CREATING AN INTERGENERATIONAL EXPERIENCE IN SENIOR LIVING:

Seven Guiding Design & Operations Principles

White Paper 2020

WITZ COMPANY
SENIORS HOUSING CONSULTING AND DEVELOPMENT

Table of Contents

Witz Company provides master planning coordination, development project management and related services to senior living providers nationwide. Craig Witz, the principal of Witz Company, has more than thirty years of successful senior living experience.

Change Is Coming

The design and operations of senior living has changed greatly over the last few decades:

- Design has evolved from institutional to residential for both independent and supportive living;

- Studios and smaller units have given way to larger and deluxe living units and apartments;

- All-inclusive service packages and a one-size-fits all philosophy now trend toward á la carte services and a person-first operations philosophy.

Today's models seem to work well for the current generation of seniors.

However, change is constant. And sometimes we don't see how quickly change is happening around us. Take a look back at the changes we've experienced in recent years in technology, culture, and consumer preference:

- In 2007 Nokia was the world's most popular cellphone; today Nokia is no longer even is in the cellphone business;

- In 2009 only one state allowed same sex marriage; today it is the law of the land in all 50 states in the United States;

- In 2010 Blockbuster had 6500 stores & 43m memberships; there is only one remaining Blockbuster store today;

- In 2017 the American Psychiatric Society for the first time listed social media addiction as a "condition for study" while social media platforms proliferate; Facebook users alone hit 2.5b per month that year;

- In 2018 Cyber Monday online sales hit $7.9b – almost 10x the level a decade earlier;

- In 2019 the top 10 Fortune 500 companies included four healthcare-related companies with revenues of 31% of total; no healthcare companies even made the list in 2010. Apple & Amazon, neither of which were on the list in 2010, make up over 50% of the top 10 market value.

What changes are ahead for senior living?

How will senior living need to change to adapt to the next generation of seniors, who have very different demographics and preferences than current residents?

The Seven Guiding Principles

1. Connected, not apart
2. Up, not back
3. Mixed use, not single purpose
4. Out, not in
5. Intergenerational, not age segregated
6. Varied & blurred, not generic & separate
7. Creating a sense of place

The Next Generation Wants A Different Experience

There is growing evidence – and early warning signs – that the next generation of seniors wants a different experience than we are currently offering.

And it is not surprising that the generation that came of age in the tumultuous 1960s and "at each stage of their life, has questioned the status quo"[1] would do that.

This next generation wants residential and universal design, the ability to age-in-place, and access to services and supportive living, just as we offer now, but they're entering this next phase of their lives with a different mindset from those who preceded them.

The next generation of retirees has distinctly different influences, relationships, values and thoughts about retirement than those before them.[2] One of the key differences is that this next generation does not want to be defined by or segregated because of their age. They do not want to live, as various commentators have described the current model, on an "island of old people," or in an "age apartheid," or a "geezer ghetto" where "everybody is old"[3]. A recent *Wall Street Journal* article added, "People don't want to go to a place where there's only a bunch of other old people"[4].

Instead, they are looking for an intergenerational experience where they can get support if needed but still feel connected to the larger community and neighborhood. They want to be engaged with the larger community through work, volunteering, hobbies and interests. They want to live in walkable highly amenitized communities with an "organic mix of age groups"[5].

Seeing both the interest in and the need for intergenerational connections, there are a growing number of organizations that are specifically promoting intergenerational initiatives and programs:

- The Eisner Foundation, based in Los Angeles, is investing exclusively in intergenerational programs, services and initiatives[6];

- Generations United, based in Washington D.C., is a non-profit focusing exclusively on intergenerational collaboration, public policy and intergenerational programming[7];

- Next Avenue is a non-profit journalism website focused exclusively on older Americans and often reports on the importance of intergenerational living for seniors[8];

- The Milken Institute Center for the Future of Aging[9] has also written about and promoted the importance of intergenerational programs for seniors.

This desire for age integration is also being noticed by multiple industry thought leaders, a few examples of which are provided on the following pages.

75- year old Michael Douglas & 85-year old Alan Arkin, stars of the Netflix hit 'The Kominskey Method'

90-year old Sister Madonna, oldest woman to finish an Ironman Triathlon (at age 82) and still competing in triathlons

Phil Kingston, 82-year old political activist and self- proclaimed 'rebel'

Jazz drummer Roy Haines still performing at age 93

Why Does The Next Generation Desire Intergenerational Connection?

"The current model is not attractive to this next generation that wants to be supported but not segregated; they desire engagement across the generations. People are starting to realize it is not good for someone to go on vacation for 20 years living only with people their own age. The more engaged we are in life and with others, the longer and better we live."

JAY BLOOM
President & CEO of Bloom Anew and Chair of the 2019 Generations United Global Intergenerational Conference Host Committee.

"Today's seniors do not want to do anything to separate themselves from the lifestyle they currently lead. They have an intense desire to remain connected to the greater community, to feel relevant both socially and intellectually."

CRAIG KIMMEL
Principal at RLPS architects, a national design firm based in Lancaster, Pennsylvania and one of the lead architecture firms on the Rose Villa project

"This next generation of seniors take their ability to impact younger generations very seriously. They have valuable, transferable skills and they want to share them. They are very attuned to popular culture and technology, so it is also easier for them to connect with a broader range of younger folks than their predecessors. In addition, their health and level of engagement is, overall, dramatically different than generations past – they have the interest and energy to run with the wolves (or the baby cubs) that their parents may have lacked. So their interacting or working with different generations is felt as enriching to everyone's life rather than hard or draining. The other reason they are interested in multi-generational life is they do not want to be boxed into the "old" category – and why should they?"

