, issues and management and is a leading publication in the cemetery industry.

Internet/Website Marketing

A large number of people conduct research online when deciding how to memorialize a loved one. Having a current, up to date website increases a cemetery's chance of attracting business. Contact information, location, maps and images/photographs are important and necessary information for the website (Parmalee, 14-19). Grandview Cemetery is in the process of updating their cemetery data to a new program and developing an application for smart phone users to access at home or while on-site at the cemetery when looking for grave information. A kiosk with map and records information is also planned to provide an on-site resource with an option to print grave site locations and maps.

Online Memorials

In the article, *Graveyard tech: QR codes to bring cemeteries alive*, (Mogg, 2012) the author states that some individuals are choosing to install QR codes for smart phones on gravestones or nearby. Scanning the code will bring the individual to a website with the person's basic record or a memorial website page. Many funeral homes currently manage memorial pages. Social media is also adapting to Internet memorialization. It may be easier to keep pace with current cemetery trends with technological and Internet memorialization options.

Pet Cemetery/Memorial

The article, *10 Tips to Build Relationships with Families that Love Their Pets*, (Ellis, 8-9) outlines methods for pet memorialization. With the amount of expansion room available, including a pet cemetery and/or memorial section could help in cost recovery, with associated perpetual care fund fees. Lakeview Cemetery may consider providing burial, cremation and memorialization options

for beloved pets coupled with small events for Pet Memorial Day, dog walks and partnering with local shelters to increase awareness of the offered service. Given the pet-loving nature of the Front Range, this is a relevant and viable option.

Walking Tour Programs and Events

As a creative method to draw public interest the article *A Walk in the Woods* (Bartsche, 28-31) references tours given at cemeteries around the country. Example Tour names include: Tree-mendous Tour, Let the Games Begin (sports related historic residents), A Street Bears Their Name, Animals in Memorial Art, Murder and Mayhem Tour, and Til' Death Do Us Part: the Love Stories of Laurel Hill.

Windsor may choose to provide guided and self-guided walking tours of Lakeview Cemetery with a brochure. Walking Tour program possible options are:

- Arboretum/tree tour
- Horticulture tour
- Famous/Infamous residents of early Windsor
- Tours designed around specific holidays: St. Patrick's Day, Cinco de Mayo, Day of the Dead, Valentine's Day

Tours may be donation based or require a small fee. Fundraising event tours could also be developed with drink tickets, for example, while relating historic stories to current preservation.

Events and walking tours introduce awareness of a cemetery without directly marketing to the public. This introduced awareness in a neutral setting provides the opportunity for advance marketing of the local demographic. The purpose of building awareness of cemeteries and interment offerings has value to the community in terms of increased revenue for the care and maintenance of the facilities and preservation of the cemetery's historic features and local culture associated with cemetery records.

SUMMARY AND RECOMMENDATIONS

Based on the market study information, the following is a summary of recommendations as they apply to the Town of Windsor Lakeview Cemetery.

- Establish a set amount or percent of interment fees to be deposited in the currently established Perpetual Care Fund (PCF).
- Consider setting a higher percentage (40 percent) to go toward the PCF, to build the principal.
- Decide whether to reinvest interest in the PCF or use for capital improvements and maintenance.
- Determine if there are other revenue sources to subsidize cemetery expenses (i.e. oil and gas royalties).
- Review existing fees based on information provided in this report. Determine whether to raise fees, raise fees yearly in accordance with inflation or to keep the existing fee rates.
- Provide places for memorials and cremains interments.
- Provide multiple interment options.
- Provide a committal shelter with public restrooms for services and gatherings.
- Digitize cemetery records and provide multiple methods for public access (website, QR codes, kiosk, etc.)
- Connect the cemetery to the Town of Windsor Museum through historic and educational programs.
- Celebrate specific holidays at the cemetery, expanding upon Veterans Day and Memorial Day services.
- Consider outreach to local organizations to lead tours and host events:
 - Weld County Genealogical Society
 - Northeastern Colorado Heritage League
 - Audubon Society
 - Horticulture and garden clubs
 - Universities, community colleges, local schools
- Further studies: Marketing Plan, Financial Plan

Further full market studies and financial plans would be of benefit to provide long-range plans and financial analysis for Lakeview Cemetery.

The objective of this study was to telephone all cemeteries within a 25-mile radius in order to inform the Lakeview Cemetery Master Plan process in terms of facilities and interment options. This study has provided valuable feedback and insight regarding overarching national and regional trends supported by current local market offerings.



ARCHITECTURAL ASSESSMENT

An Architectural Assessment of the existing maintenance building was completed to provide information regarding potential options for the existing maintenance building. It was constructed at the location of the future Sexton House identified in the 2009 CSU Master Plan. The assessment informed the decision making in the master planning of future improvements.

The following is an excerpt from the Architectural Assessment, provided by The Architects' Studio (TAS), and includes the architect's summary of recommendations from their report. Please refer to Appendix B for the full report and accompanying graphics which illustrate the options.

Discussion (As submitted by The Architects' Studio):

The Opinion of Probable Cost for each of the four options presented herein is a 'ballpark' approximation of the likely construction costs if the project was to be designed, bid and built in the next 12 months. Without benefit of extensive discussion with the cemetery's representatives about the desired quality and/or character of the building designs for each of the buildings in each of the options, the assumptions made to develop these cost opinions are necessarily only a starting point.

Option A appears to have an advantage in cost but it also is more restrictive regarding the location and the architectural character of the new facilities, including the office, public restrooms and the Committal Shelter. The location for these facilities are locked in and the character of the structure and spaces for these facilities are limited by their location in the existing building. This option does allow for a relocation of the maintenance function away from the center of the grounds.

Option B, restricts the location and the architectural character of all facilities, locating all of them in or adjacent to the existing building.

Option C, while slightly more expensive than the other options, ultimately provides the most flexibility by allowing a new location and new architectural expression for all facilities.

Option D, falling in the middle of the cost range, allows for new location and architectural character for the public use facilities while conserving the value the cemetery already has in the existing maintenance building.

Summary (As submitted by The Architects' Studio): We (TAS) believe Options D or C provide the best long term vision for Lakeview Cemetery.

As we (TAS) understand the situation; there are no current plans or financing available to remodel or build any of the aforementioned facilities immediately or even within the near future. That being said; we (TAS) believe it is advisable to design the cemetery so that the cemetery will have the flexibility to 'tweak' or adjust the design in the future when the financial resources are available to provide for the facilities noted herein."

MASTER PLANNING PROCESS

GOALS AND OBJECTIVES

An initial meeting with key Town staff provided feedback regarding the goals and objectives for the Lakeview Cemetery Master Plan.

- Improve Internal and External Vehicular and Pedestrian Site Circulation
- Burial Destination/Meet Regional Needs
- Innovative Cemetery - Advantage with New Expansion Areas
- Financial Stability + Cost Recovery
- Maximized Developed and Undeveloped Property
- Volunteer + Donation Program
- Phased Implementation

DESIGN PROCESS

Site Analysis

An initial site visit was conducted to visually survey existing conditions and field verify base mapping information. The site was documented through photographs and written notes, translated into the site analysis map on page 21. In addition an analysis of site issues and opportunities was conducted and is shown on page 20. Noted major opportunities for the site are:

- Entry enhancements at the corner of Highway 392 and 257
- Preserve central 'U' area as the historic section of the cemetery



Figure 35: Northeast Property Corner - An Entry to Windsor.



Figure 36: Section of the "U" Drive.

- New parcels provide flexible room for accommodating cemetery trends, parking and visitor amenities
- Time (years until capacity) and space for building the perpetual care fund and potentially an arboretum
- Space to celebrate Veterans' memorial

Noted major issues for the site are identified as:

- Too many entries
- Poor vehicular and pedestrian circulation
- No defined visitor parking
- Ability to connect site vehicular circulation limited by existing grave plots and railroad right-of-way
- Lack of mature trees/canopy
- No defined 'sense of place'
- Lack of pedestrian space/gathering space
- Lack of layout organization and access
- No separation of maintenance and public
- Railroad, industrial use adjacency and traffic noise from Highway 392 and Highway 257



Figure 37: East Undeveloped Parcel.



Figure 38: Existing Columbarium.

Other issues identified during the site analysis process are:

- There is no irrigation available for the westernmost parcel of the cemetery. A new tap or well must be installed to provide irrigation to this portion of the site.
- Coon Street. Bi-sects the western parcel north/south. May need to apply for variance to remove road ROW.
- Additional on-site utilities. Will need service to maintenance (sewer) and to eventually underground the overhead electricity lines.





Figure 39: View of Main Entry from Hwy 392, Looking South Along Hwy 257.



Figure 42: Existing Irrigation Ditch from 1916.



Figure 45: Concrete Maintenance Access to "U" Drive.



Figure 40: Existing Main Entry on East Side, Looking West from Hwy 257.



Figure 43: Existing Main Entry Sign on Hwy 257.



Figure 46: Southern Edge of the Property Along Railroad, Looking West.



Figure 41: Looking West Toward Maintenance Building from Hwy 257.



Figure 44: Existing Southern Curb Cut with Access to Hwy 257.



Figure 47: Existing Maintenance Building.

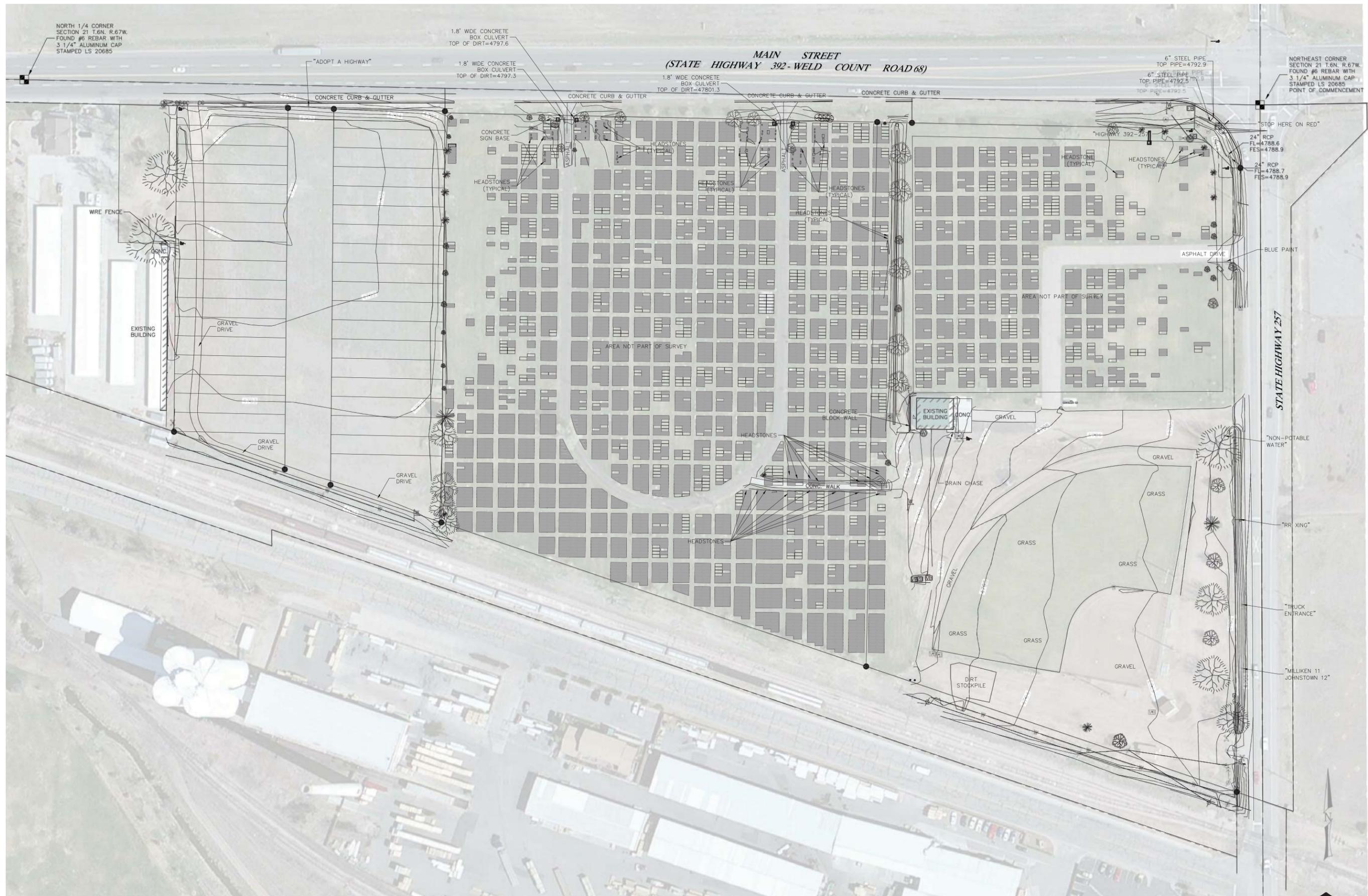


Figure 48: Site Aerial and Survey provided by the Town of Windsor, July 2013 from King Surveyors. A GIS plot plan provided by TOW is overlaid on the survey.



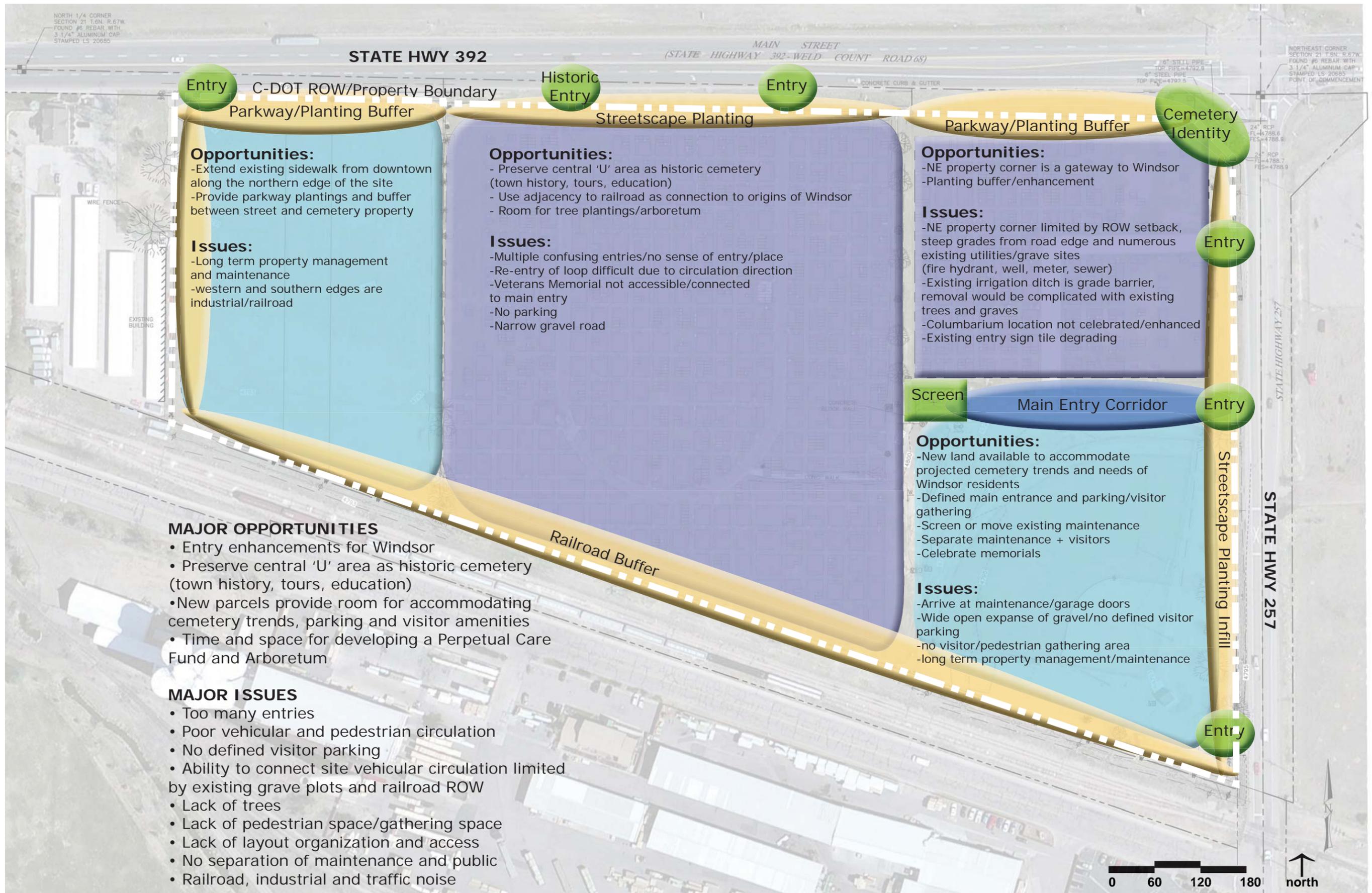


Figure 49: Site Opportunities and Issues

Alternatives

Three initial alternatives were developed and presented to Town staff. Alternatives A, and B showed different configurations of site features identified through staff feedback and the Regional Cemetery Comparison Study, as desirable to include. Alternative C was eliminated. The alternatives presented formal versus informal design and differing parking configurations. A and B also showed two entry/exit points on Highway 257.

After the initial three alternatives were posted online, additional information determined that only a single entry may be used along Highway 257. Two more alternatives, D and E, were developed to reflect an entry aligned to a new entry for the development of a separate commercial parcel on the east side of Highway 257. These alternatives were posted on the website along with alternatives A and B.

A preliminary traffic analyses from Delich Associates, Traffic and Transportation Engineering, regarding the parcel on the east of Highway 257. This study is included in Appendix C and includes information on access evaluations for the adjacent property. This is important because the cemetery entrance location will have to be aligned with the entrance to the adjacent property. There are no current development plans for the adjacent property.

Project Feedback Summary

The Lakeview Cemetery Master Plan alternatives were posted to a website specifically designed for gathering public input on the cemetery design. All phone and E-mail feedback on the alternatives were collected and reviewed with town staff. The compiled comments are summarized:

- More formal columbaria are preferred over an informal rock garden;
- Provide a Veterans' reflection/recognition area with specific ties to the Windsor community and history;
- A kiosk with maps/information on how to locate graves;
- Include supporting gardens in the cemetery;
- Add walkways through the historical section;

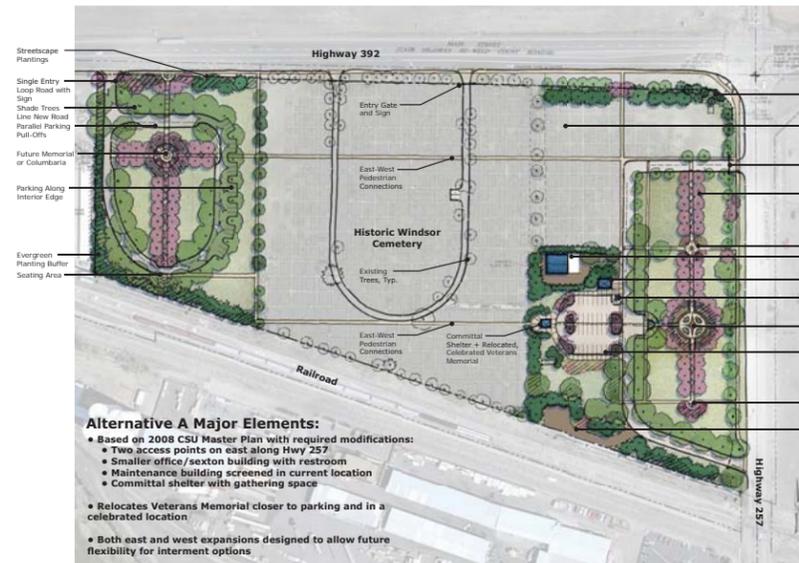


Figure 51: Alternative A



Figure 52: Alternative B

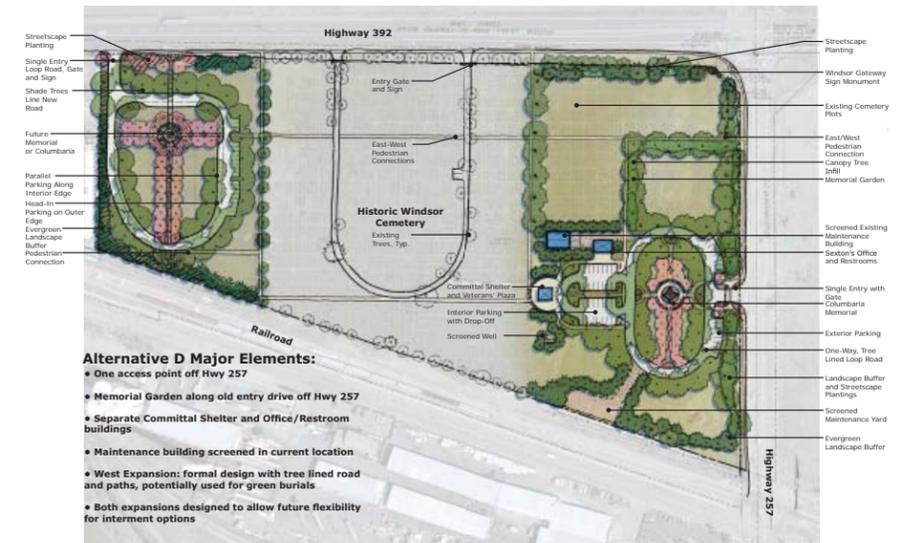


Figure 53: Alternative D



Figure 54: Alternative E

Tribute to those buried in unmarked graves (no headstones) which include some of Windsor's first citizens;

- Tribute to Mr. Cobb (recognized by many as founder of Windsor) who is currently buried south west of 7th Street. Possibly move the grave to a place of honor at Lakeview and recognize his contribution to early Windsor;
- Improved access for pedestrians/vehicles is a priority;
- Restrooms and more parking adjacent to cemetery;
- Better area dedicated to maintenance area

and shielded from public cemetery components;

- Improve buffer from state highways and rail while maintaining visual contact to minimize vandalism;
- Seek assistance through volunteer groups to do genealogy or history documentation of cemetery;
- Review history of cemetery and maintain the original vision/history to its greatest extent while preparing for a new future.

Preferred Alternative

The alternatives developed were presented to the PreCAB, Historic Commission, Planning Commission and Town Board for review and comment. Upon the Town Board meeting on May 20th, 2013, specific direction from the Town of Windsor staff was given to the design team regarding the development of Alternative E as the Preferred Alternative.

