



Ground burial in crushed granite landscape with market-based random mix of various styles of upright monuments and flat markers. All monuments face the center statue of the Virgin Mary columbarium.

Private Mausoleum as Central Garden Feature

Landscape Virgin Mary columbarium in center meditation court with memorial benches.

Urn burial or urn estate at the lawn panel surrounding the Garden of Mystery monuments.

Urn lots along the ground burial perimeters.

Crucifix Columbarium in meditation court with memorial benches.



Jack C. Goodnoe - Cemetery Planning and Design

Existing burials
New walks mirror the existing walk with new landscape enhancements, urn lots, personal mausoleums and premium estate lots.

Irrigated lawn estates. 3 Walled Estates and 2 Landscaped estates each side of the Rose Garden median named for the 20 Mysteries (repeated each side of the quadrant garden).

In-ground urn burial in rose garden median. Rose bushes represent the decades of Hall Mary's on the Rosary.

Premium Family Estates lots in landscaped median.

Memorial Benches

Personal mausoleums in new and enhanced landscape island.

Treed community urn lots.

4 cenotaph and/or memorial monuments at the apex of the 4 quadrants of the Gardens of Mysteries naming the 4 Gardens of Mysteries and listing the Mysteries of each.

Tree memorial urn lots.

Memorial Rock or Bench Estates

MASTER PLANNING – LARGE AND SMALL

— by Jack C. Goodnoe

Master planning must be comprehensive – not necessarily large scale. The goal of a good master plan should be to provide an intelligent road map for management.

Every cemetery has at least three significant factors that impact development planning:

- Available land resources;
- Customer service needs and opportunities;
- Funding resources for new development.

Large and Small Scale Planning

These three factors are equally important and relevant whether you are planning large areas of undeveloped land within your cemetery, or if you are planning a section, an expansion to an existing section, or even the development of a new feature area.

The goals of every facility development project are the same. You will need to:

- Determine **WHAT** new facilities should be developed;
- **WHERE AND HOW** the new facilities should take shape;

- **WHEN** (in what sequence) should these facilities be developed.

A good example of looking at both large scale and small scale master planning is the planning work that has been done at the Diocese of Tucson's Holy Hope Cemetery in Arizona (*see rendering above*). The cemetery needed to provide a variety of inventory choices their customers are seeking. Specifically, cemetery management needed to:

- Supplement existing indoor niches and crypts with new garden columbariums and garden mausoleums choices;
- Offer both flat marker and upright monument graves with pricing options;
- Provide affordable family estates for both full body and urn burial.

Offering Choices

An effective and efficient strategy for meeting the nation-wide growing demand for choice and new price points is to offer and display these choices in a single location at small and affordable scale. This strategy for diversity at a small scale has two purposes.

The first is to test customer response as a guide for successive development, and the second is to limit expenditures as the changing market of new choices manifests. The cemetery should not only respond to customer trends, but should also create initiatives that will give shape to sound and meaningful solutions to these changing requests from customers. This must be done with careful and thoughtful design to avoid clutter and unpleasant density. At Holy Hope Cemetery this was done in the new Garden of the Rosary.

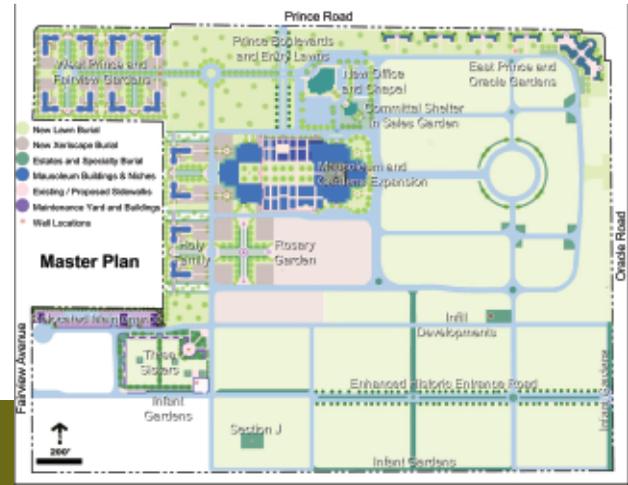
Putting New Development in Context

In order to determine how “mixed use” development would function most effectively within both the existing and the future cemetery Holy Hope evaluated the broader issues affecting the long-term utilization of the entire site. Some of these issues were:

- A shift in regional traffic patterns that moved the primary access and best point for enhanced image and identity from one side of the cemetery to another;

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Holy Hope CEMETERY — AVAILABLE LAND AND THE MASTER PLAN



Master Planning, continued

- Relocation of the service area that is currently on this future image side of the cemetery to land of lower sales value.
- Utilizing currently leased land at two corners of the cemetery which will, in the future, become the cemetery's most important public identity points.
- Meeting the City of Tucson's water conservation requirements which dramatically limit the amount of irrigated lawn developments – a condition that also creates opportunity for beautiful “xeriscape landscaping” developments in keeping with the local area.
- Reusing unnecessary roads and small, unused areas of land that can be used to satisfy the need for economically priced burial options.
- Satisfy longer range facility expansion needs and opportunities for indoor mausoleum space, chapel facilities and enhanced sales and administrative office spaces.