VASSAR BYRD
CEO of Rose Villa Senior Living, a non-profit life plan community in Portland, OR and of Viking Life Services, which provides consulting services to single site non-profit communities

"There is more and more evidence that people in multi-generational living and working environments, and being with different people of different generations, is very life-sustaining for all of those generations, especially older people. Segregating older population from their families, friends and communities isn't the best or healthiest idea.[10]"

CHIP CONLEY
Modern Elder Academy

"Many aging Boomers (among which I count myself) grew up during anti-establishment times and are thus much less inclined than their parents to simply accept the hand they're dealt. They (we) have higher expectations that also include more stimulating and varied social and cultural experiences than what is available in today's CCRCs. They (we) don't want to be sequestered in age-segregated enclaves but want to be 'where the action is'. Seniors are far more likely to thrive in an environment rich in intergenerational social experiences."

ROB PFAUTH

Director of Planning for Erdman Senior Living, a national design-build firm based in Madison, WI

"As the world, and the U.S. particularly, continues to age we are more reliant on all ages and generations to provide care and services, to add perspective and to share interests that cross all generations. With social media that connection is easier than ever and an increasing number of seniors now and in the future are active participants. Everyone, regardless of age, prefers inclusion to separation."

DIANE HOOD

President & CEO of Mary's Woods, a life plan community in Lake Oswego, OR

"Why do seniors want an intergenerational experience? I can answer this from a very personal perspective. My wife, who is 65, and myself, 71, are living/experiencing the challenges of envisioning how we want to spend hopefully the next 20 years or so. In short, we want to "remain vital" and a recent experience provided some insight on this.

Our 32-year-old millennial daughter recently opened a fast-growing pie-baking business with a retail outlet in an incredibly hip and happening 'food hall' in East Nashville. We spent a week there working in her kitchen among several generations preparing and then delivering a variety of food products. Simply stated, the vibe there was intoxicating! Millennials, Boomers GenXers, and some Silents and lots of kids all taking in this unique way of marketing food. It made us grateful for that type of blended intergenerational experience and hopeful to be enjoying many others like it in the future.

Why? Because we want to continue to live our normal messy existence where all generations continue to collide daily. We don't want to make the same conscious decisions that we perceive our parents and grandparents made to disconnect and shut themselves off from the younger generations.

We want to stay relevant and we feel it is critical to live among those younger than us so that we can acknowledge and embrace and hopefully 'share values' in order to foster mutual respect among us all. We will never be able to accomplish that if we Boomers choose to move off to 'Margaritaville,[11]' The Villages, the traditionally designed community, or other enclaves like that!"

GENE GUSZKOWSKI

Principal at AG Architecture, a national senior living design firm based in Milwaukee, WI

Technology Will Allow Seniors To Stay Where They Are

If we don't provide this next generation of seniors the experience they want, notably the sense of community and connection through an intergenerational experience, then, instead, rapid advancements in technology will allow them to simply stay in their current home and receive:

- Health monitoring and fall alerts provided to relatives via their iPhone[12] ;

- Medication reminders from Alexa and medications delivered by Amazon[13];

- In-home monitoring and tele-health from Comcast and Best Buy[14];

- Predictive analytics of all this data through Google AI[15];

- Nutritionally balanced senior meal delivery from bistroMD or other providers[16];

- Plus, future models of iRobot's Roomba that will do basic household chores[17].

Google is developing a version of Google Glass specifically for seniors

Neuro Rehab is developing a VR machine learning technology for PT/OT

Intuition Robotics have developed an AI "companion" targeted toward seniors.

Honda's Walk-Assist robotic exoskeleton just received FDA approval

The Intergenerational Senior Living Experience

To address this changing consumer preference, more and more communities are incorporating intergenerational elements into their operation and design[19].

A review of recent articles, books, and publications on this topic as well as a review of over 50 existing and in-development projects that have or are incorporating intergenerational elements, shows there is a multitude of ways to incorporate intergenerational design and programs.

However, they all seem to create a similar experience[20]:

- The community looks and feels more like a cool mixed-use building or micro new urbanist development than the typical single-purpose, traditionally designed retirement community. This is important to attract both residents and non-residents participating in intergenerational activities on campus;

- There is a walkable connection to off-site amenities and services, so residents don't feel isolated on an age-segregated 'island';

- On a daily and regular basis, there are non-residents of all ages on campus participating in programs and events.

The purpose of this white paper is to set forth seven simple design and operations principles to create this intergenerational experience in senior living and to provide examples of communities successfully integrating intergenerational elements.

This white paper also provides extensive hyper-linked footnotes to articles, publications and information on specific communities for those seeking additional information on these principles and concepts.

Note: While these principles primarily apply to active adult, independent living, congregate living and life plan/CCRCs, many if not most of these principles also apply in some degree to stand-alone supportive living (assisted living and nursing).

> "Old people need old people, but they also need the young, and young people need contact with the old."
>
> A Pattern Language[18]

Principle #1 – "Connected, Not Apart"

This principle pertains to site selection.

Traditionally Designed Communities: No connection to anything around it

The traditionally designed community is often unconnected to its surroundings and requires the use of a car or community bus to participate in any activities or events off-campus.

In contrast, for communities incorporating intergenerational elements, the selected site should have now, or will have in the future, walkable connections to other amenities, services or even just other types of non-senior housing. Along with more typical criteria such as demographics, competition, linkages, access, and visibility, a site's walkability score[21] must also become a key site selection requirement.

Gene Guszkowski notes, "At the macro scale, we feel strongly that a senior living community is best located at the epicenter of an intergenerational community and not along the edges or off by itself, as is often proposed."

From a design perspective, the community needs to be visually connected to and "talk to" the buildings and environment around it.