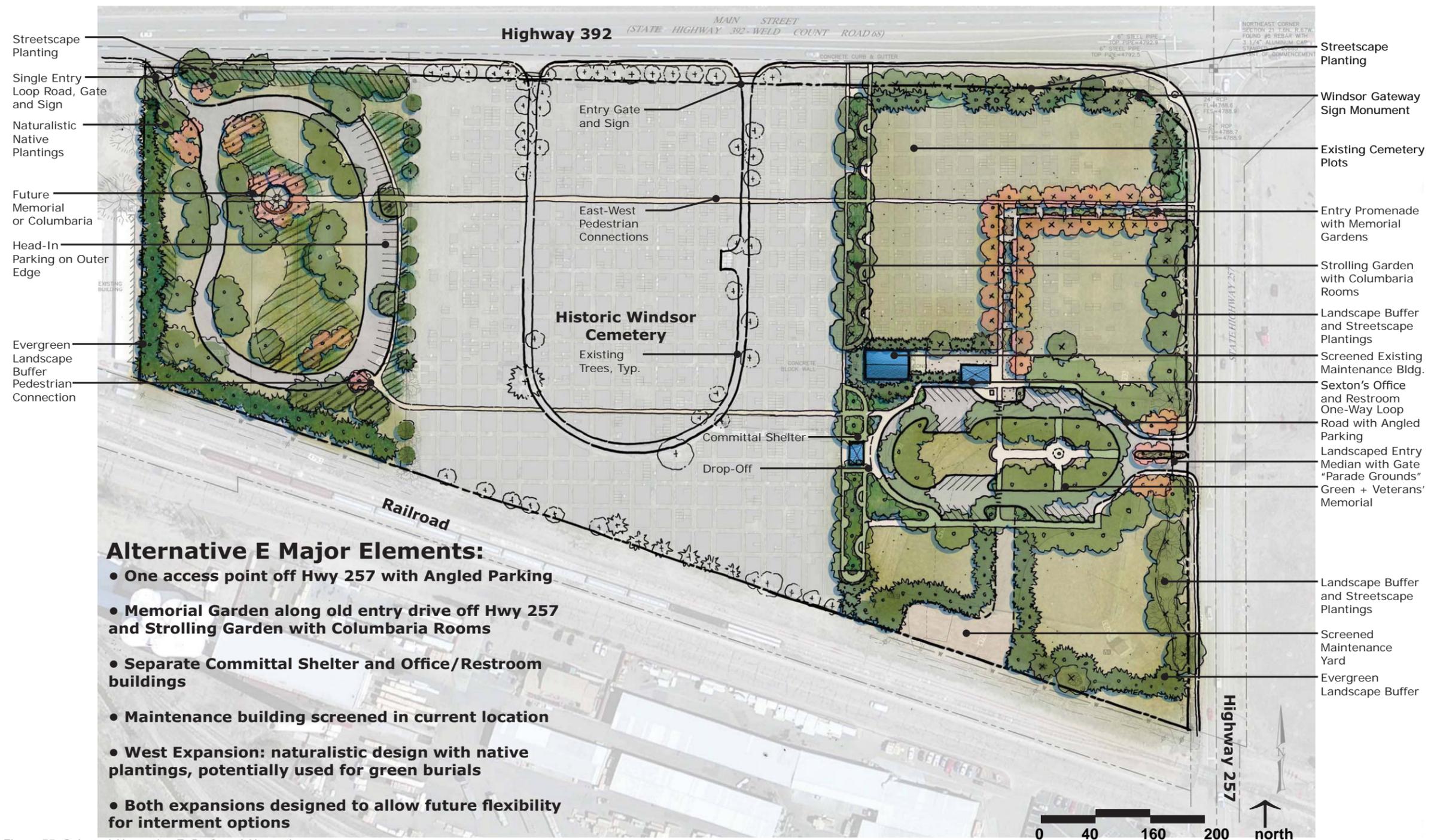


Figure 55: Selected Alternative E, Preferred Alternative



MASTER PLAN DESCRIPTION

Design Concept

The majority of the Lakeview Cemetery Master Plan improvements are focused on the eastern expansion, on the land once occupied by the Cemetery Ballfields. The 2013 Master Plan is carefully constructed based on the previous 2009 Master Plan, Town and public feedback and guidance. The Architectural Assessment and Regional Cemetery Comparison Study were also utilized in the Master Plan process.

Alignments with known adjacent development, future CDOT improvements and railroad right-of-way constraints were incorporated into the plan. The cemetery is divided into three major zones, the West Cemetery Expansion (or West Lawn), the Historic Windsor Cemetery and the East Cemetery Expansion (or East Lawn).

The cemetery site is organized to provide improved pedestrian and vehicular access to the proposed new expansions and the existing historic cemetery. The site layout and proposed improvements are designed to provide multiple interment options. This allows a focus on cremation interments in anticipation of regional population growth and the continued increase in market demands for cremations.

The Master Plan design incorporates long-range visioning for the perpetual good of the cemetery and to celebrate the Town's vibrant history. Design elements were planned to be done in phases, as budget and demand allow.

Connecting the Cemetery to the Town of Windsor through the cohesive use of construction materials utilized in the Historic Downtown area of Windsor will help to create a strong sense of place. Connecting historic programs with the Town of Windsor Museum is strongly recommended to help celebrate the rich and interesting history of the Cemetery and the Town's earliest residents. Establishing an arboretum and horticultural component will provide an additional layer of interest to the cemetery to draw visitors with those interests. Continuing the replacement of large canopy trees lost in the 2008 tornado and the addition of new trees in the expansion areas will provide an enhanced aesthetic, define circulation hierarchy and provide shade for cemetery visitors. A primer for identifying appropriate heirloom plants and flowers can be found at: <http://www.frontrangeliving.com/garden/heirlooms.htm>.

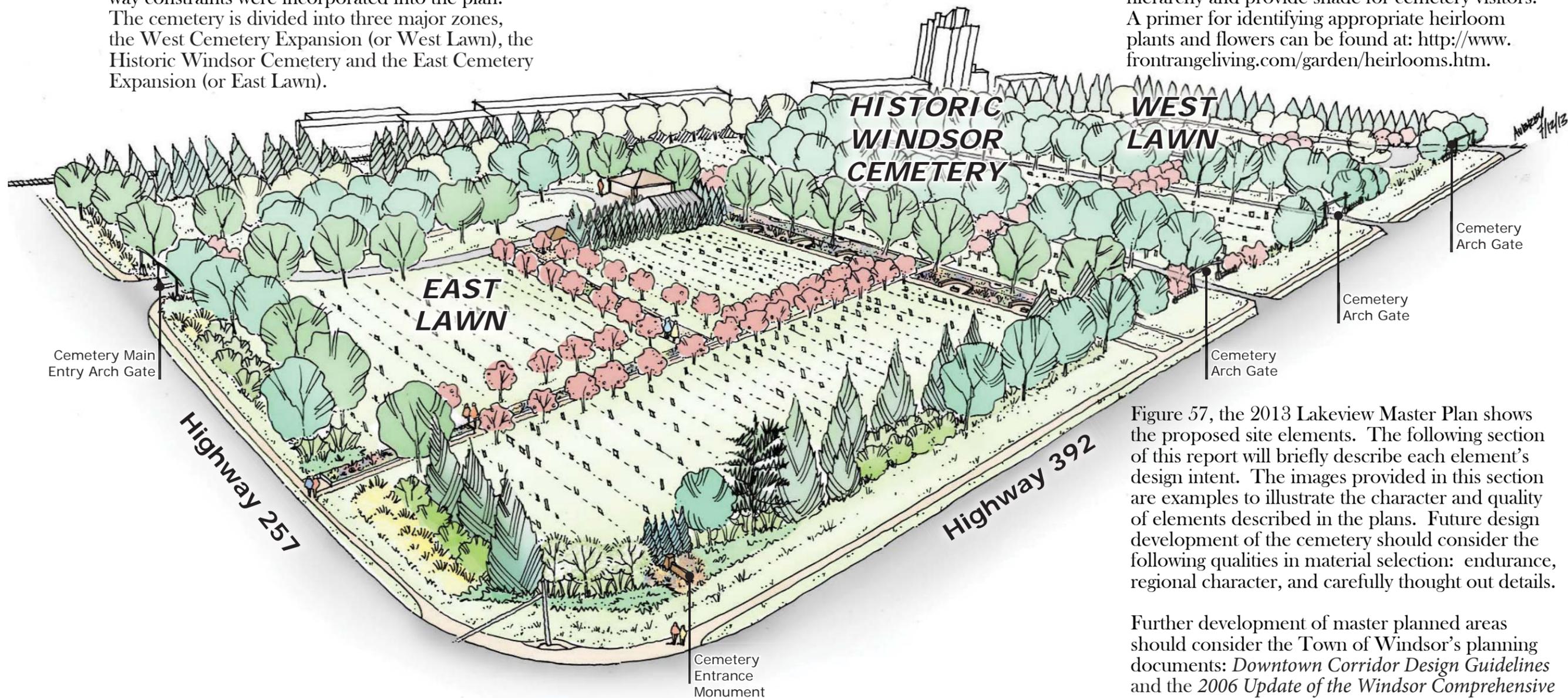
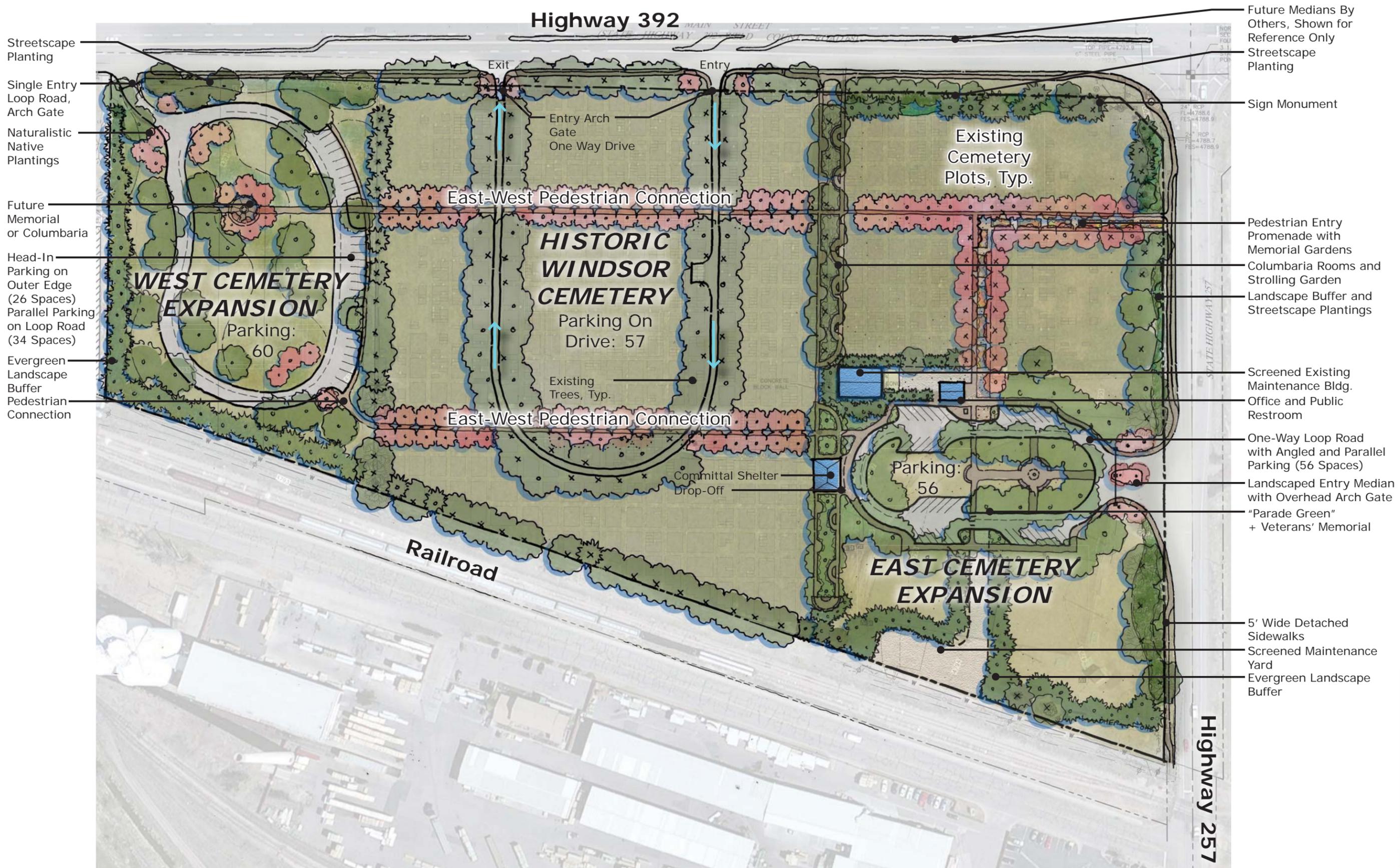


Figure 57, the 2013 Lakeview Master Plan shows the proposed site elements. The following section of this report will briefly describe each element's design intent. The images provided in this section are examples to illustrate the character and quality of elements described in the plans. Future design development of the cemetery should consider the following qualities in material selection: endurance, regional character, and carefully thought out details.

Further development of master planned areas should consider the Town of Windsor's planning documents: *Downtown Corridor Design Guidelines* and the *2006 Update of the Windsor Comprehensive Plan*.



- Streetscape Planting
- Single Entry Loop Road, Arch Gate
- Naturalistic Native Plantings
- Future Memorial or Columbaria
- Head-In Parking on Outer Edge (26 Spaces)
Parallel Parking on Loop Road (34 Spaces)
- Evergreen Landscape Buffer
- Pedestrian Connection

- Future Medians By Others, Shown for Reference Only
- Streetscape Planting
- Sign Monument
- Pedestrian Entry Promenade with Memorial Gardens
- Columbaria Rooms and Strolling Garden
- Landscape Buffer and Streetscape Plantings
- Screened Existing Maintenance Bldg. Office and Public Restroom
- One-Way Loop Road with Angled and Parallel Parking (56 Spaces)
- Landscaped Entry Median with Overhead Arch Gate "Parade Green" + Veterans' Memorial
- 5' Wide Detached Sidewalks
- Screened Maintenance Yard
- Evergreen Landscape Buffer

Figure 57: Approved Master Plan



Master Plan Site Plan Elements

Entry Median with Overhead Arch Gate

A new cemetery entrance, including a new curb cut with associated grading and drainage improvements, will be located on the east side of the cemetery. The new alignment is approximately 150 feet to the south of the existing gravel entry that dead-ends at the maintenance building. Proposed improvements include a two-way entrance with landscape median and a cemetery entry sign. The Town of Windsor desires an overhead ornamental arch gate at this location. The entry provides access to a one way loop road with angled parking and parallel parking along the drive. The parking and road is aligned east-west to provide close access and adjacency to the historic “U” drive and the proposed office, restroom and committal shelter facilities. A drop-off at the committal shelter is included for convenient visitor access and hearse accommodations.

East-West Pedestrian Connections

Accessible walkways spanning across the entire cemetery from the east expansion to the west expansion will provide a route for visitors to safely travel. The walkways are designed to fit in existing grass pathways between existing plots in the historic cemetery, connecting to significant new elements in each expansion. Lining these connections with proposed ornamental flowering trees would provide shade and color. The pathways optimal width is 6 feet to 8 feet wide (Fig 58). The completion of a survey along the planned paths is highly recommended.



Figure 58: Accessible Ornamental Tree Lined Pathway

Streetscape Plantings and Landscape Buffer

Streetscape plantings along the 392 and 257 highway corridors are designed to enhance the visual appearance of the cemetery. Coming from the east along Highway 392, the location of the cemetery is a visual entry and gateway to the Town of Windsor. Streetscape plantings should take the highest priority in this category.

Evergreen plantings along the Railroad right-of-way and the western edge of the cemetery are proposed to provide screening from the adjacent, industrial land uses. These plantings should be second in priority within this category. Further development of these plantings should follow the Town of Windsor’s landscape code:

- *Tree and Landscape Standards, 2006*

Preservation of the Historic Cemetery

No changes to the historic cemetery are proposed with the exception of the Veterans’ Memorial and infill tree planting. The 2013 Master Plan proposes moving the Veterans’ Memorial currently located in the historic cemetery, to a more celebrated location in the east expansion. The new location is designated as the Parade Green and Veterans’ Memorial. The new memorial space is sized to accommodate event demands and is co-located with parking improvements. The Memorial currently occupies one plot of 12 grave sites. Two head-in parking spaces would be dedicated in this location to serve the historic cemetery section.

A volunteer effort shortly after the 2008 Windsor tornado provided numerous new tree plantings in this section of the cemetery. The 2013 Master Plan calls for infill canopy tree plantings along the “U” drive and ornamental tree plantings along the East-West Pedestrian Connections. A tree survey and tree plan are recommended for future infill development and as a basis for developing an arboretum.

Parade Green, Columbaria Plaza and Veterans’ Memorial

The Parade Green and Veterans’ Memorial is programmed to have a formal appearance with a centralized columbaria and/or memorial plaza and a celebrated veterans’ memorial with a flag display. The circular design of the columbaria/memorial allows for inclusion of a sculptural element such



Figure 59: Formal Memorial Rose Garden (A. Hake).



Figure 60: Memorial Rose Trellis (www.examiner.com, 2013).

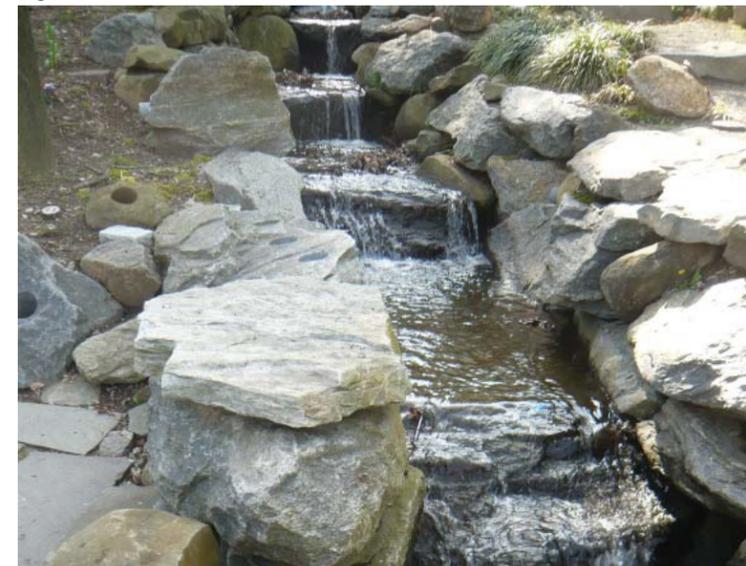


Figure 61: Water Feature - Reflective Element

as an obelisk or central water feature (Figure 61 and 63). Other options could include a pavilion design similar to the image depicting Fairmont's Rose Pavilion (Fig. 62) as a central feature. A trellis system combined with columbaria walls are incorporated on the outer edge of this memorial plaza (Fig. 60). Memorial rose gardens and special paving in the plaza area identify this space as a central gathering point (Fig 59 and 66). This location is ideal for a tribute to those buried in unmarked graves, and for a tribute to Mr. Cobb; potentially moving the graves to a place of honor and recognizing contributions to early Windsor. Each memorial would be built as funds or donations become available or as columbaria/plots are sold in this section of the cemetery and revenue is generated.

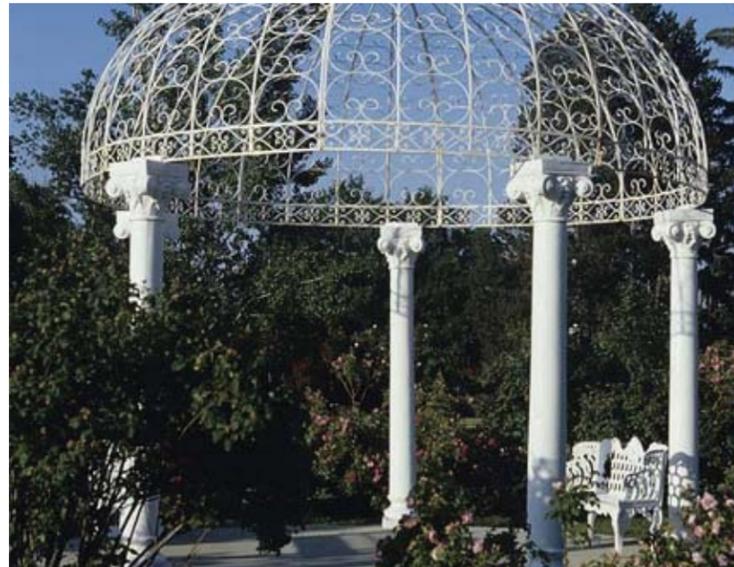


Figure 62: Fairmont Cemetery Rose Pavilion (<http://www.flickr.com>, 2013).

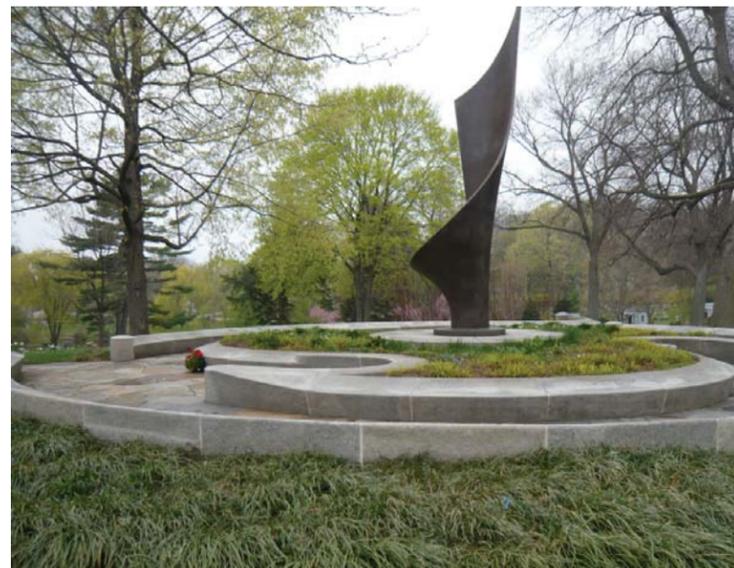


Figure 63: Sculptural Element

Entry Promenade with Memorial Gardens

To increase revenue opportunities and provide an enhanced visitor experience, an entry promenade with memorial gardens is proposed. An accessible 8' concrete path replaces the existing asphalt drive, and runs continuously along the outer edge of the gardens connecting adjacent pedestrian corridors. Remaining paved access is addressed with crusher fines. Each memorial garden is enclosed by a low wrought iron fence, reminiscent of historic cemetery fence (Fig. 64). Each garden has flexibility to be implemented separately and offered at a range of funding levels. A garden could be bought by a group, family or divided amongst individuals. Memorial plaques could be incorporated on the fencing or in ground (Fig 65). Each garden area contains ornamental plantings.



Figure 64: Wrought Iron Fence (www.stewartironworks.com, 2013).



Figure 65: Informal Memorial Garden Example.

Cemetery Office and Committal Shelter

The following plan illustrates the design for the cemetery office and committal shelter areas. The centrally located office is fronted by plaza and special paving (Fig. 66) on three sides of the building with public restroom access to the west. This area is the public face of the cemetery and includes a kiosk when the office is not occupied by a staff person. The office building is situated to help screen the existing maintenance building. The committal shelter is located as close to the historic cemetery as possible to serve current and future needs. A drop-off for visitors and funeral vehicles is provided. Ornamental planting areas provide spatial definition and visual enhancements to the surrounding plaza space.



Figure 66: Artistic Paving Design

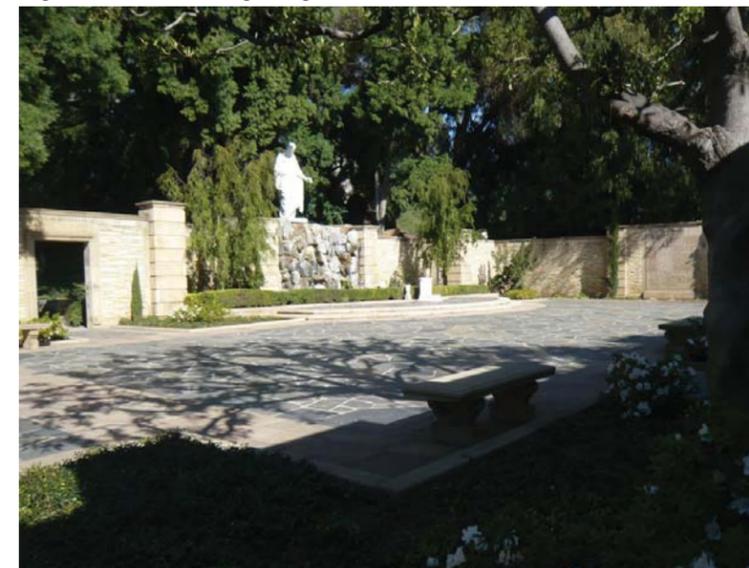


Figure 67: Reflective Plaza.