The overall site-wide **Master Plan** looked at these contextual planning issues in order to better guide the section design for mixed inventory. The long range plan moves the main entrance to the Prince Road side of the cemetery (*see maps above*) to achieve easier and safer in-and-out traffic maneuvers and to open up direct views to a wide variety of new inventory and new facility developments - including a

relocated Office and Chapel facility. The existing maintenance yard occupies more space than necessary along Prince Road, the future “new face” of Holy Hope. In the **Master Plan**, the maintenance yard has been moved to an area surrounded by off-site development which would make burial sales difficult in this area. Even though these changes may require ten to twenty years to accomplish in total, they significantly affect the design of the immediate section development in terms of available space, access, utility routings, views and orientation, landscape solutions and coordination with future facilities.

The leased lands are a revenue source today, but in the future these parcels will be better used for high density and high visibility development that will also create a new face for the cemetery. This frontage area will display new facilities while buffering the cemetery grounds from noise and commotion at the intersections. The **Master Plan** anticipates future expansion of the existing indoor mausoleum that will mirror and extend the existing structure to create a new “front door” and a welcoming image when arriving at the new entrance. This design also creates the opportunity to relocate the office and new chapel facility within this new highly visible and easily accessed public arrival area.

The cemetery-wide **Master Plan** establishes patterns of alternating turf lawn and xeriscape landscaping in ways that subdivide the sections and offer the buyer the choice of traditional lawn setting or the regionally popular desert

landscape setting. The plan meets the cemetery's requirements for water conservation in a planned and attractive manner. If your cemetery is in a temperate zone rather than a desert climate you can substitute the issues of topography, drainage and wetlands for this need to manage irrigation usage as environmental factors that will shape your local planning solutions. The **Master Plan** also identifies unnecessary roads and small land areas that can be utilized to meet Holy Hope's need for additional infant and low-cost burial.

This future development suggests dramatic changes to the cemetery; some easily achieved and some more costly. A phasing plan was developed that considered the following criteria for a plan of action over time:

- What is the logical sequence for meeting immediate and future service needs?
- What inventory is needed in the immediate, near and long term?
- How can the need for new infrastructure be minimized?
- What amount of development can be funded with available resources?

Small Scale Master Planning – The Rosary Garden

The overall **Master Plan** identified the best location for developing the mixed inventory section that is needed to satisfy immediate inventory requirements and to create new options in a contained and integrated development – to be known as *Garden of the Rosary*, a

theme that was developed by the cemetery's staff. The goals of the **Small Scale Master Plan** for this Rosary Garden were to create a plan that:

1. Could itself be developed in stages to reduce initial costs and test market acceptance.
2. Have symbolic references to the Rosary which will enrich religious meaning of interments in this section.
3. Offer a variety of inventory choices and pricing options with a simple and unified appearance.
4. Be part of larger site patterns as the future cemetery developed.

The Rosary Garden design theme is a cruciform that divides the section into quarters or four gardens (*see page 27*), each designated with a meaningful religious reference. The gardens are divided by walks that are designed to accommodate service equipment and are accented with a center island planted with roses. Along these walks are five

family estates. The columbarium walls are designed in the form of a cross at the ends of the rose gardens. These parallel walkways also offer the option of a "*Rosary Walk*" to those visiting the cemetery.

Where the four rose gardens meet at the center is a *meditation court* which has a beautiful statue as the focal point of the entire Rosary Garden. Irrigated lawn panels flank the central feature and are available for in-ground urn burial. In each of these four urn gardens is a cenotaph memorial along with the memorial names. Memorial benches surround the columbarium courts and central feature court.

These walks and gardens are set within a xeriscape ground burial area with native desert tree plantings (to offer aesthetic and pricing choices and to satisfy irrigation limitations). Within this desert burial area several choices are available including a prescribed ratio of upright monuments and flat markers (to maintain visual openness and operational access), memorial benches

under trees, and a central location in each quadrant for a family mausoleum or estate.

The framework (or **Master Plan**) of walks, trees, features, and irrigated areas in this section will not change even as it is constructed in stages. And it will offer a full spectrum of choices at any point in time. The style and mix of family estates, urn lots, columbarium walls, upright and flat markers can vary over time to match market trends without sacrificing the look and symbolic intent of the Rosary Garden.

This is the value of a Master Plan whether it envisions several decades of future development or addresses new section development needs – it provides a comprehensive vision and structure within which the cemetery has the flexibility to adjust to customer preferences.

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