Examples include the following settings:

In an existing urban setting with a walkable connection to retail and restaurants

- Saint John's On The Lake is a large life plan community just north of the downtown in Milwaukee, Wisconsin. It is in the process of completing its second 20-story independent living tower addition in the past 10 years. The appeal of the campus' location is not only views of Lake Michigan, but its location in a great, walkable neighborhood with restaurants, museums, and retail, all within a short walking distance.

Saint John's On The Lake Newest tower addition to open in 2020

• Rob Pfauth notes, "We are increasingly being presented with opportunities to develop senior living communities in more urban mixed-use settings, which I think are rich with opportunities to foster intergenerational experiences. One of our projects that is nearing completion in Tacoma, Washington, features a six-story senior living community in a brand new walkable urban mixed-use development".

• Other recent urban projects include The Trulee in Evanston, Illinois[22], The Welltower in New York, New York[23], and Merrill Gardens in Seattle, Washington[24].

On a college campus

• A community integrated into a college campus (versus 'plopped' somewhere out on the perimeter) provides for seniors taking classes on campus, classes being offered at the senior living community, and internship and work opportunities at the community for traditional students.

• Dustin Warmus is a senior design architect at THW Design in Atlanta and principal designer of The Spires at Berry College project in Mount Berry, Georgia[25]. Dustin notes, "We selected the Berry site based on its close proximity to the heart of the campus. This connection is envisioned to be a major intergenerational thoroughfare, tying the seniors and students together and giving residents full access to classes, activities, and sporting events. The initial phase of two dozen cottage homes will be for incoming senior residents, with future phases incorporating faculty housing intertwined with seniors. In the commons, a large multi-purpose room and events center is located adjacent to the main lobby to lend itself to bringing in students as well as outside visitors for large events and functions."

• Other recent examples include projects at Arizona State University[26], University of Central Florida[27], and SUNY at Purchase College[28].

In a new urbanist, neotraditional community

• The Middleton Glen project is located in the Middleton Hills subdivision in Middleton, Wisconsin, a new urbanist community designed by Andres Duany. Residents of the community have a short walk to restaurants, café, bakery, grocery store, and other retail.

• Another recent example includes the Chattahoochee Hills development in Serenbe, Georgia[29].

Middleton Glen Senior Living

Part of a new and larger mixed-age and mixed-use development

- Recent projects include the Minnesota Health Village, a 100-acre mixed use project in Maple Grove, MN[30], Rancho Mission Viejo in Esencia, California[31], Waltonwood in Cary, North Carolina[32], the Baldwin in Londonderry, New Hampshire[33] and a recently proposed community in St. Paul, Minnesota[34].

Next to and integrated with retail and/or medical offices

- A new Burlingame, California, community will be located within a complex of medical office, retail and dining[35].

- A new community located next to and with walkable connections to a neighborhood shopping in Costa Mesa, California[36], or a community located in the middle of and serving as an anchor for a shopping district in Wayzata, Minnesota[37].

In an established single-family or residential neighborhood

- Senior communities seeking intergenerational interactions can be successful in an in-fill site surrounded by single-family homes or residential apartments and existing parks.

What if you are in a rural or otherwise un-connected location?

- You might follow the example of the Otterbein SeniorLife community located in a rural area in Lebanon, Ohio[38]: The existing community is developing non-age-restricted single-family homes next to their existing campus to create intergenerational connections. Matt Obringer is Project Manager for Union Village, the company partnering with Otterbein SeniorLife on the development. Matt notes "the new Town Center will be built immediately across from the existing senior living community and phase 1, which is under construction, will include the Town Center, retail, commercial, and non-age restricted single family homes and apartments.

Otterbein SeniorLife- Union Village Development

"When you build a thing, you cannot merely build that thing in isolation, but must also connect to the world around it."

A Pattern Language

Principle #2 – "Up, Not Back"

This principle pertains to site planning.

The traditional community places the main entry back behind a large front parking lot and often also behind a long entry road with no walkable connection to nearby amenities.

Traditionally Designed Communities: Long entry roads, set back far from the street, nothing to walk to and car-focused

In contrast, for new communities wanting to promote intergenerational connections, the main building and entry are brought up to the street and most parking is placed in the back or to the sides to create a visual connection from the street and a walkable connection to surrounding uses.

Site planning incorporates elements of mixed-use design as well as new urbanism to create a pedestrian-friendly environment and human scale.

Smaller projects incorporate elements of traditional mixed-use design site planning with visibility from and easy walkability to the street and a welcoming "non-senior living" aesthetic.

Larger projects have the opportunity to incorporate elements of new urbanism[39] with a central Main Street or Town Center and a hierarchy of uses similar to a micro version of classical new urbanist communities such as the Seaside[40] or Celebration communities in Florida.

In either case, the design is inviting to the neighborhood and creates intergenerational access and appeal.

Be it a large or small project, the more private, resident-only, non-intergenerational elements are situated toward the back of the community or campus in a more private setting.

The recently completed Mary's Woods project in Lake Oswego, Oregon (a residential suburb of Portland) is an excellent example of this principle. The original community was built in 2001 but just opened a new, large expansion in 2019.

Diane Hood notes that the original campus, opened in 2001, was intentionally tucked back from the road and out of sight, built around the original Provincial House of the founding religious order. However, with the new expansion, "We intentionally brought the building up to the street to signify 'Come on In – You are Welcome Here!' Our vision is that all who enter, participate, visit, work, or live here – senior or non-senior – can make a difference and help shape our community."

Mary's Woods Expansion

The recent Mary's Woods $216 million expansion[41] added independent living and assisted living, the Dunn Community Center building, and three additional buildings at the front of the campus along Highway 43.