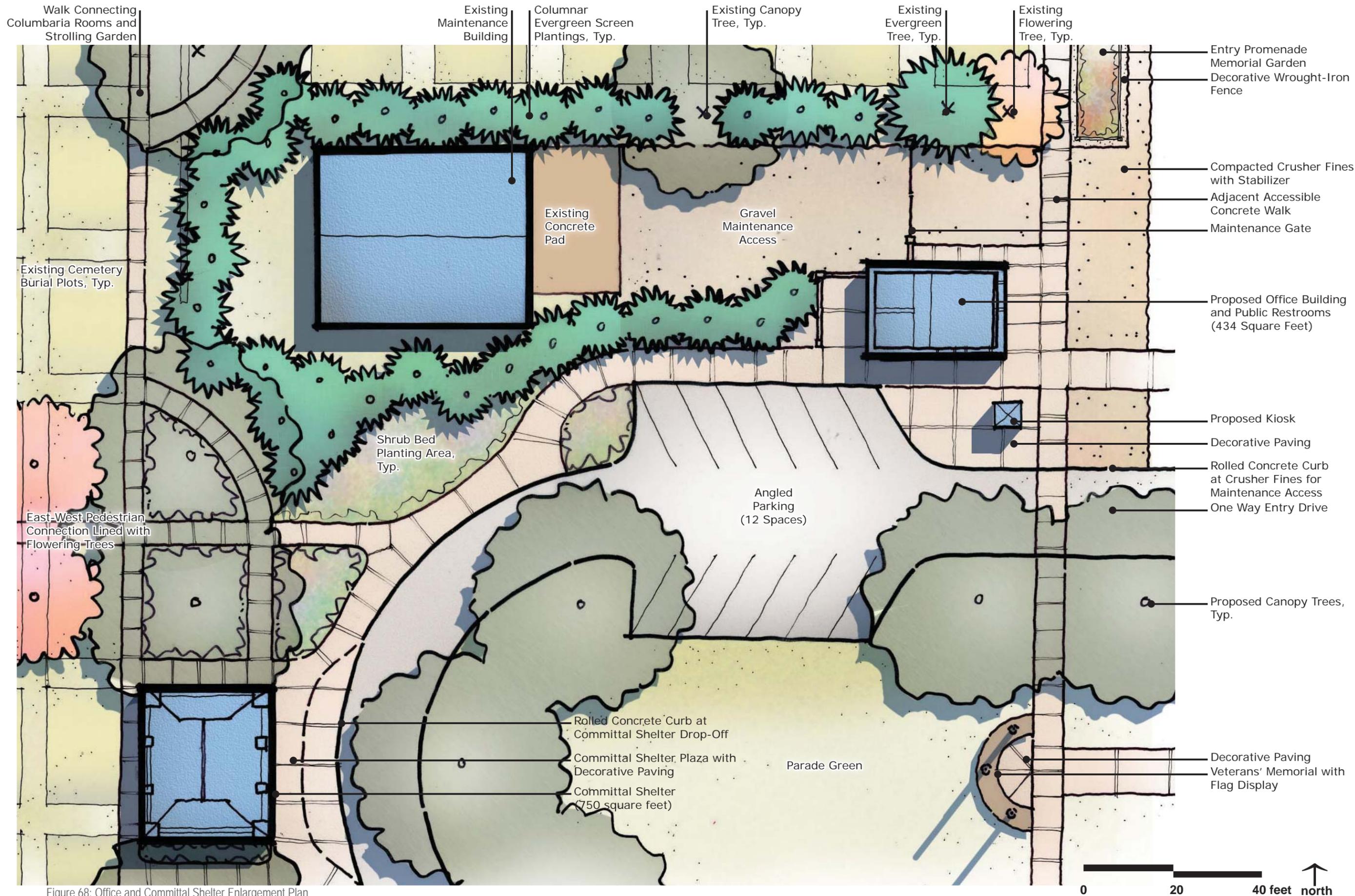


Figure 68: Office and Committal Shelter Enlargement Plan

Columbaria Rooms and Strolling Garden

The columbaria rooms and strolling garden are a unique site element feature integrated with a historic irrigation ditch, built in 1916. The raised irrigation ditch runs along the top of a small north/south mound that extends from the northern edge of the cemetery to approximately the existing maintenance building. This mound is the high point of the cemetery. This design extends south past the committal shelter and is terminated at each end with a seating area and a sculptural or water feature element.

The perspective on the following page illustrates how small columbaria rooms are carved out of the east side of the mound, preserving the historic irrigation ditch in place. Spatially, these rooms

create intimate gathering and seating areas within the strolling garden. Aesthetically, preserving the mound allows for the protection of the existing canopy trees that provide shade and structure to the space. The integrated design of the columbaria rooms creates a unique site feature out of an existing land form.

Each columbaria room may be implemented as funding is available. The design of the columbaria rooms should be completed initially for use in future phasing to maintain a consistent aesthetic. The height of the walls should allow for long views across the cemetery. This combined with the length of the walls will determine the number of columbaria niches available for each room.

Along the west side of the irrigation ditch, small seating nodes containing one bench, may be carved into the mound. These seating areas, situated on the highest vantage point within the cemetery, provide places for reflection and rest with views west toward the Front Range and historic cemetery. Shrub areas separate each of the columbaria rooms. The added height of small to medium shrubs provides a sense of enclosure and privacy while maintaining site safety considerations. All existing cemetery plots and grave sites are preserved with this design.

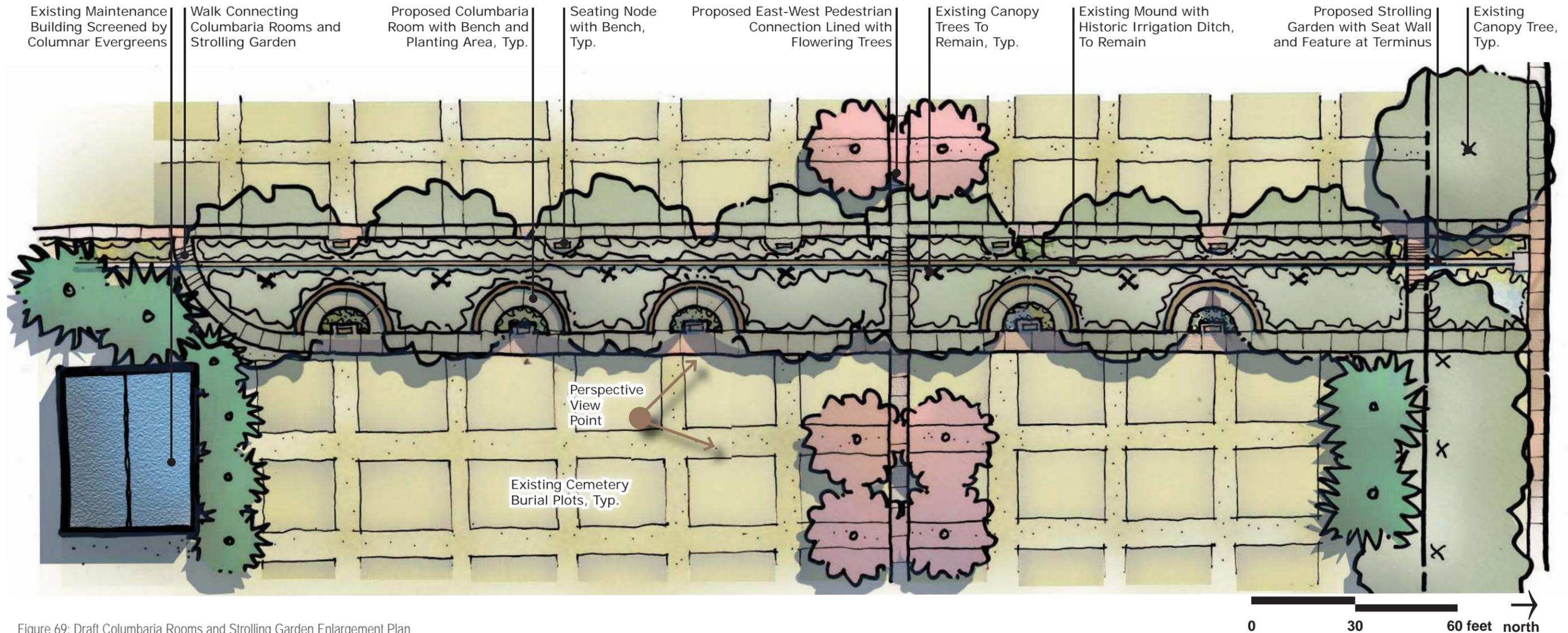


Figure 69: Draft Columbaria Rooms and Strolling Garden Enlargement Plan

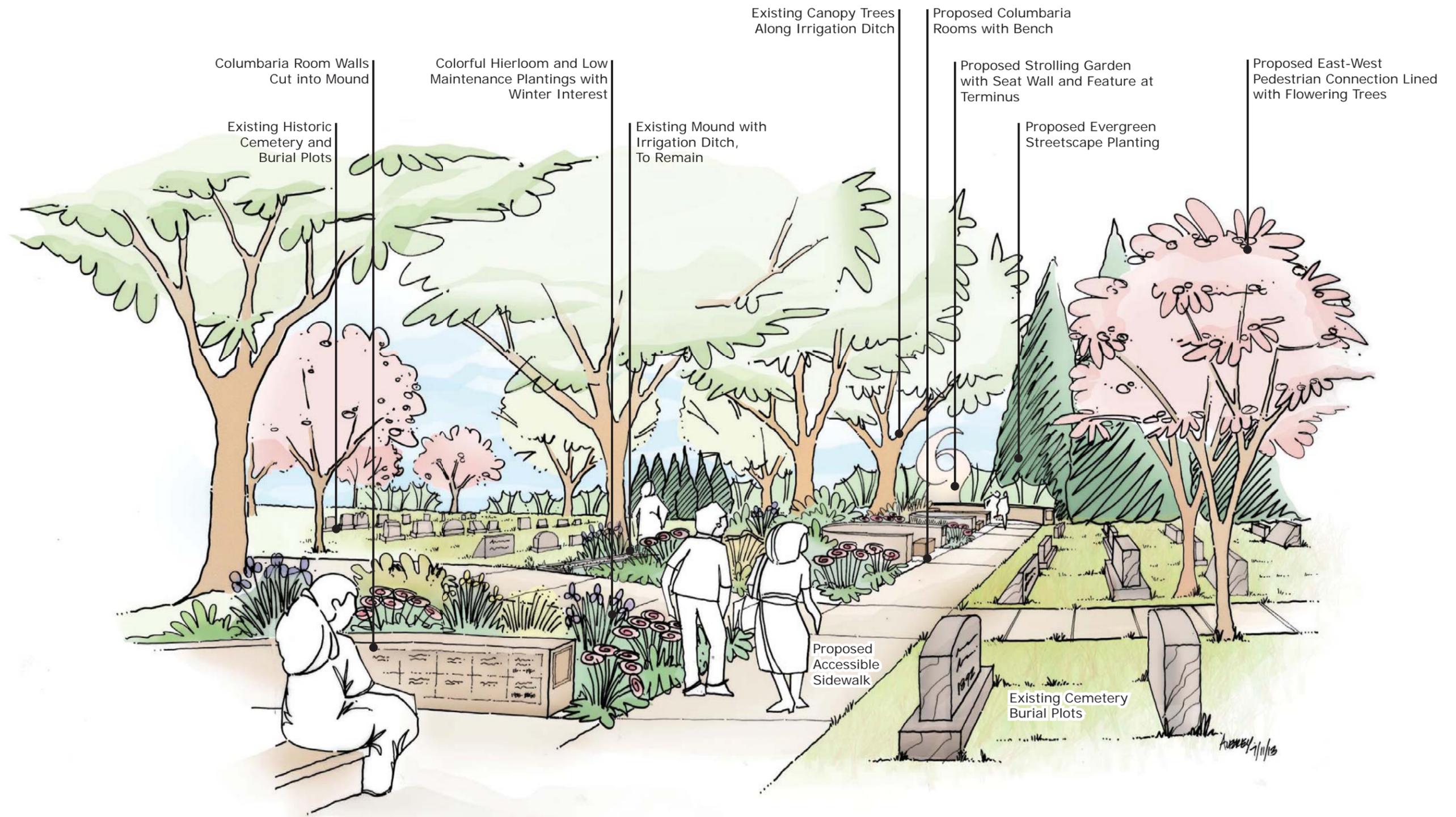


Figure 70: Columbaria Rooms and Strolling Garden Perspective Looking North

Western Expansion

The western expansion is designed to echo a more naturalistic form in terms of site layout and design elements and plantings.

Due to the number of existing grave sites that remain unsold and the new grave sites and other interment options planned for the east expansion, it is expected that the west expansion will not be developed for a considerable amount of time.

A Veterans' Cemetery designation was explored as another potential source of funding and concluded not feasible. Tom Paquelet, Project Manager and Landscape Architect with the Department of Veterans' Affairs in Washington DC advised that in order to start the process for becoming a Veterans' Cemetery (State or National), the land must be state owned, operated and maintained. Also, veterans within a 75 mile radius of an existing state or national cemetery are considered already served. Fort Logan serves the veteran population of Windsor. Given the 75 mile radius requirement, Windsor would not be able to pursue a State or National Veterans Cemetery designation or grant monies to fund one.

Another potential option is to pursue the designation of a Green Cemetery by the Green Burial Council and develop the land as a natural burial area. Green burial is further discussed in the Regional Cemetery Study under Current Market Offerings.

Maintenance Building and Maintenance Yard

The existing maintenance building resides in the location of the proposed Sexton's building from the 2009 CSU Master Plan.

The Architectural Assessment, conducted by The Architects' Studio, is provided in Appendix B. TAS's review discusses potential options for the maintenance building including removal, renovation and relocation. The assessment was used to guide the design decisions for the 2013 Lakeview Master Plan keeping in mind that the maintenance building may be removed or relocated in the future. The design for the current plan accounts for these future options in terms of spatial relationships and flexibility.

The maintenance building and maintenance yard are shown in this 2013 Lakeview Master Plan as screened by columnar evergreens and fencing, with gates. Ideally, the maintenance building would be relocated or removed to the location as shown in the 2009 CSU Master Plan (Appendix A). This location maintains the separation of public realm and operations. It is beneficial to keep the functions of the public realm and maintenance operations separate in terms of aesthetics, scale, conflicts of maintenance equipment and visitors, and general site circulation.

Moving the maintenance building to, and keeping the maintenance yard adjacent to the railroad right-of-way along the south side of the east expansion parcel would be of great long-term benefit to the cemetery. The area once occupied by the building would allow for a better spatial configuration of the office building and public front plaza space and connections to the committal shelter. It would also allow for a stronger, cohesive connection of the north/south Strolling Garden and Columbaria Rooms.

The major benefits of removing the maintenance building from the core of the cemetery are:

- A cohesive spatial design of the cemetery is achieved by separating the public realm from the maintenance and operations realm.
- Additional space for the office building and visitor/public front of the cemetery.
- Stronger connection of the proposed Strolling Garden and Columbaria Rooms.
- Columbaria niches and grave sites adjacent to the existing maintenance area would be more desirable locations for interments.

Providing the visual and physical connection of space within the core of the cemetery without the imposing industrial look and feel of the maintenance building has intangible monetary benefits. Separating conflicting uses may provide more cost recovery in terms of selling more columbaria niches and traditional burial sites adjacent to the area of the existing maintenance building.

Cemetery Plot Plan

The cemetery plot plan provides the plot layout for the new west expansion and east expansion. The graphic shown on the following page maintains the existing plot layout dimensions from the historic cemetery (occupied plots are blue, sold plots are yellow, the white space represents unsold plots). The pattern is carried to each new expansion area and shown for the maximum development of traditional burial plots (new plots shown in green).

The Town of Windsor may choose to designate certain sections of new traditional plots as cremains plots, and to designate a specific number of allowed earth interred cremains per plot.

The location of the existing Veterans Memorial (to be moved to a celebrated location in the east expansion design) is the size of one plot, or 12 grave sites. These grave sites may be sold once the new Veterans Memorial is constructed.

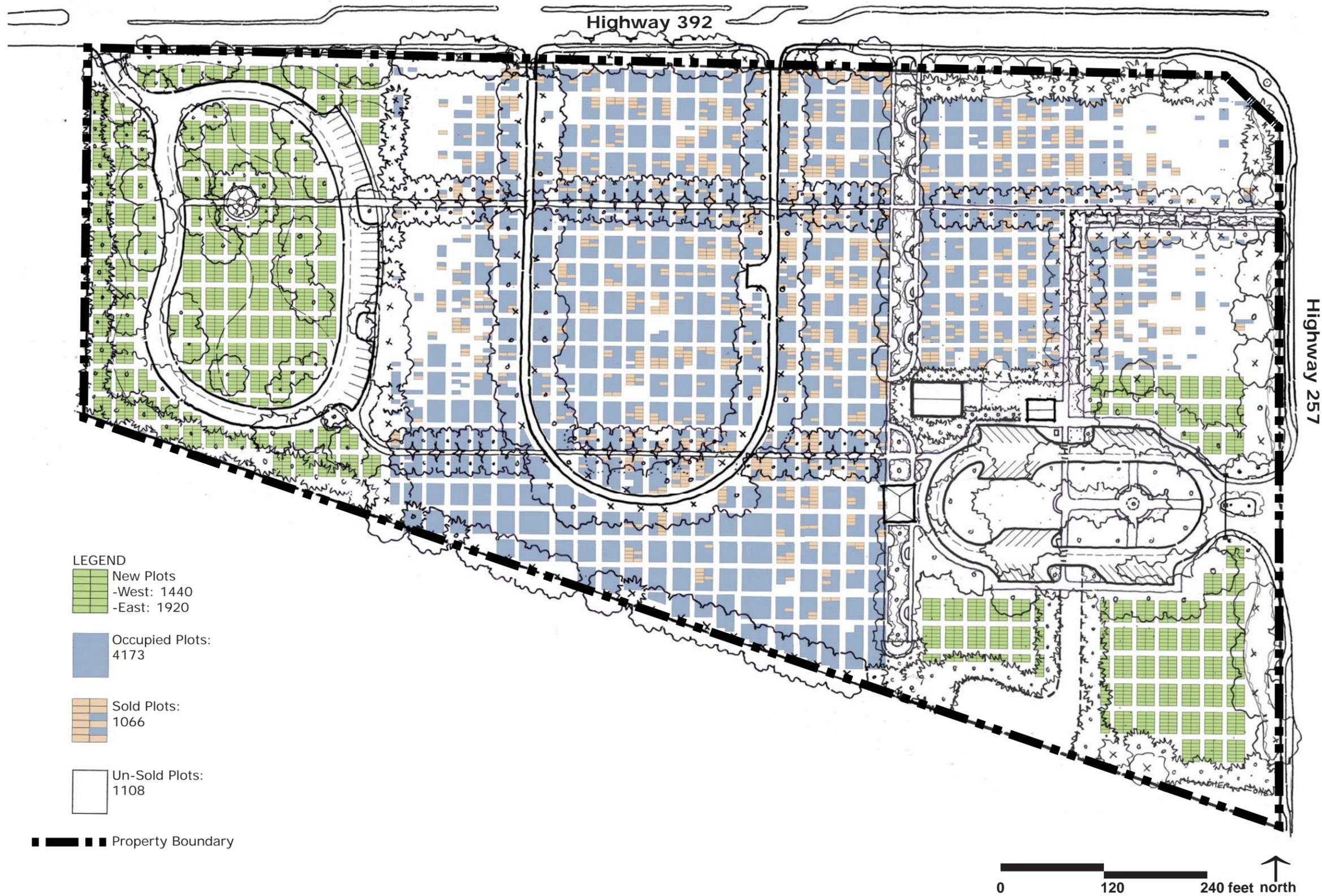


Figure 71: Cemetery Plot Plan

Cemetery Entrance Monument

A sign location study was conducted to determine the best location for the cemetery entrance monument sign. The original location identified in the 2009 CSU Master Plan placed the sign on the corner of Highway 392 and 257. This location is problematic due to utility and right-of-way conflicts, poor visibility and drainage obstruction. A significant grade difference between the road level and ground level and the highway right-of-way limitations contributes to these issues.

The sign was shifted to the west along Highway 392 right-of way as the location is more visible in terms of grade difference and less conflict with utilities. There is more room for planting and streetscape corridor enhancements. The sign design is to match the new Town of Windsor entry sign located at CO Road 17 from Greeley, designed by DaVinci Sign Systems, Inc.

An alternate sign location west of the intersection is the best fit for the selected sign design and site conditions (Fig 72 and 74).

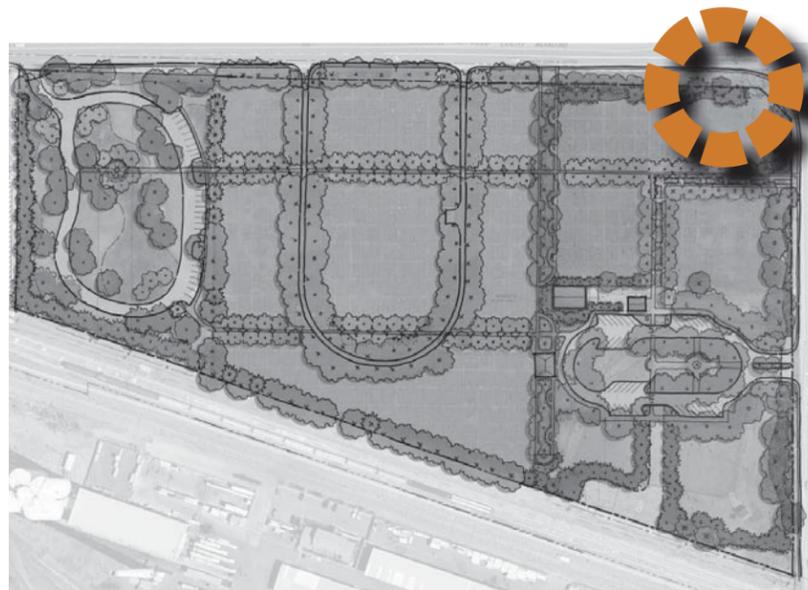


Figure 72: Key Map Sign Location Plan

The sign location plan (Fig. 72) shows the location of the sign in relation to the highway right-of-way and existing cemetery grave sites and unoccupied plots. The available contiguous plot spaces adjacent to the sign will be utilized to provide an evergreen and planting backdrop to frame the sign and increase visibility from the road (Fig 74).

A new sign standard is in the process of development by the Town of Windsor. The sign (Figure 73) reflects the materials and finishes adopted in the new standard. A size hierarchy should be established with the new standard. The sign design shown on this page was the completed sign size for the Town entry sign on CO Rd 17.

The sign should read “Lakeview Cemetery” and maintain the same proportions, materials and design developed in this illustrative example.