Surrounded by independent living apartments to create a village feel, the Dunn Community Center includes the Three Sisters restaurant, which is open to the public as well as to residents, plus a large auditorium/conference-style space that is used for resident functions but also available for use for non-resident gatherings, events, conferences, community meetings, and retreats. An outside gathering space is available for movies, concerts, weddings, and other resident and non-resident functions.

The three buildings at the entry to the campus with street frontage include the Ovation Coffee & Tea shop, a nail salon, dentist, space leased to a local medical office including PT and OT, the Mary's Woods fitness and wellness center, and other commons amenities that are available both to residents and to the public.

The Rose Villa redevelopment project in Portland Oregon, which is discussed in greater detail below and developed in a suburban residential neighborhood, also brought the entrance to its recently redeveloped campus, and its new "Main Street" up to the street, creating an inviting, easily accessible entry to the community.

Rose Villa

"While a CCRC may be the ideal option to age in place, most are not physically connected to a walkable town or neighborhood center and create their own type of isolation."

Aging with Grace; The Next Challenge for New Urbanists[42].

Principle #3 – "Mixed Use, Not Single Purpose"

This principle pertains to the first impression of the building and the campus.

Traditionally Designed Communities; Generic and predictable first impression

The traditional community has a very distinct "senior living" single purpose look and feel with grand entry and porte-cochere, hub-and-spoke design, apartment wings usually with monolithic exteriors, perhaps a ring road of duplexes, and internally focused commons not visible from the outside.

In contrast, new communities desiring to create an intergenerational appeal look and feel more like mixed use, with apartments above commons, a mix of distinctive facades and materials, and an aesthetic that is both familiar and inviting not only for residents but also for guests and non-seniors participating in events and programs at the community.

If you are an existing community that occasionally gets walk-in inquiries at your front desk from young couples in their 20s or 30s asking about available apartments or condos, then you have probably met this principle. If you never do, then the community most likely looks and feels like traditional senior living, which is obviously not welcoming to non-seniors but, increasingly, also not appealing to seniors either.

Examples of this successful look and feel include the following:

Mary's Woods in Oregon (discussed above)
- The first impression of Mary's Woods is of a mixed-use development of retail and housing with walkable amenities close to apartments.

Rose Villa (discussed in detail below)
- Similarly, the first impression of Rose Villa is not of "senior living" but of a cool mixed-use development along a tree-lined Main Street with first-floor retail and apartments above.

Rose Villa's First Impression

Principal #4 – "Out, Not In"

This principle pertains to the layout of the commons.

Traditional design places the commons inside the main building, accessible only from the inside and internally focused, often on either side of a double-loaded corridor.

Traditionally Designed Communities: There's commons in there, but you can't see them

The preferred design, consistent with creating a mixed-use or town center feel, is to have the common spaces that will be open to the public and intergenerational to be visible from the exterior and to look more like individual retail spaces with unique storefronts and following many of the rules for successful storefront design[43]. The community has a "family of brands" mixing both internal (community-named) and external (e.g. Starbucks or similarly licensed) brands and signage. Non-residents are given visual cues as to the space's location and purpose and can see into the space from the outside.

Rather than being generic and monolithic, each commons space should be unique, distinctive and strive to be, as described in Ray Oldenburg's book The *Great Good Place*, truly "third places"[44]. Interiors for these spaces should also be distinctive, organic and with a local flavor. This activates the space and serves to welcome and invite both residents and non-residents.

Cold and rainy weather climates can be accommodated with a dual entrance outside and to an internal hallway.

Gene Guszkowski notes, "The common areas of a typical senior community can easily become the shared resources ... the vehicle for the generations to interact with each other on a daily basis. This means we need to turn the standard functionality of a larger community inside out. We strongly advocate for a basic design principle of walking to the commons rather than through the commons".

Outward-facing Branded Commons

In contrast, those commons that are limited to use only by residents or not intending to be intergenerational can be tucked back into the building or development as is typically the current norm.

Rose Villa was a 50-year-old community with minimal and obsolete commons in 2011 when Vassar Byrd kicked off the first of a three-phase redevelopment of the campus. The first phase created a pedestrian-friendly Main Street with apartments above Rose Villa-owned commons but designed to look like traditional retail. The commons along Main Street include the Harvest Grill coffee shop and bistro, RiverPoint Wellness Center, the News Room, Seeds Garden Center, the Vista Lounge, and entry into the Performing Arts Center as well as other spaces. Each is individually branded with its own unique signage along Main Street and conveys the feeling of individual shops versus monolithic commons. Traffic along Main Street can be limited or stopped to allow for its use for a variety of functions, including a farmers market and any number of resident events, such as holiday parties and even a parade. Phase 1 also included low-rise pocket neighborhoods[45], which serve as the less dense "suburbs" to the denser Main Street downtown[46].

Rose Villa Farmers Market

Rose Villa's second phase included additional pocket neighborhoods as well as Net Zero units[47] and artists' lofts. The third and final phase, to begin construction in 2020, includes a replacement supportive living center but also an extension of Main Street with additional individually branded retail below new loft apartments.

Rose Villa Main Street

Mary's Woods Outward Facing Commons

Other examples of more community-accessible commons include the following:

Main Street with apartments above first-floor commons

Outward-facing commons onto a main thoroughfare

**Commons resembling a traditional town center or piazza**

- See, for example, the Amavida Living project in Fort Meyers, Florida[48].

Senior living built above traditional retail

- Rob Pfauth notes, "We are in the early planning stages on a project that promises to be very similar in its relationship to the surrounding urban fabric, and features street-level spaces suitable for businesses, which will serve both residents as well as the surrounding neighborhood. We are truly excited about this emerging movement and believe that it is a harbinger of things to come."

- Other recent examples include the Atria at Foster Square in Foster, California[49], and Belmont Village in Lincoln Park, Illinois[50].

- The Independence in Chicago, Illinois, rather than being built above retail was built above space leased to the local library[51].

Principle #5 – "Intergenerational, Not Age-Segregated"

This principle applies to both space and operational programming.
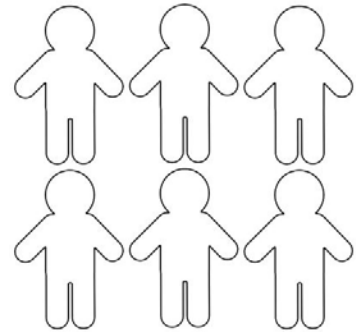
The traditional community offers programs only to senior residents – with the possible exception of extending the use of amenities to other seniors on the community waitlist.

In contrast, while a community hoping to create more of an intergenerational experience will still have spaces and programs just for residents, it will also open certain amenities and programs to all ages.

Vassar Byrd notes, "Currently, we enjoy all kinds of projects with people of all ages on campus – from a Boy Scout troop putting in an outdoor music garden for an Eagle Scout project to residents involved in the SMART tutoring program and, always, plenty of grandkids and great-grandkids taking advantage of our pool and aquatic center offerings (complete with water slide)".

A multitude of successful examples exist:

Common spaces open to the public

- As noted above, Rose Villa and Mary's Woods both have multiple venues open to both residents and non-residents, including dining, coffee, wellness, retail stores, etc.

Rose Villa's Harvest Grill Café opens out to Main Street and is open to the public

Saint John's On The Lake MOWA Gallery

Onsite child care

- Vassar Byrd notes, "We will have an even more robust intergenerational vibe on our campus when we complete our Child Development Center in the next two years. The vision for that is to welcome 30 or so kids ages 3 to 5 onsite for intentional programming with residents of our 24-hour care neighborhood, Madrona Grove, as well as through volunteers from the rest of our campus."

- Other recent communities incorporating child care with intergenerational programming include Pillars Park in Minneapolis, Minnesota[52], and Providence Mount St. Vincent in Seattle, Washington[53].

Large fitness center open to residents and the public alike
- The Norterre in Liberty, Missouri[54], will have a fitness center open to the public and will be operated by a local hospital and health care provider.

Art gallery or museum partnership
- Saint John's on the Lake is a satellite gallery for the Museum of Wisconsin Art (MOWA) with frequent opening receptions and change of exhibitions.

Partnerships with neighborhood schools, organizations, or other nearby institutions
- Diane Hood notes, "We are located next to Youth Villages and Robinswood (a foster care and family support agency), and our residents volunteer and are very active in their Backpack Heroes program. Another close neighbor is Harmony High School, the first recovery high school in Oregon. We have closely connected with them with resident volunteers, job opportunities, as well as at the corporate leadership level."

- Other communities partner with local schools, inviting residents to volunteer as tutors, mentors, or participants in a life stories class[55].

Office and conference room space set-aside for local non-profits, to which many residents often volunteer

The community performing arts center or multipurpose room also serving as the home base and rehearsal site for a local theatre group or community band

Classroom space for university extension or night school classes
- Saint John's On The Lake's Institute on Aging hosts a University of Wisconsin-Milwaukee undergraduate course held onsite named "Aged to Perfection," which is co-taught by residents. Renee Anderson, President and CEO of Saint John's On The Lake, notes one of the goals of the class is to encourage a career that serves older adults.

Lecture series or symposium open to the public
- Saint John's On The Lake hosts an annual Symposium on Aging, which brings over 300 non-resident attendees of all ages to campus.

Events open to the public
- Some communities host a weekly farmers market, neighborhood Christmas tree lighting, or an annual 10k run fund-raiser starting and ending at the community.

Small playground area
- The invitation to play will appeal to residents' grandchildren as well as to neighborhood children or the children of employees. Diane Hood noted that Mary's Woods is hoping to add a playground to their campus in the future.

Mary's Wood's residents volunteer at an on-campus event with a local school.

Craig Kimmel adds, "Whenever possible, our clients are looking for partnerships with entities outside the community to strengthen social ties, e.g. schools, recreation centers, child daycare, restaurants, religious organizations and country clubs, but also mixed-use developments with market-rate housing and retail opportunities."

Principle #6 – "Varied And Blurred, Not Generic And Separate"

This principle pertains to the independent living and supportive living offerings and how they blend together.

The traditional community has standard apartments and perhaps some generic duplexes and often a "bright line" between independent living and health care.

In contrast, new communities are offering a variety of new independent living and supportive living offerings, working to blur the lines between them, and also offer them at a range of price points.

In independent living, besides just traditional apartments, communities are now offering pocket neighborhoods, Net Zero units, Live-Work units, raised villas, smaller but smartly designed units incorporating the concepts of Sarah Susanka's Not So Big House[56], and even micro units; all of which create an appeal to both younger residents and more income-diverse residents. This diverse array of offerings also helps break down the stereotypes of what seniors, and non-seniors, perceive as "senior living." The recent Rose Villa redevelopment included very popular Net Zero units, additional pocket neighborhoods, as well as artisan loft apartments above an arts studio called the Creative Arts Building.

In supportive living environments, communities are intentionally blurring the lines between independent living and supportive living in both architectural and interior design, making the spaces more welcoming and inviting to residents in each area as well as to non-residents. The Plymouth Harbor project in Sarasota, Florida, recently opened an assisted living area that "felt seamless next to independent living" and, indeed, was "indistinguishable"[57] from independent living.