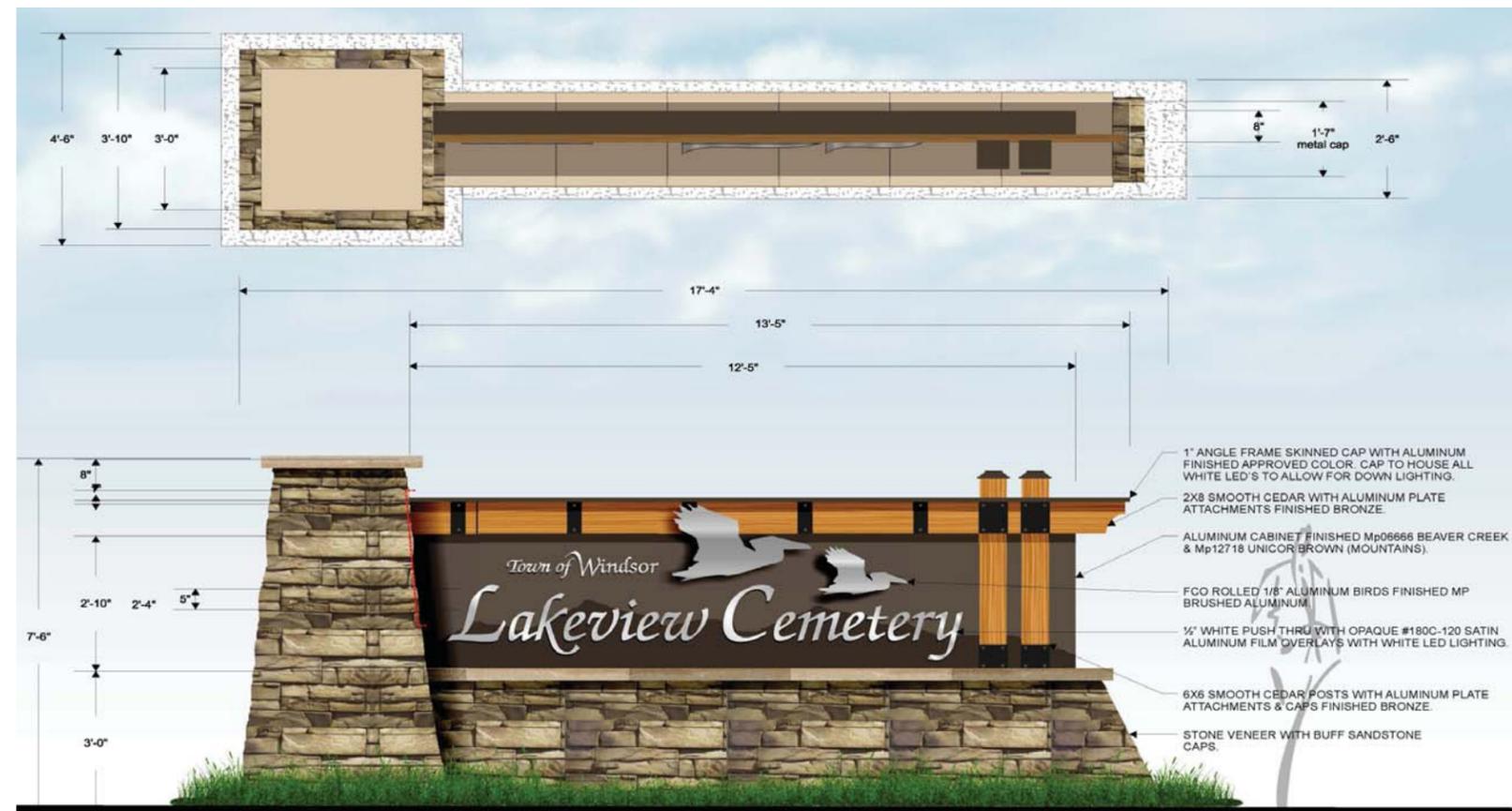


Figure 73: Town of Windsor Entry Signage, Designed by DaVinci Sign Systems, Inc., Not to Scale, Not for Construction.





Figure 74: Cemetery Monument Sign Location Plan with Survey: Southwest Corner of Highway 392 and 257

Main Entry and Archway Gates

An overhead ornamental gate will be incorporated at each entry to the historic “U” drive, the new main entrance, and the West Lawn entrance to replace the overhead gates damaged in the 2008 Windsor tornado. The gate illustration shown in Figure 76

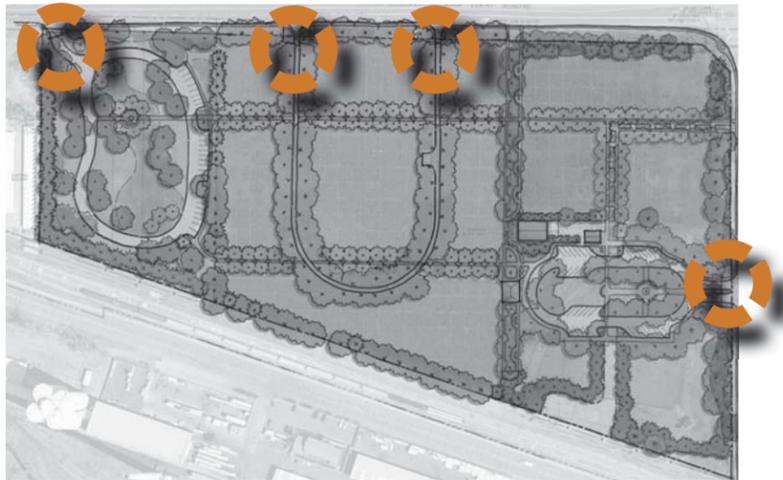


Figure 75: Cemetery Main Entry Gate Location Key Map

and the associated plan (Fig. 77) are typical for the three gates that would be located along Highway 392. The fourth gate for the main entry on Highway 257 would mimic materials and style from this gate but may need to be modified in size and potentially contain a double arch to span the entry.

The stone column bases would be of the same material and proportions as the “Welcome to Windsor” cemetery monument sign. The pelican symbol from that sign is also incorporated. The iron design for the columns represents wheat, one of Windsor’s first agricultural crops. A simple iron fence would extend out from the main arch on both sides, terminated by a smaller stone column. Area identification (Historic Cemetery, East Lawn, West Lawn) would be done on the main arch columns with iron pin mounted letters, simplifying the entries and eliminating the need for a separate arch design and area identification sign. These letters may be installed at a later date.

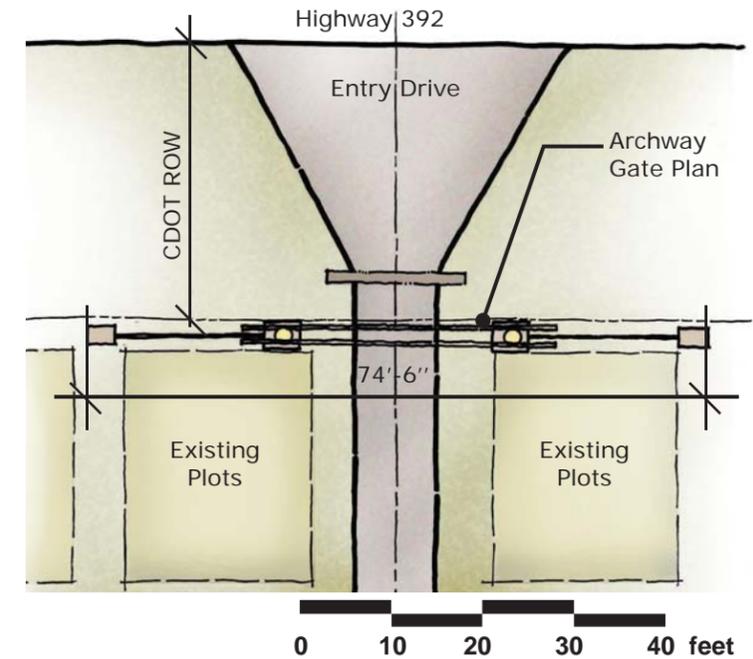


Figure 77: Typical Cemetery Archway Gate Plan

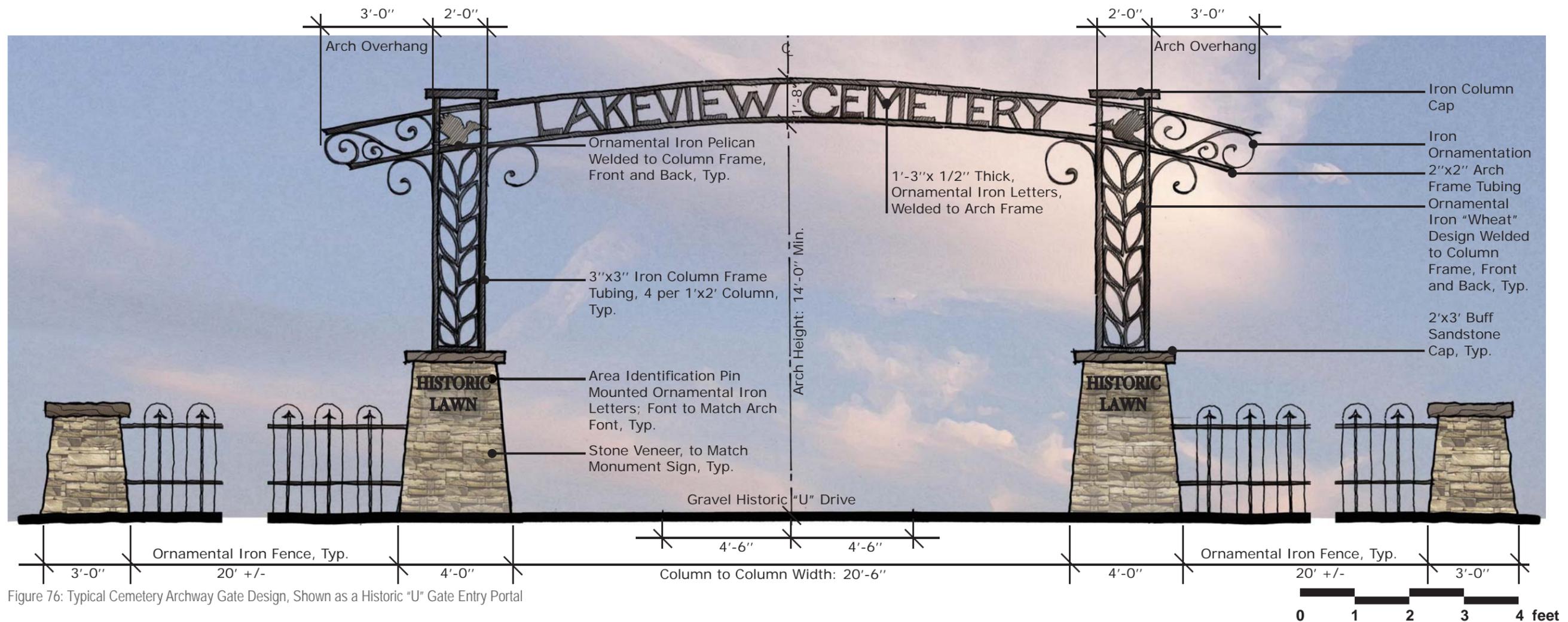


Figure 76: Typical Cemetery Archway Gate Design, Shown as a Historic "U" Gate Entry Portal



OPINION OF PROBABLE CONSTRUCTION COSTS

The following Opinion of Probable Construction Costs (pp. 38-39) is a master plan level project implementation estimate that includes unit quantities, estimated costs, standard estimate markups and contingencies, and quantitative assumptions for the programmatic elements included in the master plan. This estimate should be used for preliminary budgeting purposes only.

The master plan is a long range implementation plan, a range of initial development phases are identified in this document and includes: Phase I - the cemetery entry monument sign and two entry archway gates; Phase II - streetscape plantings and sidewalks along both highways; Phase III - east cemetery expansion and any additional improvements to the historic portion of the cemetery, and; Phase IV - west cemetery expansion. The phases are graphically illustrated on page 37.

Phase I is currently planned for implementation in 2013 -2014 and will represent an important first step in the long range redevelopment of the cemetery. Developing the highway corridors and streetscape plantings, entry signage and entry gates, will greatly improve the edges and most visible areas of the cemetery increasing the perceived value of the cemetery site, including its important place in the community, and provide intangible cost recovery in terms of a higher demand for interment options.

Future phases include developing the east cemetery expansion providing a new main entry and public/visitor greeting area. Its adjacency to the existing historic cemetery also affords a more efficient expansion and development. The planned last area to develop is the west cemetery expansion. The parcel may remain fallow as is, seeded with native grasses, or be used as a temporary public open space or park until there is a need for further expansion.

Recommendations on Cost Recovery

This master plan process and cost opinion is the first step in developing a long range economic plan. A goal of this plan would be to define a process to help recover a portion of the investment required for the implementation of the master plan as well as helping to financially support the perpetual operations and maintenance of the site.

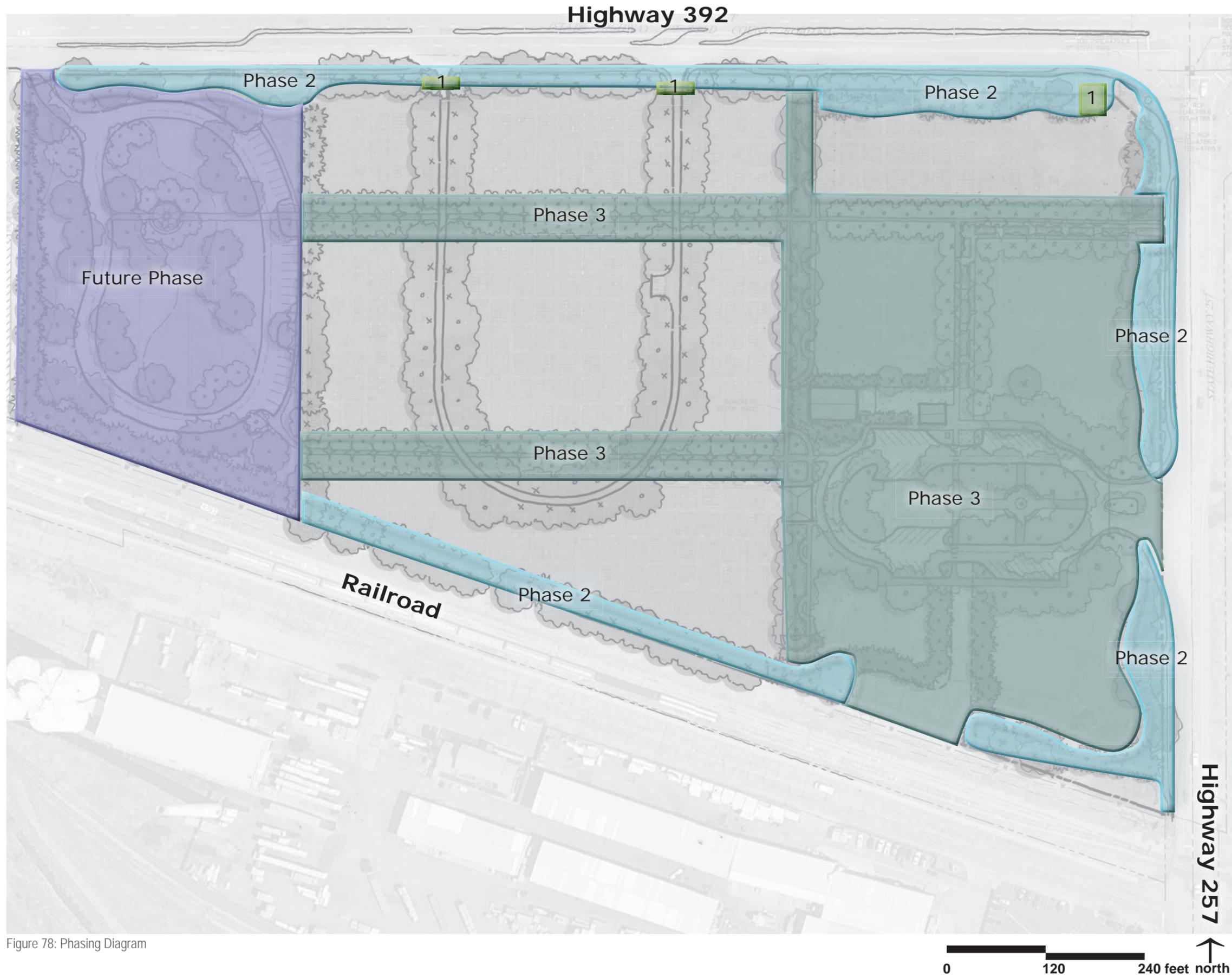
The Town currently has a Perpetual Care Fund (PCF) as a part of the interment fees at the cemetery. This fund is currently supplemented by other funding sources to support the operations and maintenance of the cemetery.

Based on the findings of the Regional Cemetery Comparison Study, included in this master plan (pp. 7-15), several cost recovery recommendations include:

- Establish a set amount or percent of interment fees to be deposited in the currently established Perpetual Care Fund (PCF).
- Consider setting a higher percentage (40 percent, for example) to go toward the PCF, to build the principal. The percentage should be based on, as a starting point, projected operations and maintenance expenses, projected capacity, area population growth and death rates.
- Decide whether to reinvest interest in the PCF or utilize the investment to help fund master planned capital improvements and maintenance. Determine if there are other revenue sources to subsidize cemetery expenses (i.e. oil and gas royalties).
- Review existing fees based on information provided in this report. Determine whether to raise fees, raise fees yearly in accordance with inflation or to keep the existing fee rates.

Several actions discussed during the development the master plan include:

1. Depositing cemetery fees directly into the established Perpetual Care Fund. Developing a long term investment strategy will help to support the master planned development of the cemetery as well as assist with operations and maintenance of the cemetery when it may be at or near capacity.
2. Provide multiple interment options. Interment options and flexibility are designed into the 2013 Master Plan. This is the best opportunity to keep built in flexibility for the future while thoughtfully planning the build-out of the cemetery. Multiple interment options will allow for a diversity of revenue sources given the changing market and uncertain future public preferences.
3. Identification of revenue sources, other than the sale of interment rights, to help to offset the proposed capital improvements and operations and maintenance costs. These sources may include the following:
 - Utilize royalties, such as oil and gas to help support the cemetery.
 - Organize cemetery tours or other events for an admission fee to help support the cemetery as well as increase public awareness of the historic site.
 - Development of a memorial donations program.
 - Private fundraising (See Regional Cemetery Comparison Study section regarding cemetery trends).
4. Cemetery Business Plan. Develop a business plan for the development, operations and maintenance and marketing.



- PHASE 1**
 -Cemetery Entrance Monument
 -Archway Gates (2) on Historic "U" Drive, and Irrigation (not diagrammed)

- PHASE 2**
 -Streetscape: Perimeter sidewalk, landscaping and Railroad screen plantings

- PHASE 3**
 -East-West Pedestrian connections with flowering tree plantings
 -Veteran's plaza, committal shelter and drop-off, restroom, plaza paving, arch gate entry, parking, flag pole, plantings, maintenance building and access, maintenance yard and access
 -Columbaria Rooms/strolling garden with walks and plantings
 -Memorial garden promenade with walks and ornamental planting beds

- FUTURE PHASE**
 -Drive paving and parking with curb/gutter, pedestrian walks, plaza/gathering node and plantings

*Note: The phasing diagram is a graphic representation of phasing as described in the opinion of probable costs. This cost model provides additional flexibility and detail to allow for changes in future funding cycles.

Figure 78: Phasing Diagram

0 120 240 feet north



TOWN OF WINDSOR
COLORADO



RPA

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Sept. 30, 2013

CONSTRUCTION COST

Lakeview Cemetery
Master Plan
WINDSOR, COLORADO



WINDSOR LAKEVIEW CEMETERY											PLAN DATE: 6/18/2013	
MASTER PLAN OPINION OF PROBABLE COST											PREPARED BY: AH	
Robert Peccia & Associates											CHECKED BY: MK, PEH, GH	
July 19, 2013												
ITEM	UNIT	UNIT COST	Phase 1		Phase 2		Phase 3		Future Phase		Total Project Cost	NOTES
			QTY.	EXTENDED COST	QTY.	EXTENDED COST	QTY.	EXTENDED COST	QTY.	EXTENDED COST		
DEMOLITION												
Asphalt Removal	SF	\$1.25	0	\$0	0	\$0	6,909	\$8,636	0	\$0	\$8,636	Entry drive to be closed and converted to 'Promenade'; rotomill and recycle
Concrete Removal	SF	\$1.00	0	\$0	0	\$0	1,313	\$1,313	0	\$0	\$1,313	walk from maintenance to historic 'U'
Concrete Curb	LF	\$4.55	0	\$0	0	\$0	94	\$428	88	\$400	\$828	assumes reinforced
Trees - Transplanting	EA	\$650.00	0	\$0	0	\$0	10	\$6,500	0	\$0	\$6,500	Assumes that trees will be spaded, held on site and transplanted
Trees - Remove	EA	\$650.00	0	\$0	0	\$0	2	\$1,300	0	\$0	\$1,300	
Clear and Grub Site	AC	\$2,500.00	0	\$0	0	\$0	5.6	\$14,000	4	\$9,750	\$23,750	Proposed development areas only
Misc. Demolition	Allow	\$10,000.00	0	\$0	0	\$0	1.0	\$10,000	1	\$10,000	\$20,000	
CATEGORY SUBTOTAL				\$0		\$0		\$42,177		\$20,150	\$62,327	
EARTHWORK AND STORM DRAINAGE												
Erosion Control Plan Implementation	Allow	\$10,000.00	0	\$0	0	\$0	1	\$10,000	0	\$0	\$10,000	prepare plan and update during construction
Storm Drainage - ponds	Allow	\$5,000.00	0	\$0	0	\$0	1	\$5,000	0	\$0	\$5,000	At 'parade green' on east
Storm Water Culverts / Pedestrian Crossings	EA	\$1,000.00	0	\$0	0	\$0	4	\$4,000	1	\$1,000	\$5,000	Culvert at ped. crossings
Excavate	CY	\$3.50	0	\$0	0	\$0	1,500	\$5,250	1,500	\$5,250	\$10,500	Assumes 1 ft depth at road/street parking areas
Backfill	CY	\$3.50	0	\$0	0	\$0	1,500	\$5,250	1,500	\$5,250	\$10,500	Assumes on site balance - 1ft depth
Haul Excess Excavation	CY	\$3.50	0	\$0	0	\$0	0	\$0	0	\$0	\$0	Assumes on site balance
Strip and Stockpile Topsoil	CY	\$2.50	0	\$0	0	\$0	6,063	\$15,157	4,180	\$10,451	\$25,608	8" depth; west side:169322sf; east side: 245567sf
Place Topsoil	CY	\$2.50	0	\$0	0	\$0	6,063	\$15,157	4,180	\$10,451	\$25,608	Spread all stockpile soil
Fine Grading	SF	\$0.05	0	\$0	0	\$0	6,063	\$303	4,180	\$209	\$512	disturbed areas
CATEGORY SUBTOTAL				\$0		\$0		\$60,117		\$32,611	\$92,728	
ROADS AND PARKING												
Aggregate Base Course Subgrade	CY	\$14.00	0	\$0	0	\$0	534	\$7,472	499	\$6,979	\$14,451	phase 1 - east side:28820sf; phase 2 west side: 26920sf
Subgrade Prep Road Paving	SY	\$0.65	0	\$0	0	\$0	3,202	\$2,081	2,991	\$1,944	\$4,026	assumes 6" depth ABC at asphalt paving
Asphalt Road Paving	Ton	\$75.00	0	\$0	0	\$0	696	\$52,231	651	\$48,788	\$101,019	prepare and roll sub-base, small area
Aggregate Base Course Paving (Maintenance)	SY	\$7.24	0	\$0	0	\$0	1,575	\$11,401	0	\$0	\$11,401	4" depth; 145pcf
Subgrade Prep Road Paving (Maintenance)	SY	\$1.51	0	\$0	0	\$0	1,575	\$2,378	0	\$0	\$2,378	6" depth, 1 1/2" crushed stone base
Pavement Marking	Allow	\$5,000.00	0	\$0	0	\$0	1	\$5,000	1	\$5,000	\$10,000	prepare and roll sub-base, small area
Concrete Curb	LF	\$10.00	0	\$0	0	\$0	2,368	\$23,680	2,324	\$23,240	\$46,920	Parking striping
Rolled Concrete Curb	LF	\$10.00	0	\$0	0	\$0	154	\$1,540	0	\$0	\$1,540	curb and gutter, 24" wide
Accessible Ramp	EA	\$1,000.00	0	\$0	5	\$5,000	5	\$5,000	5	\$5,000	\$15,000	Concrete curb at drop off/committal shelter and maint. Access
Wheelstops	EA	\$175.00	0	\$0	0	\$0	4	\$700	2	\$350	\$1,050	ADA ramp at road crossings
CATEGORY SUBTOTAL				\$0		\$5,000		\$111,483		\$91,301	\$207,784	ADA Parking Spaces Only
SITE WORK PAVEMENT												
Decorative Plaza Paving	SF	\$5.50	0	\$0	0	\$0	6,174	\$33,957	1,144	\$6,292	\$40,249	Decorative paving at committal, office building and columbaria
Seat Wall	FSF	\$45.00	0	\$0	0	\$0	626	\$28,170	0	\$0	\$28,170	Stone faced CMU, at veterans plaza and promenade terminus
Concrete Walks	SF	\$4.50	0	\$0	11,835	\$53,258	27,044	\$121,698	3,817	\$17,177	\$192,132	5" Thick, integral color, includes roadway sidewalk
Crusher Fines	CY	\$15.00	0	\$0	0	\$0	697	\$10,451	0	\$0	\$10,451	4" depth, with stabilizer
Steel Header Edging	LF	\$4.70	0	\$0	0	\$0	983	\$4,620	0	\$0	\$4,620	5" steel edging strips w/stakes 1/4"x5"; at DG walks - east side only
CATEGORY SUBTOTAL				\$0		\$53,258		\$198,896		\$23,469	\$275,622	
SITE FURNISHINGS AND FENCE												
Service Gate	EA	\$2,500.00	0	\$0	0	\$0	2	\$5,000	0	\$0	\$5,000	to maintenance building and maintenance yard
Decorative Fencing at Promenade Garden Beds	LF	\$45.00	0	\$0	0	\$0	837	\$37,665	0	\$0	\$37,665	48.40/LF for 5' high decorative fence
Benches	EA	\$1,200.00	0	\$0	0	\$0	30	\$36,000	0	\$0	\$36,000	Pedestrian walks, columbaria rooms
Bike Racks	EA	\$1,000.00	0	\$0	0	\$0	1	\$1,000	1	\$1,000	\$2,000	east and west sides.
Bollards	EA	\$1,200.00	0	\$0	0	\$0	8	\$9,600	0	\$0	\$9,600	at committal shelter
Trash Receptacle	EA	\$750.00	0	\$0	0	\$0	5	\$3,750	2	\$1,500	\$5,250	Removable liner.
Trash Dumpster Enclosure	EA	\$5,000.00	0	\$0	0	\$0	1	\$5,000	0	\$0	\$5,000	Dumpster size TBD, located in maintenance.
CATEGORY SUBTOTAL				\$0		\$0		\$98,015		\$2,500	\$100,515	
SITE SIGNAGE & GATES												
Regulatory Signage	EA	\$500.00	5	\$2,500	0	\$0	2	\$1,000	3	\$1,500	\$5,000	rules and regs, handicap signage
Wayfinding Signage	EA	\$1,000.00	0	\$0	0	\$0	5	\$5,000	5	\$5,000	\$10,000	at pedestrian and vehicle entries and historic cemetery entries
Information/Interpretive Kiosk	EA	\$7,500.00	0	\$0	0	\$0	1	\$7,500	1	\$7,500	\$15,000	Roadway, parking, and pedestrian areas.
Monument Sign	EA	\$45,000.00	1	\$45,000	0	\$0	0	\$0	0	\$0	\$45,000	Windsor Monument Sign
Entry Ornamental Gate (Archway) and Signage	EA	\$35,000.00	2	\$70,000	0	\$0	1	\$35,000	1	\$35,000	\$140,000	Roadway, parking, and pedestrian areas.
CATEGORY SUBTOTAL				\$117,500		\$0		\$48,500		\$49,000	\$215,000	
SITE LIGHTING/ELECTRICAL/SECURITY												
Parking Lot Lighting	EA	\$6,000.00	0	\$0	0	\$0	6	\$36,000	6	\$36,000	\$72,000	safety and night lighting
Site Pedestrian Lighting	EA	\$3,500.00	0	\$0	0	\$0	6	\$21,000	6	\$21,000	\$42,000	safety and night lighting
Site Entry Lighting	Allow	\$7,500.00	0	\$0	0	\$0	1	\$7,500	1	\$7,500	\$15,000	
Electrical Service and Distribution	Allow	\$50,000.00	0	\$0	0	\$0	1	\$50,000	1	\$50,000	\$100,000	
CATEGORY SUBTOTAL				\$0		\$0		\$114,500		\$114,500	\$229,000	

ITEM	UNIT	UNIT COST	Phase 1 Entry Sign, Arch Gate, Irrigation		Phase 2 Streetscape		Phase 3 East Cem Expansion		Future Phase West Cem. Expansion		Total Project Cost		NOTES
			QTY.	EXTENDED COST	QTY.	EXTENDED COST	QTY.	EXTENDED COST	QTY.	EXTENDED COST	TOTAL COST	TOTAL COST	
PLANTING													
Trees - Deciduous Shade - 4.0" Caliper	EA	\$450.00	0	\$0	5	\$2,250	47	\$21,150	31	\$13,950	\$37,350	east/historic/west: 28/24/31	
Trees - Ornamental - 3.0" Caliper	EA	\$350.00	0	\$0	1	\$350	94	\$32,900	17	\$5,950	\$39,200	east/historic/west: 25/70/17	
Trees - Conifers - 10' Height, 8' Height, 6' Height	EA	\$500.00	0	\$0	23	\$11,500	21	\$10,500	25	\$12,500	\$34,500	east/historic/west: 42/2/25	
Trees- Conifers - Columnar - Maint. Screen	EA	\$350.00	0	\$0	0	\$0	32	\$11,200	0	\$0	\$11,200	columnar evergreens at maintenance building	
Shrub Bed: Buffer/Streetscape	SF	\$8.00	0	\$0	24,055	\$192,440	0	\$0	6,979	\$55,832	\$248,272		
Shrub Bed: Planting	SF	\$5.00	0	\$0	0	\$0	11,695	\$58,475	0	\$0	\$58,475		
Rose/Special Ornamental Plantings	SF	\$10.00	0	\$0	0	\$0	3,434	\$34,340	0	\$0	\$34,340		
Soil Prep	SF	\$0.05	0	\$0	24,055	\$1,203	15,241	\$762	34,273	\$1,714	\$3,678	Compost and fertilizer as required at shrubs and turf.	
Native Turf Grasses	SF	\$0.20	0	\$0	0	\$0	0	\$0	27,294	\$5,459	\$5,459	restored areas	
Hydro Mulch	AC	\$2,500.00	0	\$0	0	\$0	0	\$0	3	\$7,500	\$7,500	restored areas 130,462/43560=3ACRES	
Grass Seed	AC	\$1,009.00	0	\$0	0	\$0	0	\$0	0	\$0	\$0	mechanical seeding 215lbs/acre	
Turfgrass Sod	MSF	\$249.75	0	\$0	0	\$0	112	\$27,972	103.2	\$25,766	\$53,738	Parade Green only	
CATEGORY SUBTOTAL				\$0		\$207,743		\$197,299		\$128,671	\$533,712		
IRRIGATION													
Pump Controls	LS	\$3,000.00	0	\$0	2	\$6,000	0	\$0	0	\$0	\$6,000	Updated by: BCJ 7/17/2013	
Water Supply, New Well or City Tap	LS	\$15,000.00	0	\$0	0	\$0	0	\$0	1	\$15,000	\$15,000	As required, Irritech estimate	
Controller	LS	\$2,200.00	0	\$0	1	\$2,200	1	\$2,200	1	\$2,200	\$6,600	New water supply required for west expansion area	
Mainline	LF	\$4.00	0	\$0	2,100	\$8,400	1,600	\$6,400	1,400	\$5,600	\$20,400	Central per city std, Irritech estimate	
Turf Irrigation - Existing Turf	SF	\$0.45	0	\$0	491,877	\$221,345	0	\$0	0	\$0	\$221,345	Irritech estimate	
Turf Irrigation - New Turf & Shrub Areas	SF	\$0.55	0	\$0	0	\$0	131,401	\$72,271	137,297	\$75,513	\$147,784	Existing areas, Irritech estimate	
Drip or Bubbler Irrigation - Streetscape Planting Areas	SF	\$0.80	0	\$0	42,937	\$34,350	0	\$0	0	\$0	\$34,350	new/proposed irrigated areas, Irritech estimate	
CATEGORY SUBTOTAL				\$0		\$272,294		\$80,871		\$98,313	\$451,478	Drip or bubblers to shrubs and trees, Irritech estimate	
MAINTENANCE FACILITY SITE													
Security Fencing	LF	\$35.00	0	\$0	0	\$0	22	\$770	0	\$0	\$770	Solid screen fencing.	
Road Access Gate	EA	\$2,500.00	0	\$0	0	\$0	2	\$5,000	0	\$0	\$5,000	AT Maintenance road	
CATEGORY SUBTOTAL				\$0		\$0		\$5,770		\$0	\$5,770		
MAINTENANCE BUILDING (Remodel)													
Remodel Interior Spaces	LS	\$38,000.00	0	\$0	0	\$0	1	\$38,000	0	\$0	\$38,000	estimate from TAS; full utilities and HVAC, staff restroom	
Remodel Exterior Spaces	LS	\$90,000.00	0	\$0	0	\$0	1	\$90,000	0	\$0	\$90,000	estimate from TAS; foundation frost wall, walls, roofing	
Furnishings, Fixtures & Equipment (FFE)	Allow	\$25,000.00	0	\$0	0	\$0	1	\$25,000	0	\$0	\$25,000		
CATEGORY SUBTOTAL				\$0		\$0		\$153,000		\$0	\$153,000		
OFFICE BUILDING													
New Building	S.F.	\$250.00	0	\$0	0	\$0	250	\$62,500	0	\$0	\$62,500	For good quality const. materials; estimate from TAS	
Furnishings, Fixtures & Equipment (FFE)	Allow	\$10,000.00	0	\$0	0	\$0	1	\$10,000	0	\$0	\$10,000		
CATEGORY SUBTOTAL				\$0		\$0		\$72,500		\$0	\$72,500		
RESTROOMS													
New Building	S.F.	\$450.00	0	\$0	0	\$0	130	\$58,500	0	\$0	\$58,500	For good quality const. materials; estimate from TAS	
Furnishings, Fixtures & Equipment (FFE)	Allow	\$5,000.00	0	\$0	0	\$0	1	\$5,000	0	\$0	\$5,000	part of office building	
CATEGORY SUBTOTAL				\$0		\$0		\$63,500		\$0	\$63,500		
COMMITAL SHELTER													
New Building	S.F.	\$200.00	0	\$0	0	\$0	750	\$150,000	0	\$0	\$150,000	For good quality const. materials; estimate from TAS	
CATEGORY SUBTOTAL				\$0		\$0		\$150,000		\$0	\$150,000		
CEMETERY ELEMENTS													
Columbarium Walls	Allow	\$10,000.00	0	\$0	0	\$0	11	\$110,000	4	\$40,000	\$150,000	Incl. Columbarium Plaza and Columbaria Rooms	
Overhead Memorial Trellis at Columbarium Plaza	Allow	\$25,000.00	0	\$0	0	\$0	1	\$25,000	1	\$25,000	\$50,000		
Bubbler Fountain in Columbarium Plaza	Allow	\$10,000.00	0	\$0	0	\$0	1	\$10,000	0	\$0	\$10,000		
Veterans Flag Pole Area and Memorial	Allow	\$10,000.00	0	\$0	0	\$0	1	\$10,000	0	\$0	\$10,000		
CATEGORY SUBTOTAL				\$0		\$0		\$155,000		\$65,000	\$220,000		
SUBTOTAL				\$117,500		\$538,295		\$1,551,627		\$625,314.69	\$2,832,937		
Master Plan Contingency	20.0%			\$23,500.00		\$107,658.90		\$310,325.49		\$125,063	\$566,547		
Contractor's General Conditions and Profit	7.5%			\$8,812.50		\$40,372.09		\$116,372.06		\$46,899	\$212,455		
Contractor's Bonds, Permits, Etc.	1.5%			\$1,762.50		\$8,074.42		\$23,274.41		\$9,380	\$42,491		
Contractor's Overhead and Profit	6.0%			\$7,050.00		\$32,297.67		\$93,097.65		\$37,519	\$169,964		
Escalation (to Spring 2014)	3.0%			\$3,525.00		\$16,148.84		\$46,548.82		\$18,759	\$84,982		
Owner's Construction Contingency	3.0%			\$3,525.00		\$16,148.84		\$46,548.82		\$18,759	\$84,982		
GRAND TOTAL				\$165,675		\$758,995		\$2,187,795		\$881,693.71	\$3,994,159		

- NOTES**
- This is an order of magnitude estimate and is based on work completed to date. The quantities shown are approximate.
 - Construction Costs do not include costs incurred for phased project development. Phasing strategies and limits are to be vetted through a Town of Windsor Process prior to final acceptance.
 - Contingency percentages are included in the estimate. The schematic design contingency accounts for the many details and associated costs that are yet unknown. Within master planning and schematic design phases, 15 to 20 percent is the accepted norm. The owner's construction contingency allows for change orders and unforeseen conditions and/or costs that may be encountered during the construction phase. This contingency was removed at the owner's request.
 - Costs given assume that all improvements will be made under contract with a qualified contractor. No adjustments have been made for volunteer labor and/or donated materials.
 - Design and/or Planning consultant fees are not included.

TOWN OF WINDSOR
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CONSTRUCTION COST

Lakeview Cemetery
 Master Plan
 WINDSOR, COLORADO

Sept. 30, 2013

ACKNOWLEDGMENTS

TOWN OF WINDSOR

Parks, Recreation & Culture

Melissa Chew, Director of Parks Recreation & Culture
Wade Willis, Parks and Open Space Manager
Carrie N. Knight, Art & Heritage Manager

Town Board
Parks, Recreation and Culture Board
Historic Commission Board
Planning Commission

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Note: Photography of images from pages 14, 16-18, 30 and 31 of this report are by Herb Schaal and Earen Hummel, formerly of EDAW|AECOM, unless otherwise noted.

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ACKNOWLEDGEMENTS
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Master Plan
WINDSOR, COLORADO



Master Plan Design Concepts

Lakeview Cemetery

Windsor, CO



Summer 2009



Master Plan Design Concepts
Lakeview Cemetery
Windsor, Colorado

Prepared for: City of Windsor
Prepared by: CSU-DOLA Technical Assistance Program
- Melanie Ames, Landscape Architect Intern
- Michael Tupa, Program Coordinator
- Kayla Hirsch, Interior Design Intern
- Anne Skobacz, Interior Design Intern

Final Draft: August 10, 2009



Lakeview Cemetery
Master Plan
WINDSOR, COLORADO

MASTER PLAN
APPENDICES

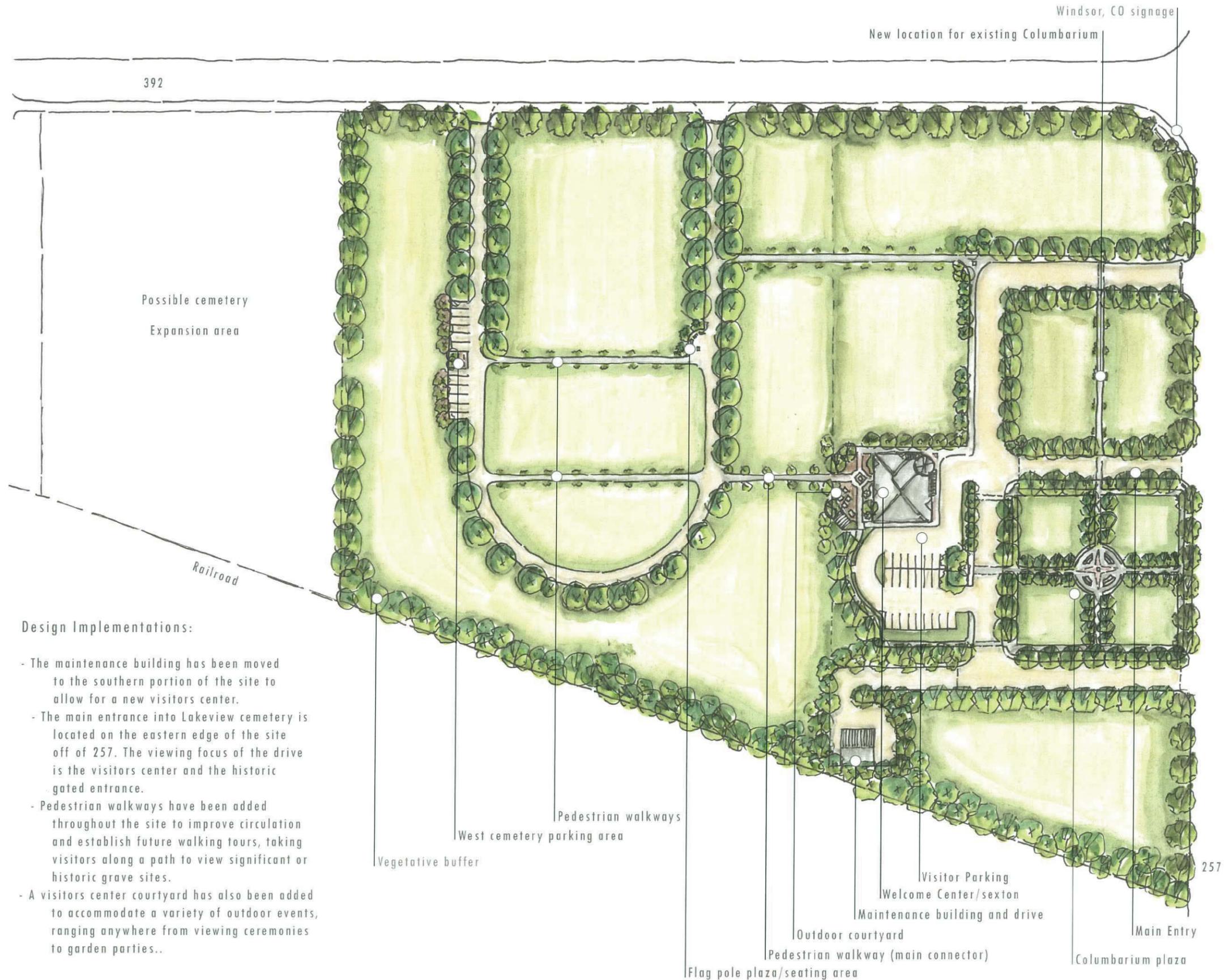
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Cemetery Master Plan

windsor, co

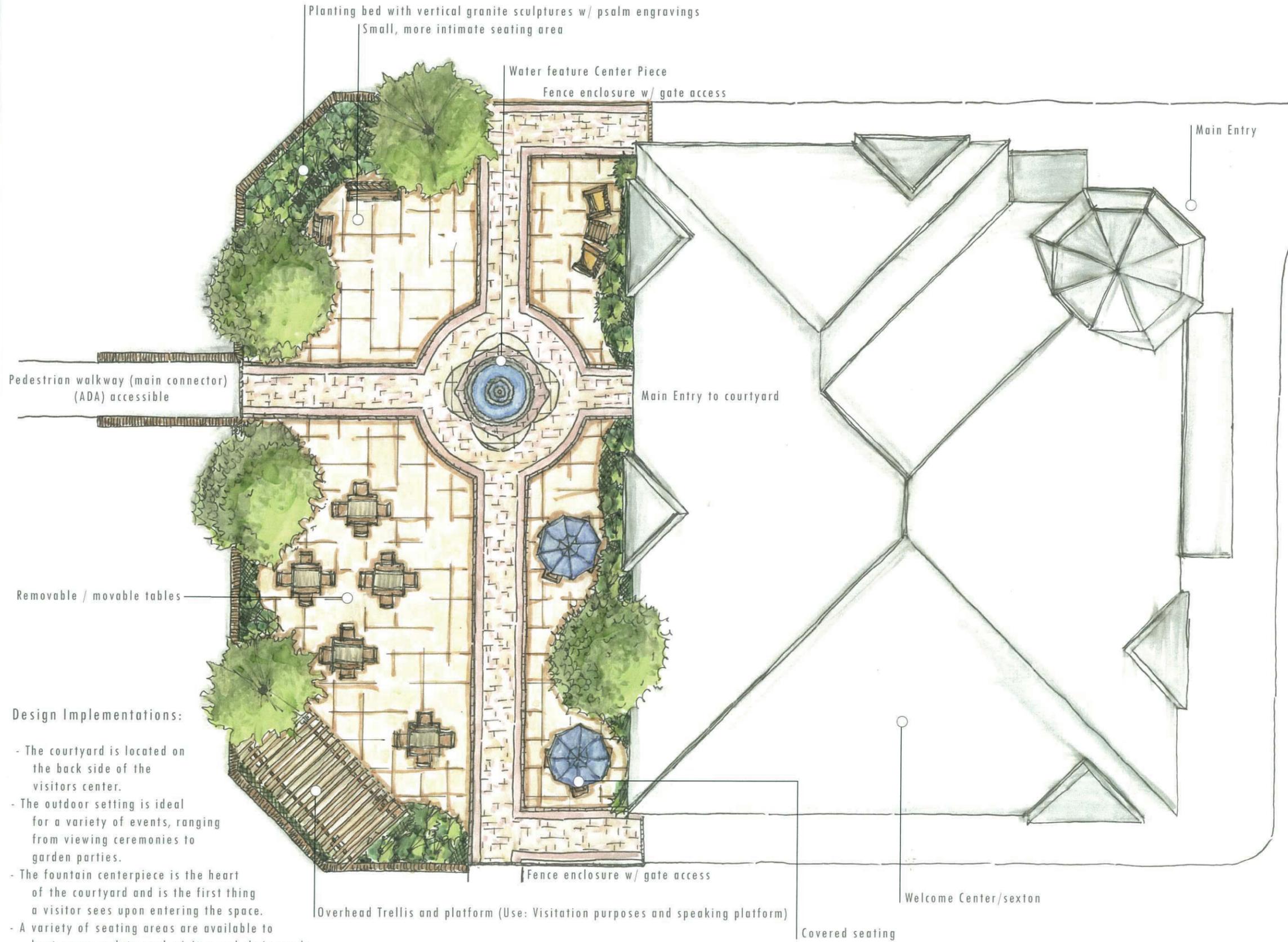


Design Implementations:

- The maintenance building has been moved to the southern portion of the site to allow for a new visitors center.
- The main entrance into Lakeview cemetery is located on the eastern edge of the site off of 257. The viewing focus of the drive is the visitors center and the historic gated entrance.
- Pedestrian walkways have been added throughout the site to improve circulation and establish future walking tours, taking visitors along a path to view significant or historic grave sites.
- A visitors center courtyard has also been added to accommodate a variety of outdoor events, ranging anywhere from viewing ceremonies to garden parties..

Cemetery courtyard Master Plan

windsor, co



Design Implementations:

- The courtyard is located on the back side of the visitors center.
- The outdoor setting is ideal for a variety of events, ranging from viewing ceremonies to garden parties.
- The fountain centerpiece is the heart of the courtyard and is the first thing a visitor sees upon entering the space.
- A variety of seating areas are available to best accommodate each visitor and their needs.