Covenant Living is in the process of developing a new assisted living wing to its existing Windsor Park life plan community in Carol Stream, Illinois. Randy Gross, Vice President of Project Development for Covenant, noted, "We are designing the new assisted living dining area to be appealing not just to the residents of that neighborhood, but our goal is for it to be equally inviting and utilized by independent living residents and their guests as well, encouraging a blending of all residents and their guests."

Net Zero Homes

Pocket Neighborhoods

Creative Arts Building

WITZ COMPANY
SENIORS HOUSING CONSULTING AND DEVELOPMENT

Principle #7 – "Creating A Sense Of Place"

This principle is about creating intergenerational connection.

George Seddon defined placemaking as "a characteristic that some geographic places have and some (most) do not. It is a feeling or perception in relation to those characteristics that make a place special or unique, as well as those that foster a sense of authentic human attachment and belonging." Chris Eaker defined it as "the art of creating spaces that uplift and help us connect to each other." E.S. Casey noted it as the characteristics that make a place distinctive, special or unique and that "fosters a sense of authentic human attachment and belonging".

The alternative is what Charles Bohl, in the book *Placemaking*, refers to as "placelessness[58]:

We all have our own examples of places that resonate with us on a personal and emotional level and create that type of "placemaking" experience. Some examples might include walkable neighborhoods with rich histories (e.g. Dupont Circle in Washington, DC, Charleston, SC, Galena, IL, or Williamsburg, VA), traditionally designed neighborhoods though without the rich history (e.g. the neo-traditionally designed communities of Seaside or Celebration in Florida), just about any older or traditionally designed college campus (e.g. University of Virginia, The University of Washington Quad, West Point, etc.), or even Disney World[59].

Senior living communities have the opportunity to create the experience of a sense of place; however, to paraphrase Seddon, the great majority do not. And to the extent many senior living communities look and feel like every other senior living community, they also have a sense of forgettable 'placelessness'.

What does creating a "sense of place" have to do with intergenerational senior living? This is the "secret sauce" to create a community that truly appeals to both seniors and non-seniors, residents and non-residents, and thus helps create an intergenerational experience.

Brad Smith is the principal of BSA PlaceCreation, a landscape architectural planning and design firm specializing in placemaking. He defines placemaking in senior living as "the art and science of creating places where people feel connected and thus their well-being is truly enhanced."

Market Street in Celebration Florida

Central Amphitheater in Seaside, Florida

Community Christmas Tree lighting

Placemaking in senior living is a convergence of great design and operations but also amenities and programs that create a deeper connection, typically through formal initiation and/or purposeful connection through design and operations to traditions, history and/or story.

Initiation in senior living is more than just a resident orientation process but the deliberate process of welcoming the resident and making them feel a part of a real community. This might be formal welcoming traditions or presentation of gifts with symbolic importance at move-in, formal acknowledgement of resident involvement in the creating of community, or a formal annual new-resident dinner.

Traditions are the promotion and formalization of community anniversaries, customs, history and rituals that make the resident – and non-residents – feel like they are part of something larger than themselves. For residents, these can be something as simple as formalizing the annual board meeting, celebrating the anniversary of the founding of the community, formal holiday dinners, or other formal traditions focused on the residents or the community. Chip Conley decries that "we have a series of traditions and ceremonies marking passages through youth and middle age (birthdays, commencements, weddings, baby showers, etc.) but there is a need for rituals and rites of passage and celebrations (other than a boring retirement party) to mark the continued transitions and growth we face in later years." Senior living communities have the opportunity to do this.

For both residents and non-residents, creating a sense of tradition can be the creation and continuation of annual neighborhood events, e.g. a neighborhood Christmas tree lighting on the campus, a children's Easter Egg hunt, a summer farmers' market, or various other annual neighborhood traditions. This writer recently presented at a zoning hearing on behalf of a community and one of the Plan Commission members noted his emotional connection to that community based on attending various neighborhood events and traditions hosted by the community over the years; for this individual, this was more than just a "typical retirement community;" it created for that person a true sense of connection and place.

"This has nothing to do with marble counter-tops or the size of the living space. It's about how people will experience the place you're about to create"[60]

WITZ COMPANY
SENIORS HOUSING CONSULTING AND DEVELOPMENT

History and story are also about creating connections to the local neighborhood or to a larger community, history or idea, be it through the use of theming and/or archetypal and symbolic design elements, graphically displaying and telling the history of the community or neighborhood, or even just celebrating the mission and values of the founding organization.

Ellen Lupton, in the book *Design is Storytelling*[61] notes "Designers sometimes think of a building as a static artifact" but she notes that buildings are experienced through time and space and as a flow of encounters and experiences and adds, "The success of a building lies not just in its utility but in its meaning in the lives of its user." Brad Smith notes, "Every design element should work together to reinforce the theme and story to create a strong sense of place".[62]

Ultimately, we are not selling units and services to our senior residents but providing them with opportunities and experiences; which are heightened and enhanced through the purposeful incorporation of placemaking.

Saint John's On The Lake History Wall; telling the history and story of the community

Scott Girard is a former Disney landscape architect and author of *The Story: Connecting the Dots Between Themed Development and Senior Living.* He is a partner at BSA PlaceCreation, serving as the firm's Director of Imaginality.

"This next generation of seniors grew up at the dawn of the theme park age and are arriving at retirement with a passion for an active lifestyle, a desire for connection, a demand for entertainment and engaging cultural activities, and a profound sense of service and desire to give back and contribute to their communities.

Implicit in those demands is living in an environment that is not only unique but is held together by a theme and a story; both of which, when in concert have the capability to create and drive a resident's experiential lifestyle. Such environments provide for a greater opportunity for connections to a 'sense of place,' to nature and to social interactions with friends and neighbors. When combined, these components have the capacity to enhance one's experience as well as their mental, physical, and spiritual health.

The Story and the Experience – two things we focus on in our senior living design work. We do it because we believe today's seniors are seeking a place they can call home, and a place that will be in tune with their life stories and experiences."

The Whole Is Greater Than The Sum Of Its Parts

A review of communities that have successfully, and unsuccessfully, incorporated intergenerational elements indicate the importance of trying to following all seven principles.

We have seen communities that are located in a wonderful urban location or in a thriving neo-traditional new urbanist location (following principle #1) but then are designed based on traditional design which sets the retirement community back from the street (vs. principle #2) or are designed to look and feel like a typical, traditional single-purpose senior living community (vs. principle #3) and thus do not create a welcoming intergenerational feel or experience.

We have seen communities create an eclectic coffee house or great dining venue open to the local neighborhood (principle #5), but if the space is not visible from the outside or visitors from the neighborhood have to walk past a traditional retirement community reception desk and down a hallway to get there (vs. principle #4), the space ends up being used only by residents.

And we have seen countless examples of communities located in great neighborhoods with rich and compelling neighborhood and/or community histories but fail to even try to create a sense of place and connection for the residents or their intergenerational guests and neighbors (principle #7).

The Seven Guiding Principles

1. Site Selection – Connected, not apart

2. Site Planning – Up, not back

3. First Impression – Mixed use, not single purpose

4. Commons Layout – Out, not in

5. Space & Operational Programming – Intergenerational, not segregated

6. Independent & Supportive Living Offerings – Varied and blurred, not generic and separate

7. Creating Intergenerational Connection – Sense of place

Putting It Into Practice

It should be noted that communities that incorporate intergenerational elements still follow roughly the same programming square footages and meet the the same design, operational, and financing metrics as traditional communities.

However, to successfully integrate intergenerational experiences, a different approach to development, design, and operations is required. Charles Bohl refers to this as the distinction between creating "a place, not a project".[63]

For example, the charette and master planning processes must first start by defining, and then benchmarking throughout the design and operations planning process, the desired resident and intergenerational experience; as opposed to the typical process of simply starting off with a traditional, generic program and list of spaces and square footages.

What is the desired resident and non-resident experience?

What is the desired first impression of the campus, the buildings or individual spaces?

What is the cueing provided for wayfinding? (Hint: It's not signage).

How will the campus and spaces create a true intergenerational feel?

What are the desired walk distances, both on and off–campus?

What is the desired feeling we want the resident, or a non-resident, to have in each space or as part of this program?

Following these principles challenges designers to think outside a single-purpose-building comfort zone and instead also incorporate elements of mixed-use, retail and new urbanism design. Operators need to think first and foremost of their senior residents but also be cognizant of what programs create an intergenerational appeal. And creating these intergenerational experiences requires a true collaborative effort of the entire development team-development, design, operations, and marketing; there can be no "silos" based on everyone's specific discipline.

Similarly, team members cannot be allowed to simply fall back into the all-too-familiar routine of merely redesigning, updating, or refining their last project.

The Intergenerational Experience Benefits Everyone

We believe that, as this next generation of seniors grows in size and becomes more of a force, communities that do not incorporate intergenerational elements will attract an 80+ and increasingly older need-driven resident with a short length of stay in independent living – and there is increasing evidence of this. One recent article, noting the increasing age-at-entry and frailty of incoming residents into traditional congregate and life plan communities, commented that many new independent living residents are really just "early assisted living residents" or "AL Lite"[64].

Conversely, there is also anecdotal and sales evidence that communities that successfully incorporate intergenerational elements, i.e. offering residents the connection, community, and sense of place in a way they may not be able to experience staying in their current home, are attracting younger residents in their early 70s and from a larger geographic area.

In conclusion, intergenerational communities benefit everyone.

First, they provide the resident the experience and connection that they desire. Vassar Byrd notes, "The benefit to everyone who is part of an intergenerational community is connection! If all your friends are just the same as you, your world is considerably smaller than if you have a broad range of connections. Different ages have different perspectives, different interests, and different languages. Seniors have the time to connect and they are uniquely situated to reap the benefits and there is a lot of research that quantifies this in terms of longer, healthy, more engaged lives." Craig Kimmel adds, "The quality of life benefits are symbiotic for both seniors and other age groups." Diane Hood notes, "We all age better and live longer with the opportunity to live with, work with, and interact with all generations."

Second, communities with intergenerational elements benefit the owner, be they for-profit or non-profit, with higher occupancy, higher rates, and happier residents.

Last, senior living communities with intergenerational elements also positively impact their neighborhoods and local communities by serving to connect people of all ages — something sorely needed in our increasingly fractured culture, which some say is suffering from an "epidemic of loneliness" among all ages.[65] In essence, senior living communities with strong intergenerational elements allow the "retirement community" to be more than simply a retirement community, but also an integral part of the larger neighborhood. In this way, they better serve their residents by also serving the larger community.