Alternate layout #1



Lakeview Cemetery
Master Plan
WINDSOR, COLORADO

APPENDICES
MASTER PLAN

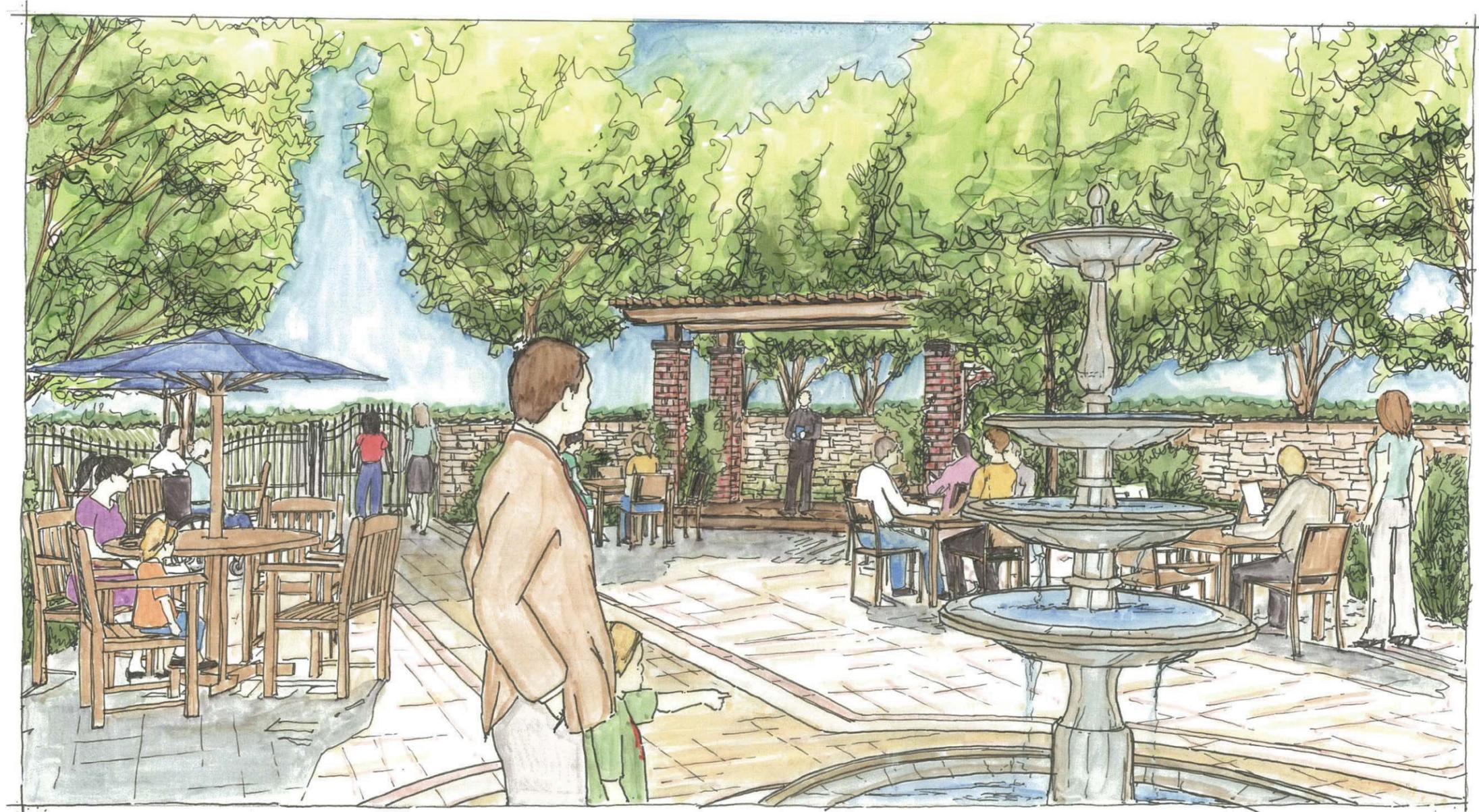
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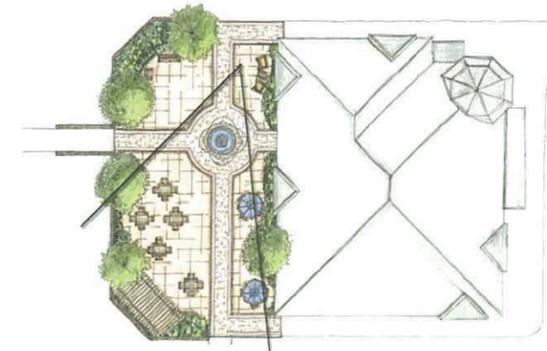
Courtyard perspective

View: facing South/west



Design Implementations:

- The stage or platform located in the middle of the above illustration would serve as both a speaking and viewing area. Its structure, meant to somewhat mimic the character of the visitors center.
- The courtyard is enclosed by a retaining wall and wrought iron fence, insuring both safety and privacy.
- The courtyard is able to seat a maximum of 34 people in a variety of seating areas.
- A leading connection point has also been establish on the west side of the courtyard, this particular path will be the starting point for the walking tours and also the point where visitors can view a map of the cemetery (depicting areas / graves of interest) and pick up pamphlets.

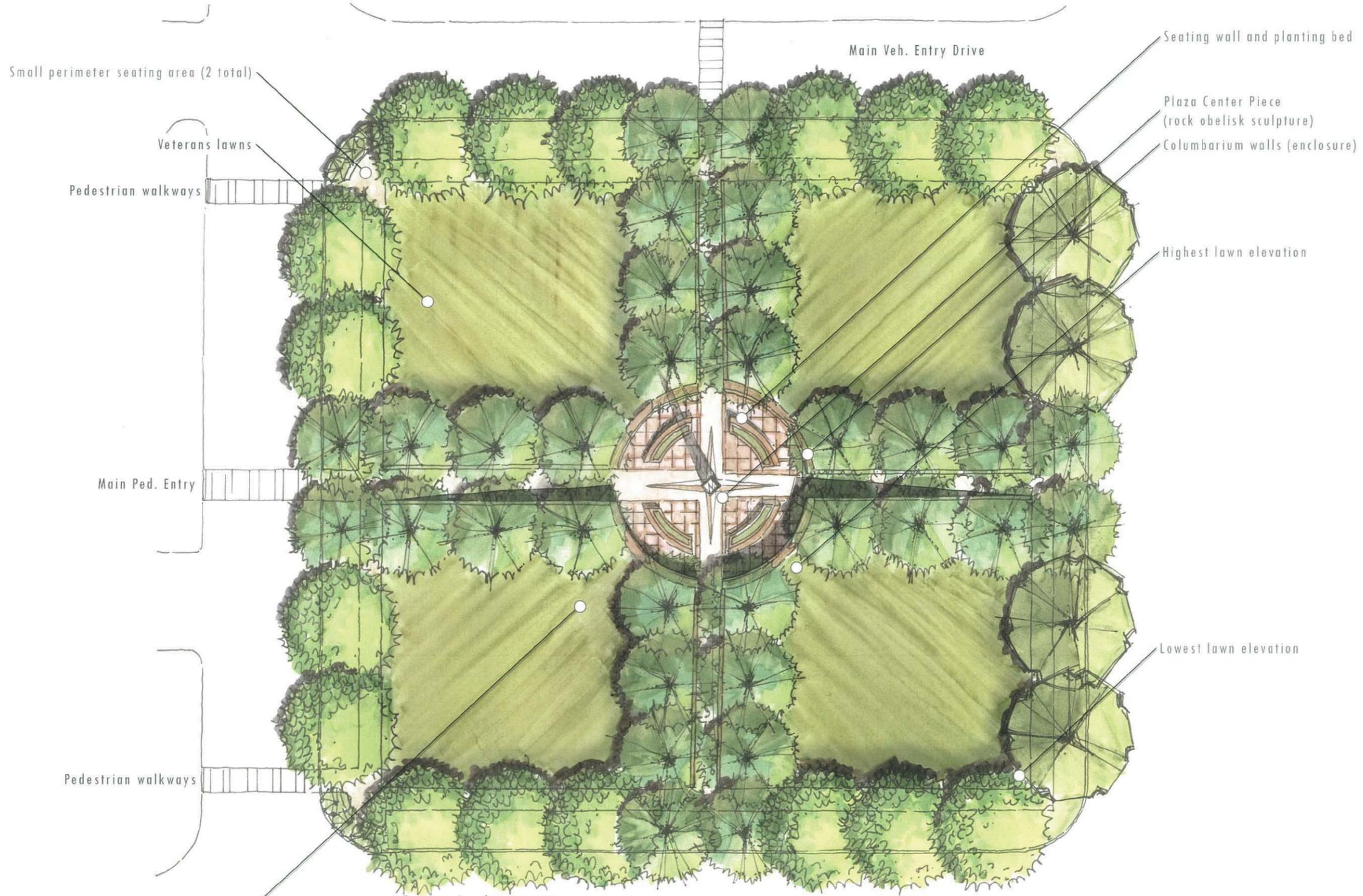


Conceptual view of the Cemetery Courtyard

Columbarium Plaza

Concept master plan

windsor, co



Design Implementations:

- The Columbarium plaza is accessible through 4 major avenues, the primary being the visitors center connection
- A 30ft high rock obelisk sculpture is located in the center of the columbarium plaza, drawing the visitors eye into the space.
- The surrounding lawns are sloped towards the columbarium walls in an effort to exaggerate the enclosure around the plaza.

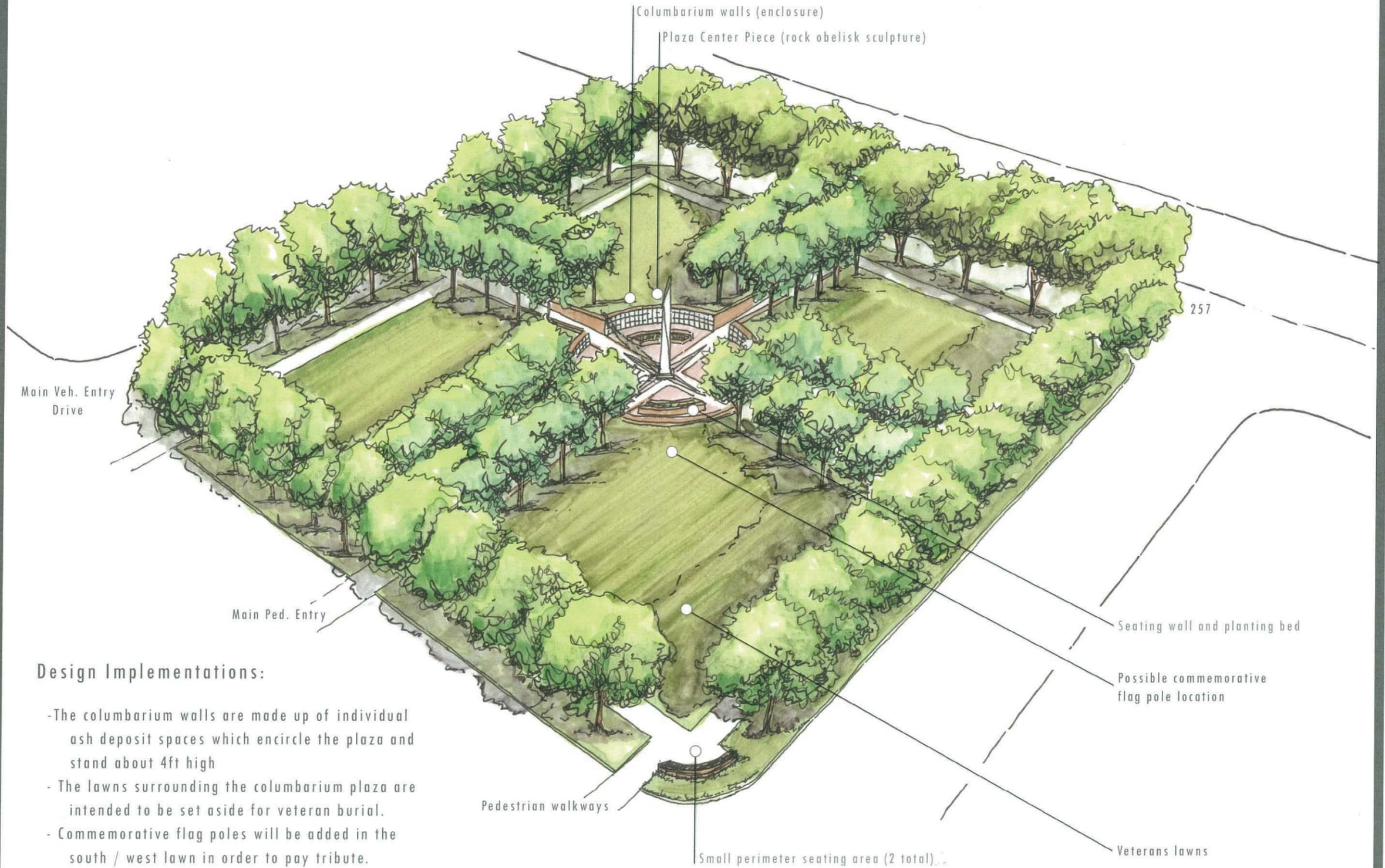


Columbarium plaza: plan view



Columbarium Plaza

Aerial Perspective



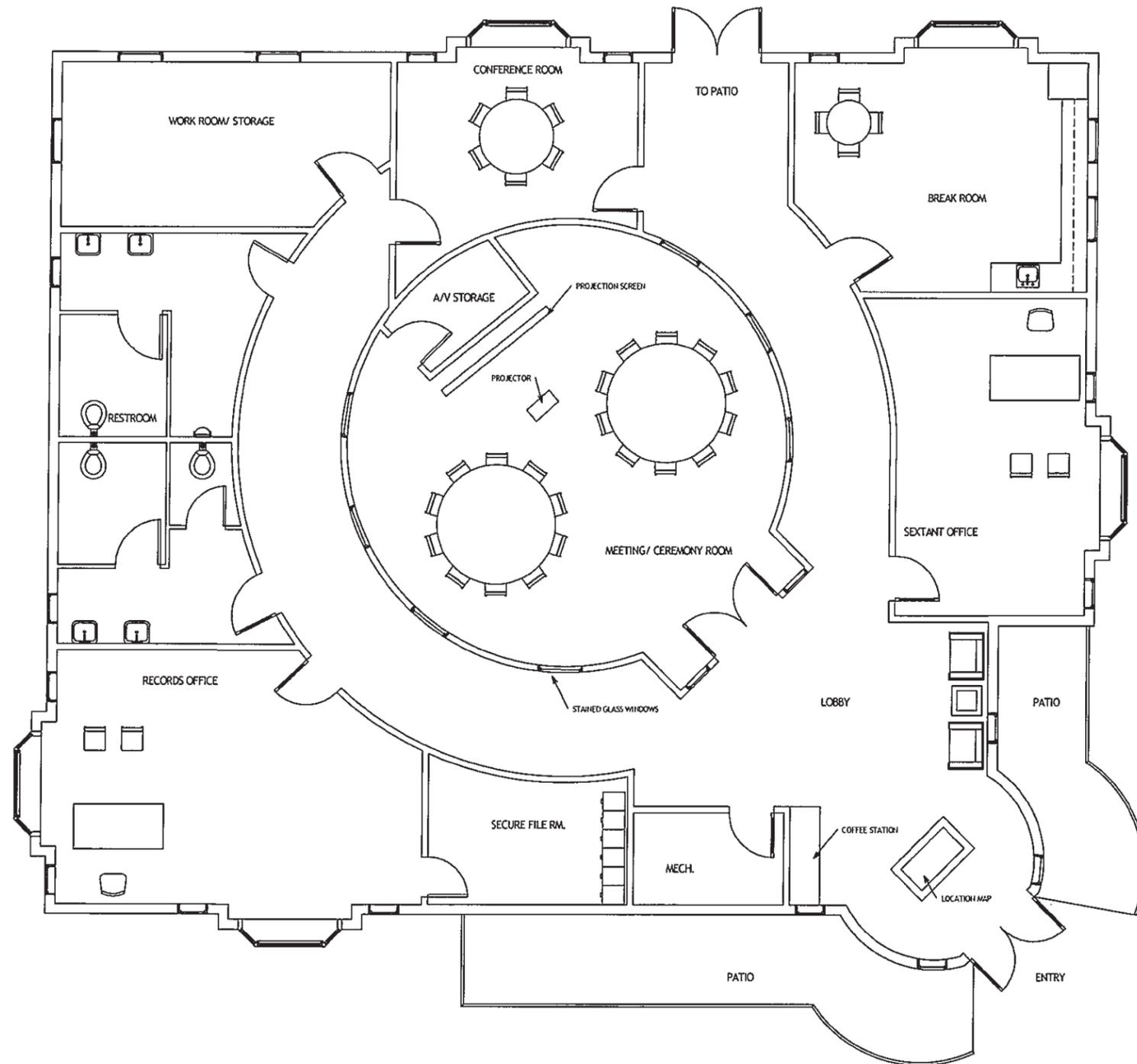
Design Implementations:

- The columbarium walls are made up of individual ash deposit spaces which encircle the plaza and stand about 4ft high
- The lawns surrounding the columbarium plaza are intended to be set aside for veteran burial.
- Commemorative flag poles will be added in the south / west lawn in order to pay tribute.
- Seating and planting beds have also been added into the plaza to create a more intimate setting.

Lakeview Cemetery

Sexton Building Floor Plan

windsor, co



SQUARE FOOTAGE VALUES

Lobby/ Circulation:	1055 sf
Meeting/ Ceremony Room:	668 sf
Sextant Office:	286 sf
Mechanical:	62 sf
Records Office:	402 sf
Secure File Room:	116 sf
Womens:	170 sf
Mens:	177 sf
Work Room:	232 sf
Conference Room:	199 sf
Break Room:	297 sf
A/V Storage:	43 sf

Total: 3707 sf



Lakeview Cemetery Sexton Building



Building Elements:

- Victorian inspired design
- Brick facade
- Wood Accents
- Victorian Detailed Bay Windows
- Arched Windows
- Front and back patio
- Turret entry

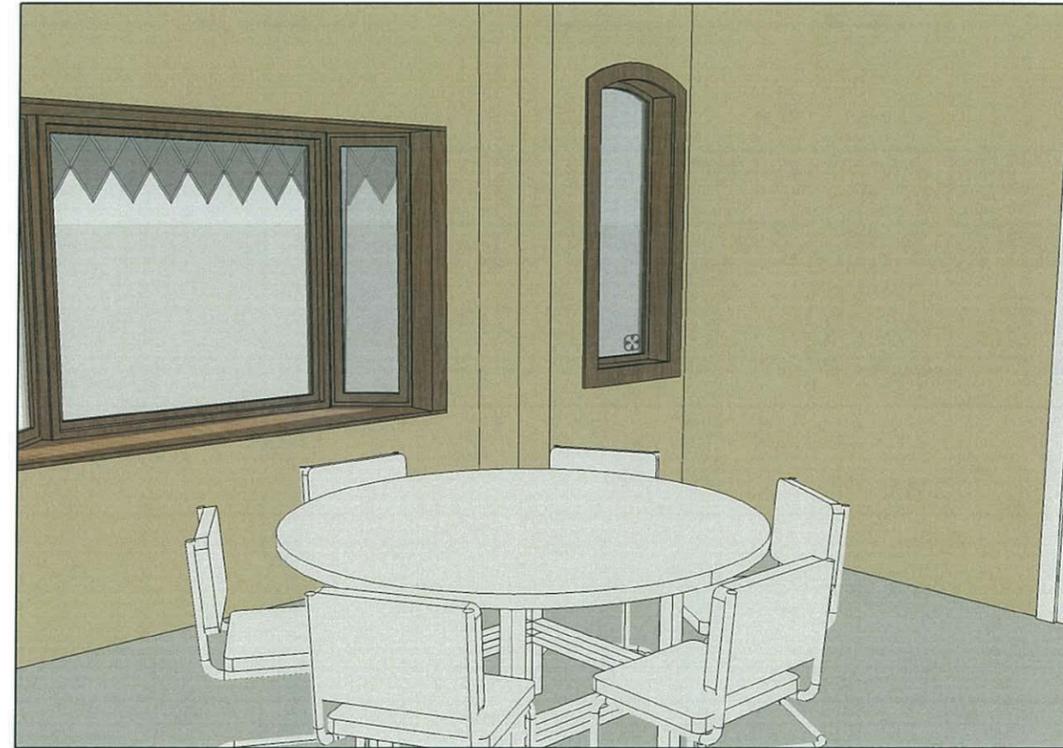
Lakeview Cemetery

Sexton Building

windsor, co



Meeting/Ceremony Room



Conference Room

Design Implementation:

- Stain-glass windows encased in wrought iron accents.
- Central meeting room occupancy is a maximum of 25 people.
- Meeting room is also equipped with presentation amenities and A/V storage room
- Central visitation room is intended to be used as both a meeting room and a ceremonial visitation area

Interior Rooms

Lakeview Cemetery
Master Plan
WINDSOR, COLORADO



APPENDICES
MASTER PLAN

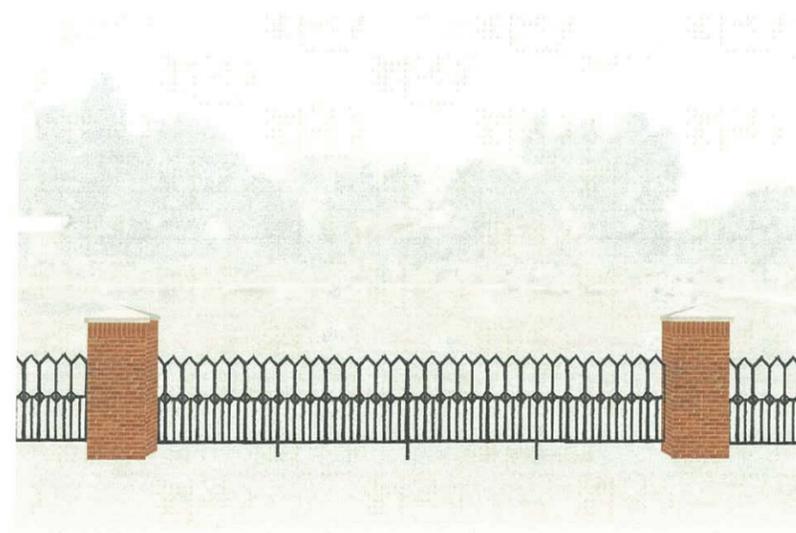
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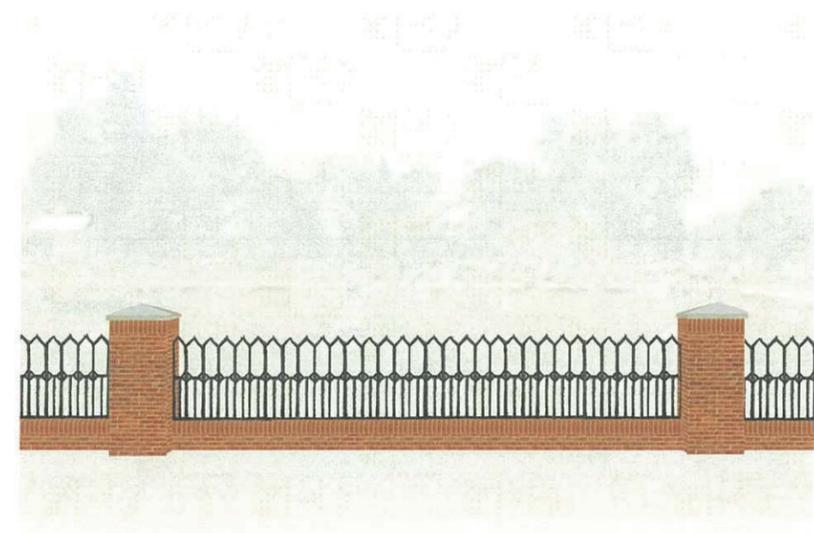
Sept. 30, 2013

Lakeview Cemetery

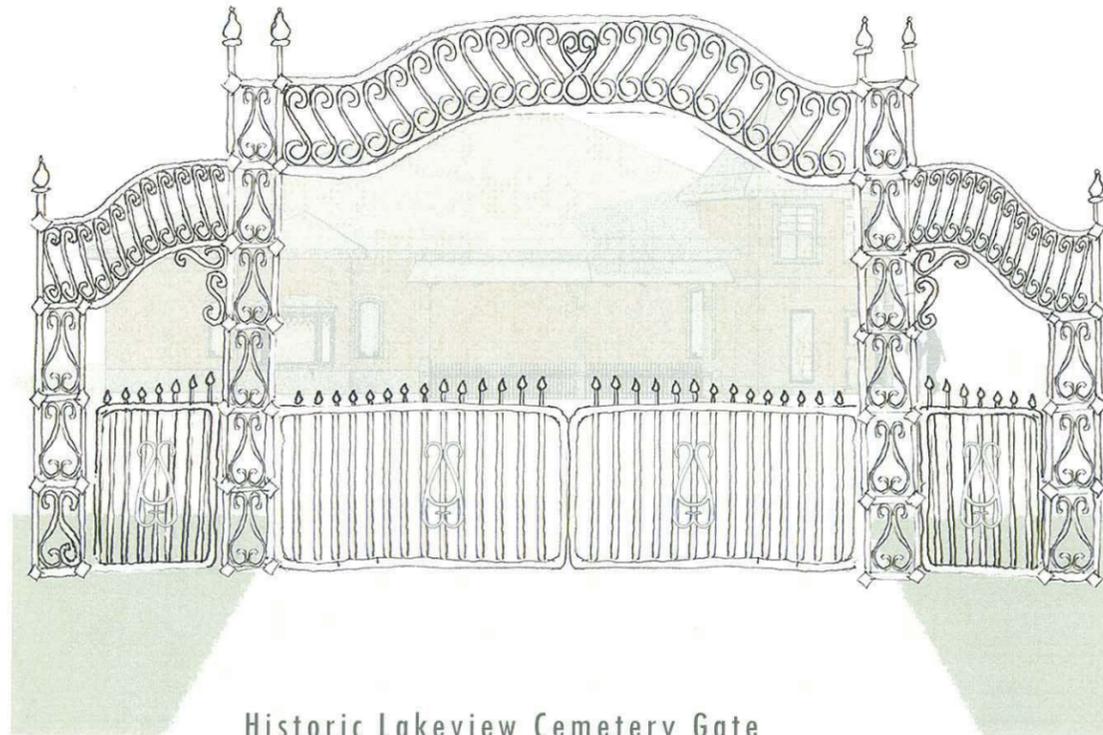
Fencing Details



Cemetery Fence

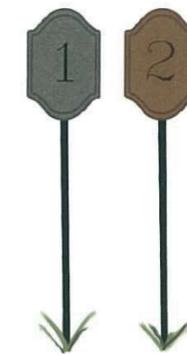


Alternate Cemetery Fence



Historic Lakeview Cemetery Gate

- Located on the east side of first intersection, along the main entry drive.



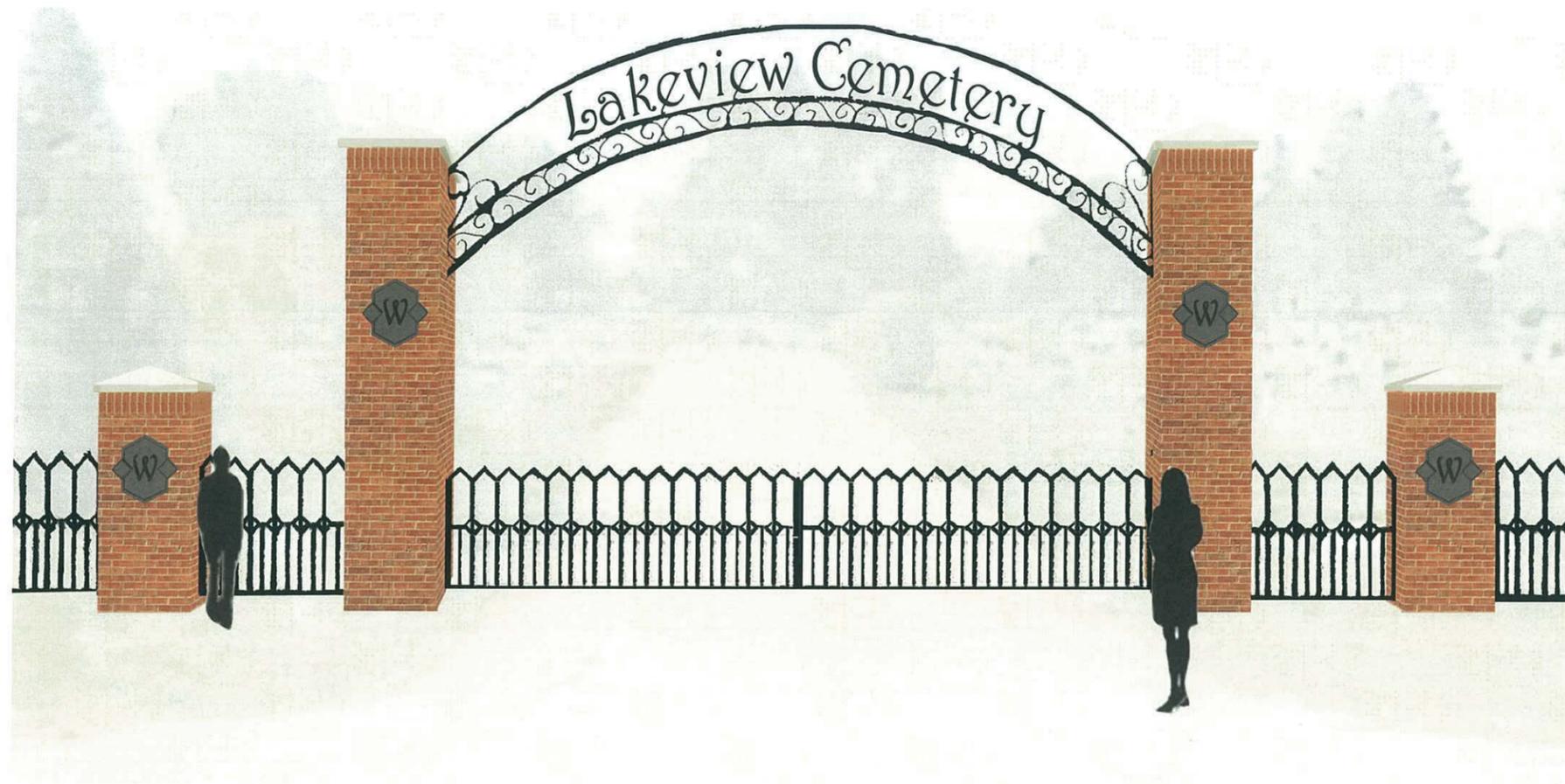
Historical Walk Number Markers

Fence and Sign details:

- Black wrought iron fencing
- Brick columns match Sexton Building facade
- Historic Cemetery Gate in white wrought iron
- Metal emblem on main entry gates

Lakeview Cemetery

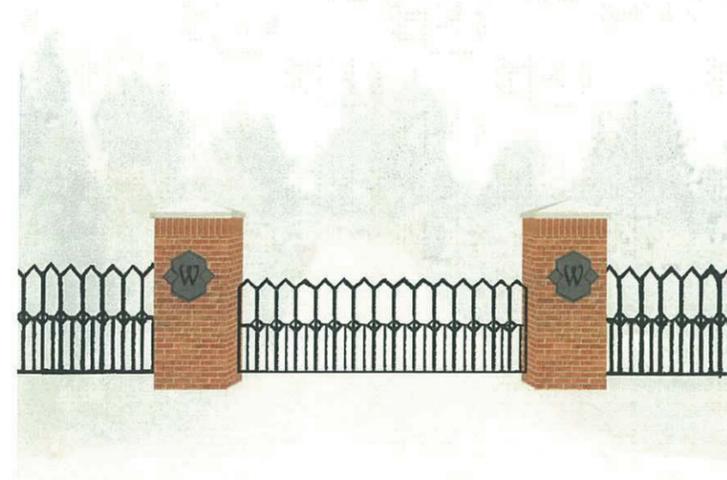
Fencing Details



Main Entrance Gate



Secondary Entrance Gate



Third Entrance and Exit Gate

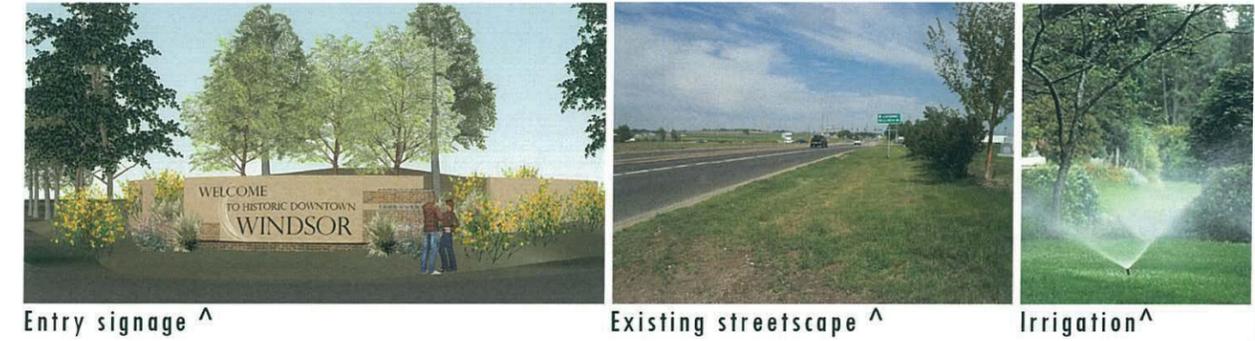


Master Plan priority Phasing 5 year phasing

Priority Phasing:

Year 1:

- Fencing on 392
- Irrigation established
- Streetscape on 392
- Town signage on the Southwest corner of intersection 392 and 257



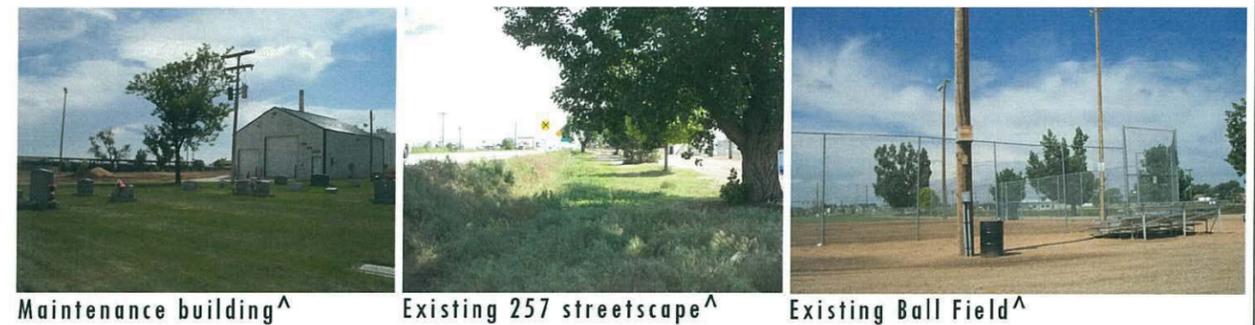
Year 2:

- Establish interior landscape and trees
- West parking area
- Pedestrian walkways and interior signage
- Veterans flag pole plaza upgrade
- Railroad vegetation buffer



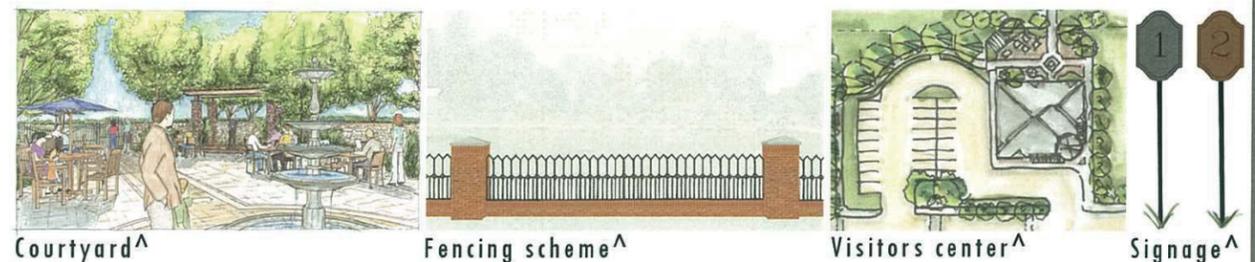
Year 3:

- Fencing columns and main entry drive off of 257
- Remove ball field and re-grade
- Establish new entry off of 257
- Trees and streetscape along 257
- Move maintenance building



Year 4:

- Establish fencing scheme along the tracks
- Visitors Center
(building, courtyard, parking lot, pedestrian walkways, and landscaping)



Year 5:

- Historic gate location
- Vegetation for newly established area, former ball field location
- Columbarium plaza
- Veterans lawns



APPENDIX B: ARCHITECTURAL ASSESSMENT

The Architects' Studio, Inc.
www.the-architects-studio.com

405 Mason Court
Suite 115A
Fort Collins, Colorado 80524
T: (970) 482-8125

Project: Windsor Museum & Lakeview Cemetery Master Plan

Lakeview Cemetery Master Plan Architectural Concept Review

Scope:

Re: Project Approach (March 7, 2013 revision - from Exhibit C of Consultant Agreement, applicable section).

Architectural Concept Review. A review and cursory evaluation of the existing Maintenance Building for potential conversion into the Cemetery Center as shown in the CSU Master Plan. Evaluate concepts of sexton building, feasibility to construct as currently presented, possibility of modifying existing maintenance facility, as well as concept of modifying existing maintenance facility and adding on sexton components. Our team will review the work to date and provide recommendations for these potential modifications. A floor plan graphic and notes from the cursory evaluation will be developed and submitted as a part of the Alternative Concepts and the Master Plan.

ARCHITECTURAL CONCEPT REVIEW

Introduction:

Information received from the representatives of the Town of Windsor and Robert Peccia & Associates (Prime Contractor/Consultant) is summarized as follows;

New facilities to be included in the Master Plan:

- 1—Office
- 2—Restroom(s) for public use
- 3—Committal Shelter
- 4—Restroom for staff use

Existing facilities to be retained and included in the Master Plan (existing or new):

- 5—Maintenance structure, to include; *Storage* of; vehicles, equipment, materials, etc, an *Office* and a *Meeting Room*.

Existing structures - summary description:

Maintenance Building – constructed in 2009.

- 1,920 square foot floor area with 16 foot eave height.
- Wood framed building structure with post/pole vertical structural members at 8 feet on center at perimeter walls, imbedded in concrete filled 'post hole' in ground and wood roof trusses at 8 feet on center. Wood girts infill between posts of exterior walls and wood purlin infill between roof trusses.
- 5" concrete slab-on-grade floor.
- No mention of 'frost wall' at perimeter of building in descriptions and/or drawings received. There may be an integral edge on the slab but no indication of it.
- Exterior and interior faces of the main structure are sheathed with factory painted metal siding panels.
- Insulated building envelop at exterior walls and ceiling (thermal value not available).
- Existing interior rooms for Office and Meeting.
- Under floor slab rough-in plumbing for future restroom.
- Electrical service to the building. There are no other utility services available in the building.
- Generally the building appears to be a well built utility building.



(Continued on page 2)

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(Continued from page 1)

Issues:

Wants vs Needs:

- This is a *Master Plan* effort—what is the long range **vision** for the Lakeview Cemetery?
- What is **required now or very soon** for practical continued operation of the cemetery?
- What would be **great to have ... someday**?
- Short Term and Long Term thinking ...at the same time!

Aesthetics:

- This ties in with "Wants vs Needs".
- The only existing building is **utilitarian** in type and appearance ... in a prominent location.
- What is the **vision**?

Funding of Improvements:

- Limited financial resources.
- Are there **income sources** to offset costs of new/improved facilities?

Strategies:

- Improve the cemetery's practical facility (needs) while improving the aesthetic (wants?).
- Phasing ...make improvements to provide the **vision**, over time, with the limited available financial resources.
- Efficiency ... build value.

Options ... how could you provide the facilities required (as noted on page 1)?

There are many alternative approaches (options) to solve the challenges presented by the needs and wants of the cemetery. The following represent our view of the four most obvious options.

Option A:

- Build new building for Maintenance at a location on the cemetery site considered more appropriate for that function, providing facilities noted in 4 & 5 above.
- Remodel existing building (Maintenance currently), providing new facilities 1, 2 & 3 in it.

Option B:

- Add to and remodel the existing building to provide all facilities noted above (1 through 5).

Option C:

- Relocate existing Maintenance Building to a location on the cemetery site considered more appropriate for that function - to include facilities 4 & 5.
- Construct new building(s) to provide new facilities 1, 2 & 3.

Option D:

- Remodel existing Maintenance Building to include restroom (4).
- Construct new building(s) to provide new facilities 1, 2 & 3.

(Continued on page 3)



Review of the Options

OPTION A:

1. New building for Maintenance at a location on the cemetery site considered more appropriate for that function, providing facilities noted in 4 & 5 above.
2. Remodel the existing building (Maintenance currently), providing new facilities 1, 2 & 3 in it.

Opinion of Probable Cost:

1. The existing Maintenance Building was built in 2009 at a cost of \$80,000 (\$41.66 per s.f.) to the cemetery. This was a very low cost building. The resources available at the time of this review would estimate that the cost of a similar, fully provisioned building would be considerably more.

It may be possible for the cemetery to contract to build a new building for Maintenance, identical to the existing building, for 10 to 20% more than the 2009 project which would bring the cost of this new building to \$90,000 to \$95,000. The local commercial construction industry is generally busier now than it was in 2009.

If the new Maintenance building was required to have an improved exterior appearance and/or additional functional features (i.e. utility services such as water, sewer, gas, etc.) internally then the cost of the new Maintenance Building could vary a lot depending upon the extent to these requirements.

We recommend a budget of \$100,000 to \$120,000 for replacement of the Maintenance Building at a new location on the site.

2. Remodeling the existing building; 1) to presumably to upgrade the appearance, inside and outside, and 2) to provide; an Office, Restrooms(s) for public use and a Committal Shelter. What are the costs of this? Without a full design this is a difficult question to answer. The range of possibilities is very wide and therefore the costs can vary a lot. We summarize probable costs as follows:

Exterior upgrade = \$50,000 to \$90,000

Foundation/Frost wall—176 L.F. x 3 ft. x \$15 per s.f. = \$5,000 to \$10,000
Walls (incl. demo.)—3176 sf @ \$12 to \$20 per s.f. (average) = \$38,000 to \$64,000 [*]
Roofing—2,100 sf @ \$5 to \$7 per s.f. = \$10,500 to \$15,000

[*] ranging from hard-coat stucco system to a masonry veneers.

Interior remodeling = \$75,000 to \$130,000

Full utilities and HVAC = allow \$20,000 to \$30,000
Restroom(s)- \$8,000 per room. We recommend one for each gender = \$16,000
Office— 15 x 16'8"= 250 s.f. @ \$40 per s.f. = \$8,000 to \$12,000
Committal Shelter—2 pair glass doors open to south to open in good weather, new interior finish throughout—allowance = \$30,000 to \$60,000.
New paved apron on south side outside Committal Shelter—320 s.f. = \$3,200 to \$5,000.

OPINION OF PROBABLE COST: \$225,000 to \$340,000

(costs do not include: architectural & engineering fees, geotechnical investigation costs and any site construction required outside the footprint of the building(s) perimeter including utilities delivered to the building location).

Review of the Options

OPTION B:

1. Add to and remodel the existing building to provide all facilities noted above (1 through 5).

Opinion of Probable Cost:

1. Upgrade the existing Maintenance building to have an improved exterior appearance and additional functional features, such as; restroom for staff and utilities (i.e. utility services such as water, sewer, gas, etc.) internally then the cost of the new Maintenance Building could vary a lot depending upon the extent of these requirements.

Add to the existing building to provide; an Office, Restrooms(s) for public use and a Committal Shelter. What are the costs of this? Without a full design this is a difficult question to answer. The range of possibilities is very wide and therefore the costs can vary a lot.

We summarize the probable costs as follows:

Exterior upgrade = \$44,000 to \$78,000

Foundation/Frost wall—144 L.F. x 3 ft. x \$15 per s.f. = \$4,000 to \$8,000
Walls (incl. demo.)—2728 sf @ \$12 (a) to \$20 per s.f. (average) = \$30,000 to \$55,000 [*]
Roofing—2,100 sf @ \$5 to \$7 per s.f. = \$10,500 to \$15,000

[*] ranging from hard-coat stucco system to a masonry veneers.

Interior remodeling of existing building = \$28,000 to \$38,000

Full utilities and HVAC = allow \$20,000 to \$30,000
Restroom for staff = \$8,000

Addition of 880 s.f. \$150,000 to \$315,000

Office— 15 x 16'8"= 250 s.f. @ \$150 to \$250 per s.f. = \$37,500 to \$62,500
Restrooms (public use) - 2 at 65 s.f. each @ \$300 to \$450 per s.f.= \$39,000 to \$58,000
Committal Shelter— 750 s.f @ \$100 to \$250 per s.f. = \$75,000 to \$190,000.
New paved apron outside Committal Shelter—320 s.f. = \$3,200 to \$5,000

OPINION OF PROBABLE COST: \$225,000 to \$440,000

(costs do not include: architectural & engineering fees, geotechnical investigation costs and any site construction required outside the footprint of the building(s) perimeter including utilities delivered to the building location).

Review of the Options

OPTION C:

1. Relocate existing Maintenance Building to a location on the cemetery site considered more appropriate for that function - to include facilities 4 & 5.
2. Construct new building(s) to provide new facilities 1, 2 & 3.

Opinion of Probable Cost:

1. The nature of the construction of the existing building does not lend itself to relocation due to the type of construction of the basic frame and the foundation. It is possible that the existing building could be *deconstructed*, the materials salvaged and reused to some degree in a new but very similar building. Our opinion is that you could anticipate reusing no more than 25% of the value (approximately 50% of the value of the materials) and will expend 8 to 10% of the 'value' of the building in labor to deconstruct the building, netting 17% of the value of the existing building. We recommend new construction of the relocated Maintenance Building. The deconstruction of the existing building cost = \$8,000 to \$10,000. Similar to item #1 in Option A; but after salvage/reuse of existing materials, we recommend a budget of \$86,000 to \$106,000 for replacement of the Maintenance Building at a new location on the site.
2. New buildings to provide; an Office, Restroom(s) for public use and a Committal Shelter. Without a full design this is a difficult question to answer. The range of possibilities is very wide and therefore the costs can vary a lot.

We summarize the probable costs as follows:
New Building(s) of 880 s.f. \$150,000 to \$315,000

- Office— 15 x 16'8"= 250 s.f. @ \$150 to \$250 per s.f. = \$37,500 to \$62,500
- Restrooms (public use) - 2 at 65 s.f. each @ \$300 to \$450 per s.f.= \$39,000 to \$58,000
- Committal Shelter— 750 s.f @ \$100 to \$250 per s.f. = \$75,000 to \$190,000.
- New paved apron outside Committal Shelter—320 s.f. = \$3,200 to \$5,000

OPINION OF PROBABLE COST: \$236,000 to \$425,000

(costs do not include: architectural & engineering fees, geotechnical investigation costs and any site construction required outside the footprint of the building(s) perimeter including utilities delivered to the building location).

Review of the Options

OPTION D:

1. Remodel existing Maintenance Building to include new restroom for staff(4).
2. Construct new building(s) to provide new facilities 1, 2 & 3.

Opinion of Probable Cost:

1. Upgrade the existing Maintenance building to have an improved exterior appearance and additional functional features, such as; Restroom for staff and utilities (i.e. utility services such as water, sewer, gas, etc.) internally then the cost of the new Maintenance Building could vary a lot depending upon the extent to these requirements. We summarize the probable costs as follows:

Exterior upgrade = \$50,000 to \$90,000
 Foundation/Frost wall—176 L.F. x 3 ft. x \$15 per s.f. = \$5,000 to \$10,000
 Walls (incl. demo.)—3176 sf @ \$12 to \$20 per s.f. (average) = \$38,000 to \$64,000 [*]
 Roofing—2,100 sf @ \$5 to \$7 per s.f. = \$10,500 to \$15,000

[*] ranging from hard-coat stucco system to a masonry veneers.

Interior remodeling of existing building = \$28,000 to \$38,000
 Full utilities and HVAC = allow \$20,000 to \$30,000
 Restroom for staff = \$8,000

2. New buildings to provide; an Office, Restroom(s) for public use and a Committal Shelter. Without a full design this is a difficult question to answer. The range of possibilities is very wide and therefore the costs can vary a lot.

We summarize the probable costs as follows:
New Building(s) of 880 s.f. \$150,000 to \$315,000

- Office— 15 x 16'8"= 250 s.f. @ \$150 to \$250 per s.f. = \$37,500 to \$62,500
- Restroom(s) for public use - 2 at 65 s.f. each @ \$300 to \$450 per s.f.= \$39,000 to \$58,000
- Committal Shelter— 750 s.f @ \$100 to \$250 per s.f. = \$75,000 to \$190,000.
- New paved apron outside Committal Shelter—320 s.f. = \$3,200 to \$5,000

OPINION OF PROBABLE COST: \$278,000 to \$450,000

(costs do not include: architectural & engineering fees, geotechnical investigation costs and any site construction required outside the footprint of the building(s) perimeter including utilities delivered to the building location).

(a) hard-coat stucco system, (b) masonry veneer, (d) standing seam metal



Discussion:

1. The *Opinion of Probable Cost* for each of the four options presented herein is a 'ballpark' approximation of the likely construction costs if the project was to be designed, bid and built in the next 12 months. Without benefit of extensive discussion with the cemetery's representatives about the desired quality and/or character of the building designs for each of the buildings in each of the options the assumptions made to develop these cost opinions are necessarily only a starting point.
2. Option A appears to have an advantage in cost but it also is more restrictive regarding the location and the architectural character of the new facilities, including the Office, public restrooms and the Committal Shelter. The location for these facilities are locked in and the character of the structure and spaces for these facilities are limited by their location in the existing building. This option does allow for a relocation of the Maintenance function away from the center of the grounds.
3. Option B, restricts the location and the architectural character of all facilities, locating all of them in or adjacent to the existing building.
4. Option C, while slightly more expensive than the other options, ultimately provides the most flexibility by allowing a new location and new architectural expression for all facilities.
5. Option D, falling in the middle of the cost range, allows for new location and architectural character for the public use facilities while conserving the value the cemetery already has in the existing Maintenance building.

Summary:

We believe Options D or C provide the best long term vision and Master Plan for Lakeview Cemetery.

As we understand the situation; there are no current plans or financing available to remodel or build any of the aforementioned facilities immediately or even within the near future. That being said; we believe it is advisable to design the cemetery Master Plan so that the cemetery will have the flexibility to 'tweak' or adjust the Master Plan in the future when the financial resources are available to provide for the facilities noted herein.

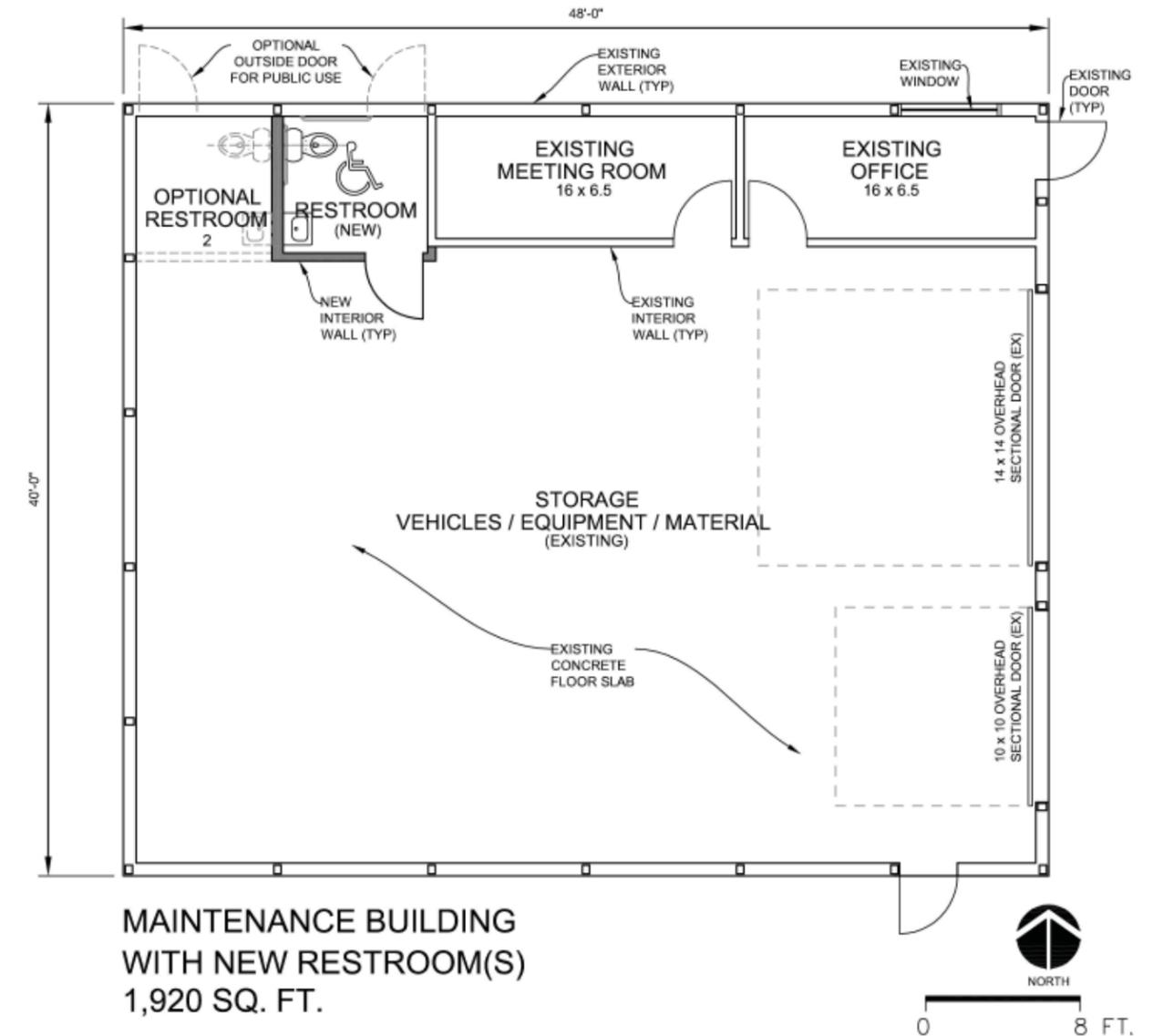
Refer to Conceptual Floor Plans on following pages.

Conceptual Floor Plan for Remodeling Existing Building

Providing new Restroom(s) for staff use.

(Refer to Option D)

Optional: 2nd Restroom and outside doors to both restrooms could allow for interim solution to provide restrooms for public use.



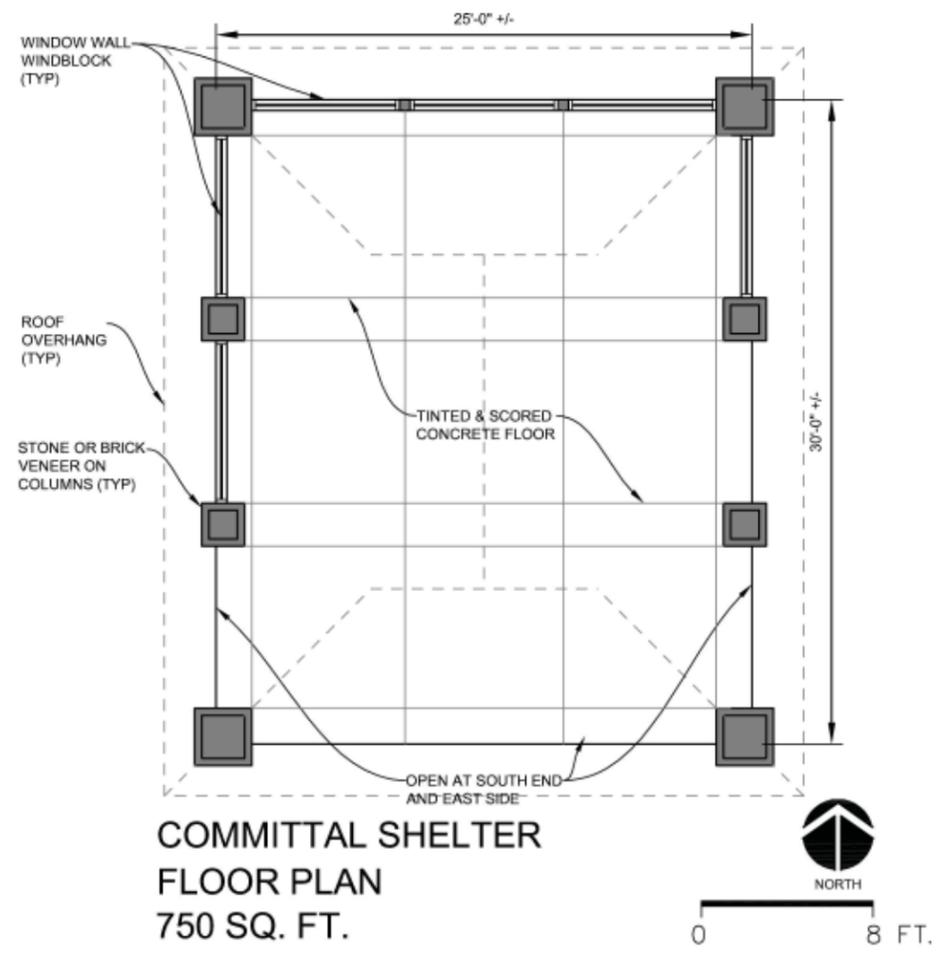
Conceptual Floor Plan for Office & Public Restroom Building

Providing new Office & Restrooms Building for public use and the associated accessory space.
(Refer to Options C and D)



Conceptual Floor Plan for Committal Shelter

Providing new Committal Shelter.
(Refer to Options C and D)



APPENDIX C: DELICH PRELIMINARY TRAFFIC REPORT

DELICH ASSOCIATES Traffic & Transportation Engineering
2272 Glen Haven Drive Loveland, Colorado 80538
Phone: (970) 669-2061 Fax: (970) 669-5034



MEMORANDUM

TO: Larry Owen, Owen Consulting Group
FROM: Matt Delich
DATE: May 20, 2013
SUBJECT: Interstate Land Holdings Commercial Parcel, Preliminary Traffic Analyses
(File: 1341ME01)

DRAFT
FOR DISCUSSION

This memorandum provides preliminary traffic analyses related to a potential commercial development in the southeast quadrant of the SH392/SH257-CR19 intersection in Windsor. The purpose of this exercise is to determine the locations of the access driveways to the site. This evaluation utilized traffic data available from CDOT. No new peak hour counts were obtained.

The conceptual site plan is shown in Figure 1. While access locations are shown on the site plan, the actual locations will be the subject of this evaluation. For analysis purposes, the access to SH392 was analyzed as a right-in/right-out/left-in intersection, and the two accesses to SH257 were analyzed as full-movement intersections.

The trip generation of the land uses shown on Figure 1 was calculated using Trip Generation, 9th Edition, ITE. It was determined that this site would generate: 5768 daily trip ends, 404 morning peak hour trip ends, and 474 afternoon peak hour trip ends. Figure 2 shows the distribution and assignment of the site generated traffic. Pass-by traffic factors were applied to appropriate land uses.

Peak hour traffic data (CDOT) from 2011 and 2012 on SH392 and SH257 were used to estimate turning movements at the SH392/SH257-CR19 intersection. The background peak hour traffic estimates are shown in Figure 3. For this exercise, the background traffic was not factored to reflect any growth. The total peak hour traffic (Figure 2 plus Figure 3) is shown in Figure 4.

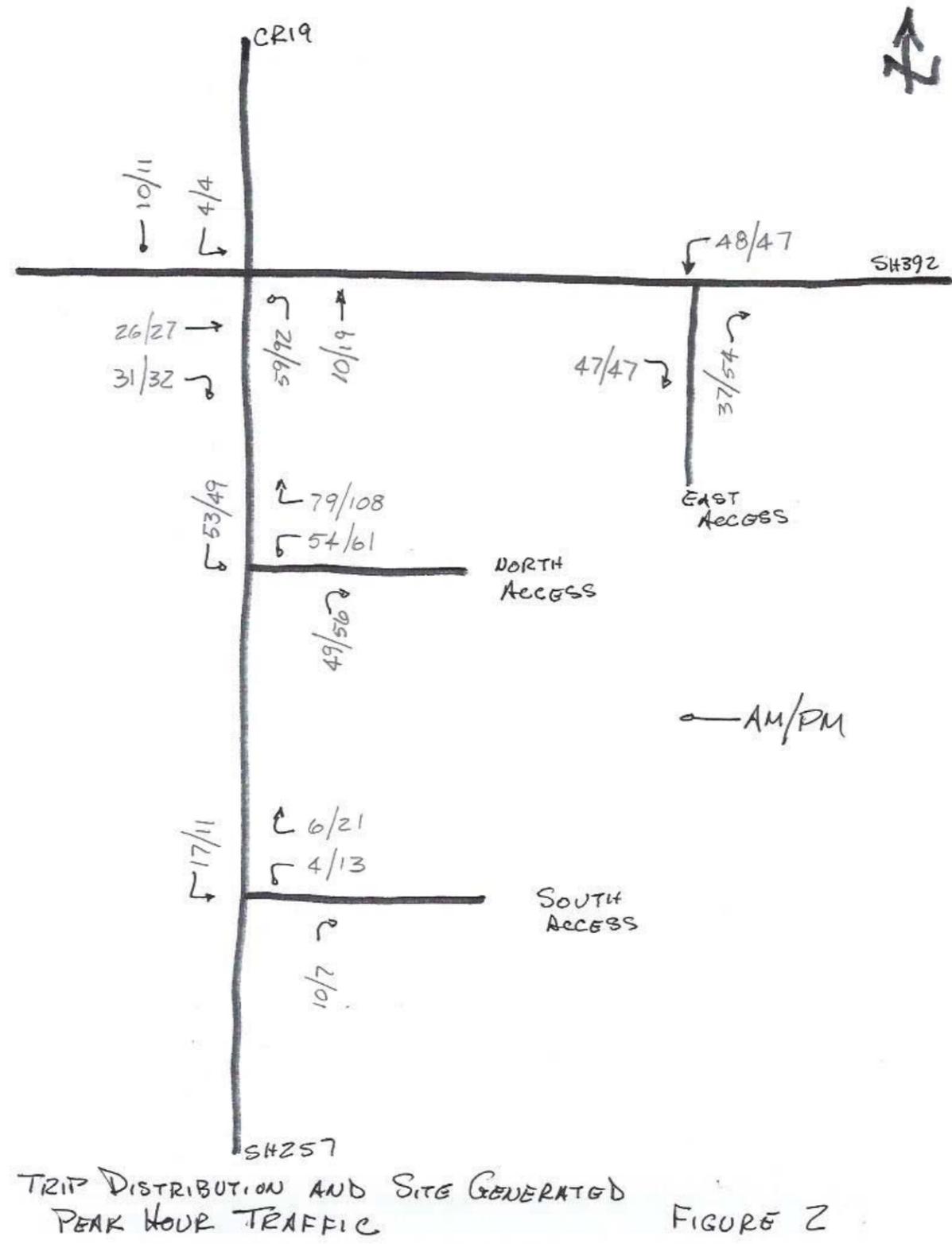
The access evaluations were based upon the estimated peak hour traffic volumes and the ability to provide for the storage of vehicles, particularly in the key left-turn lanes. Due to the designated CDOT categories for SH392 and SH257, the deceleration component of the left-turn lanes will also be addressed. Criteria in the State Highway Access Code were used.

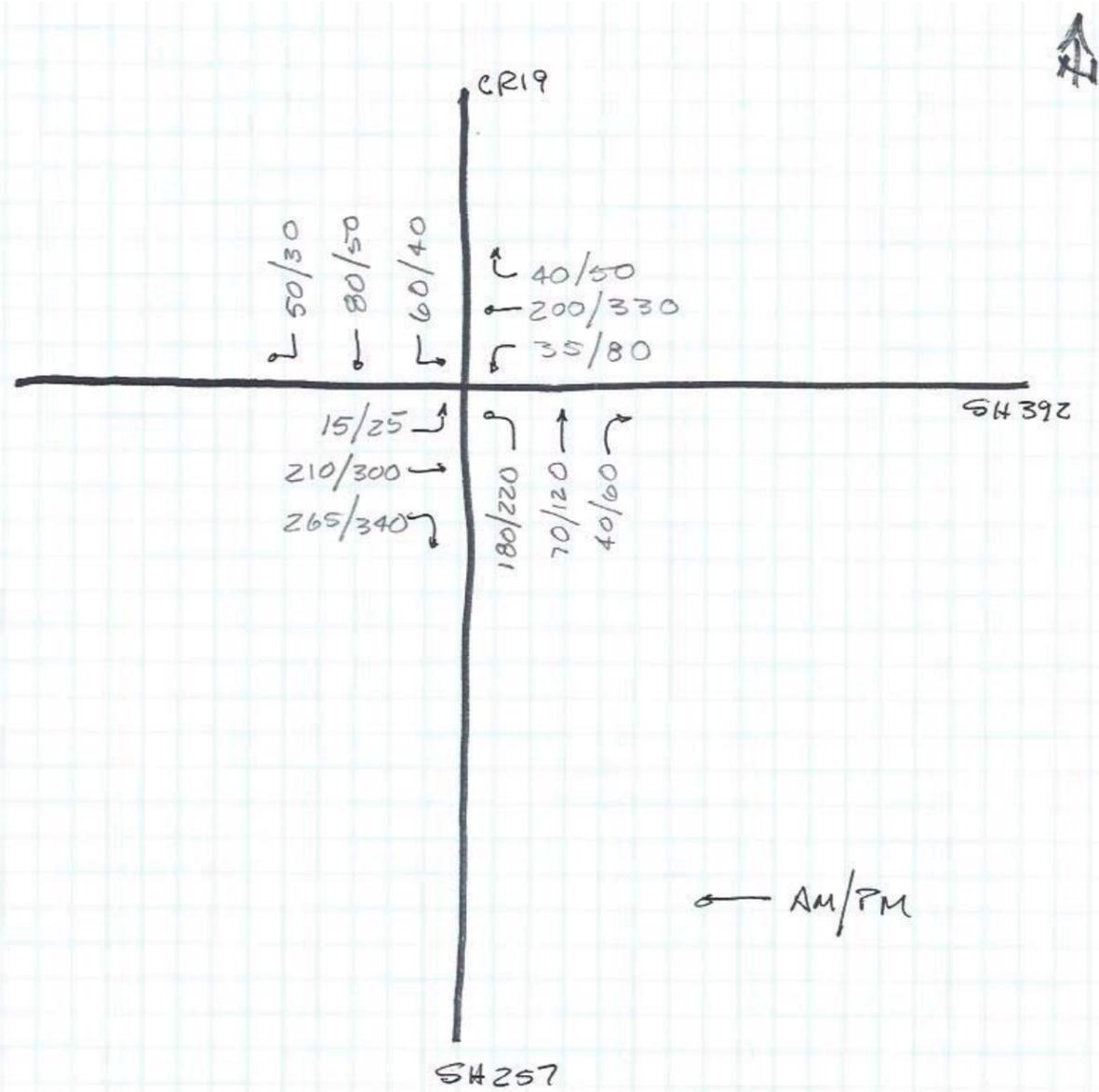
On SH257, the critical distance is between the North Site Access and SH392. For this analysis, it is assumed that the stop bar, at the SH392/SH257-CR19 intersection, for the northbound left turns is fixed at the current location. Also, while the northbound left-turn volume shown in Figure 4 is estimated to exceed 300 vehicles per hour (vph) in the afternoon peak hour, it will be evaluated as a single left-turn lane. The storage for the forecasted left-turn volumes are: northbound approaching SH392 – 300 feet, and southbound approaching the North Site Access – 50 feet. Assuming a posted speed of 45 mph, the coincidental bay taper would be ~160 feet. The total length is 510 feet. State Highway 257 would require a deceleration component for each left-turn lane 435 feet at 45 mph). The coincidental bay taper would be subtracted from each leaving 275 feet for each lane. With these deceleration lengths, the total length between stop bars would be

1060 feet. If deceleration is required, the full-movement access on SH257 would be just south of the railroad tracks. Obviously, this would not be acceptable. However, at 510 feet between stop bars, the access would be just south of the location shown on the site plan in Figure 1. CDOT would need to approve elimination of the deceleration component. In my judgment, there could also be a full-movement access at the south end of the property; however, a second access to SH257 would require approval from both Windsor and CDOT.

On SH392, the critical distance is related to length of the westbound left-turn lane approaching the SH392/SH257-CR19 intersection. The storage requirement is 100 feet. Assuming a posted westbound speed of 45 mph, the deceleration requirement is 435 feet, including bay taper at ~160 feet. It is assumed that the stop bar for the westbound left-turn lane is fixed at the current location. The total length would be 535 feet. The beginning of the bay taper for the westbound left-turn lane is just east of the access shown on the site plan in Figure 1. In my judgment, a design could be developed that would allow right-in/right-out/left-in movements at this intersection. This would require an amendment/change to the **SH392 Access Control Plan**.

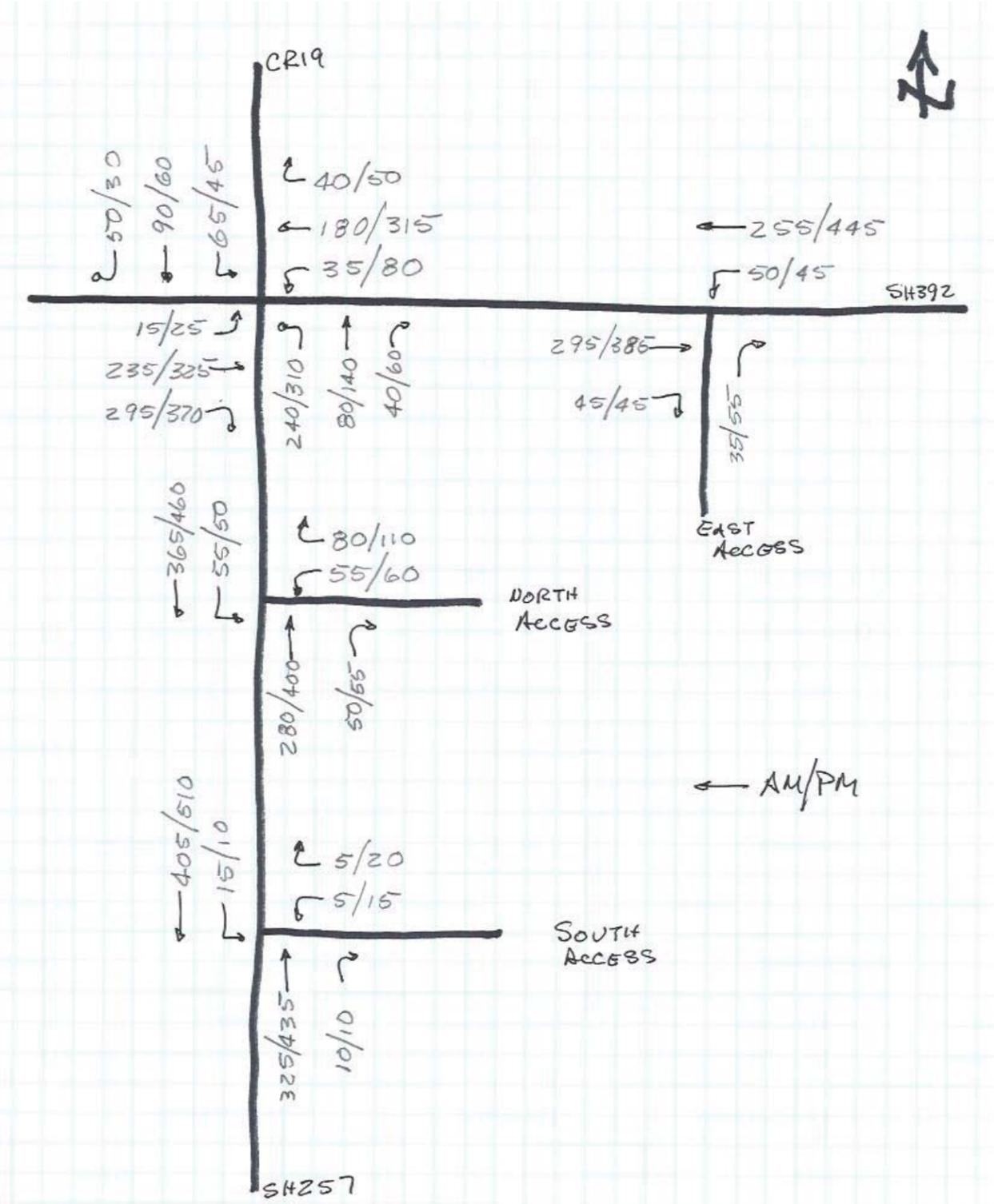
Do not hesitate to contact me if you have questions or desire additional information.





ESTIMATED PEAK HOUR TRAFFIC

FIGURE 3



TOTAL PEAK HOUR TRAFFIC

FIGURE 4

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Lakeview Cemetery
Master Plan
WINDSOR, COLORADO

APPENDICES MASTER PLAN

Robert Peckla & Associates
Landscape Architecture
400 Lemington St., Ste. B
Durango, CO 81301
Tele 970.484.3200

Sept. 30, 2013



Prepared by
ROBERT PECCIA AND ASSOCIATES
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September 30, 2013



Lakeview Cemetery
Master Plan
WINDSOR, COLORADO