Endnotes And Links

[1] **Pocket Neighborhoods: Creating Small-Scale Community in a Large-Scale World**
2011, Ross Chapin, Taunton Press

[2] **Comparison of the Silent Generation to Baby Boomers**

	Silent Generation	Boomers
Influences	Depression New Deal WWII Rise of Corporate World Experienced hard times growing up followed by prosperity	Civil Rights Vietnam War Cold War Ever-increasing prosperity
Relationships	Low divorce rate	High divorce rate
Values	Adhere to rules – Conformity Dedication – Sacrifice- Hard work Don't question authority Deferred Gratification Family focus Fiscally prudent - Savers Work to provide or 'give back'	Anti-war – Question Everything Ambitious – Live to work - Success Anti-Establishment - Equal rights Personal Gratification Dedicated to their kids Spend today - Consumerism Work to 'make a difference'
Retirement	Earned based on 30 years of work and savings (Source-Economic Development Partnership)	Who am I if I retire? I haven't saved enough I need to work at least part-time

Silent Generation	Boomers
Kindness & Compassion	Desire for recognition
Fun & enjoyment of life	Self-fulfillment
Faith & religion	Spirituality
Warm relationships	Altruism
Respect tradition & authority	Leadership
Material possessions	Excitement
Financial Security (Source: RLPS Architects)	Intellectual curiosity

[3] **Rethinking the Traditional Retirement Community**
New York Times, May 30, 2014
https://www.nytimes.com/2014/05/31/your-money/rethinking-the-retirement-community.html

[4] **Boomers Want to Stay Home. Senior Housing Now Faces Budding Glut**
Aging-in-place technology trend poses challenge to builders of living facilities for elderly
Wall Street Journal, Nov 12, 2019
https://www.wsj.com/articles/boomers-want-to-stay-home-senior-housing-now-faces-a-budding-glut-11573554601

[5] **Hipsturbia: Major Real Estate Trend and Senior Living Opportunity**
Senior Housing News, Oct 19, 2019
https://seniorhousingnews.com/2019/10/16/hipsturbia-major-real-estate-trend-and-senior-living-opportunity/

[6] **The Eisner Foundation**
http://eisnerfoundation.org/

[7] **Generations United**
https://www.gu.org/

[8] **Next Avenue**
https://www.nextavenue.org/

[9] **Milken Institute Center for the Future of Aging**
https://milkeninstitute.org/centers/center-for-the-future-of-aging

[10] **Founder of the Modern Elder Academy, Chip Conley, Re-Imagines Senior Living**
Senior Living Foresight, Mar. 21, 2019
https://www.seniorlivingforesight.net/founder-of-the-modern-elder-academy-chip-conley-re-imagines-senior-living/

[11] **The Future of Aging just might be in Margaritaville**
New York Times Magazine, Nov 14, 2018, by Kim Tingle
https://www.nytimes.com/interactive/2018/11/14/magazine/tech-design-longevity-margaritaville.html

[12] **How tech is catering to the elderly and caregivers**
Venture Beat, Jan. 13, 2020
https://venturebeat.com/2020/01/13/how-the-tech-industry-is-paying-attention-to-elderly-consumers-and-caregivers/

[13] **Amazon Pharmacy Trademark Filed**
Channel News, Jan. 15, 2020
https://www.channelnews.com.au/amazon-pharmacy/

[14] **How Best Buy plans to expand into home healthcare services, remote monitoring to help seniors age in place**
Zdnet, Sept. 25, 2019
https://www.zdnet.com/article/how-best-buy-plans-to-expand-into-home-healthcare-services-remote-monitoring-to-help-seniors-age-in-place/

[15] **How AI is Helping Predict and Prevent Senior Falls**
Health Tech Magazine, Aug. 29, 2019
https://healthtechmagazine.net/article/2019/08/how-ai-helping-predict-and-prevent-senior-falls

[16] **BistroMD**
https://silver.bistromd.com/

[17] **iRobot pioneered the robot vacuum, now it's working on washing your dishes. Folding laundry, washing the dishes, and even grabbing a drink from the fridge could be a thing of the past**. (Jan. 10, 2020)
https://www.androidcentral.com/irobot-pioneered-robot-vacuum-now-its-working-washing-your-dishes

[18] **A Pattern Language**
Christopher Alexander, 1977
Oxford University Press

[19] **The Future of Senior Living is Intergenerational; Love & Company blog, Feb. 19, 2019**
https://loveandcompany.com/2019/02/the-future-of-senior-living-is-intergenerational/

[20] **The Intergenerational Senior Living Experience – Three Questions to Ask; Love & Company blog, Nov. 13, 2019**
https://loveandcompany.com/2019/11/the-intergenerational-senior-living-experience-three-questions-to-ask/

[21] **Walk Score**
https://www.walkscore.com/

[22] **Hipsturbia: Major Real Estate Trend and Senior Living Opportunity**
Citation above

[23] **Case Study: The WellTower – Midtown Manhattan Senior Living**
Senior Housing News: Strategies for Mixed-Use Development in Senior Living, 2018
Citation below in Other Resources

[24] **Seniors Housing Developers Embrace Intergenerational Living Trends**
REBusiness Online, June 18, 2019
https://rebusinessonline.com/seniors-housing-developers-embrace-intergenerational-living-trends/

[25] **Life Plan Community Coming Together at Sprawling College Campus**
Senior Housing News, Oct 21, 2018
https://seniorhousingnews.com/2018/10/21/life-plan-community-coming-together-largest-u-s-college-campus/

[26] **Retirees to Embrace Campus Life**
Inside Higher Education, Jan. 9, 2019
https://www.insidehighered.com/news/2019/01/09/high-demand-retirees-live-campus-arizona-state-university

[27] **$170m CCRC Planned Near University of Central Florida**
Senior Housing News, May 18, 2018
https://seniorhousingnews.com/2018/05/18/170-million-ccrc-planned-university-central-florida/

US Universities are offering 'retirement communities' to senior citizens
SI News, Dec. 24, 2019
https://www.studyinternational.com/news/universities-retirement-community/

[28] **Seniors Want to Go Back to Class**
Wall Street Journal, Dec. 19, 2019
https://www.wsj.com/articles/seniors-want-to-go-back-to-class-universities-want-to-sell-them-real-estate-11576751403

[29] **Case Study: Serenbe & Chattahoochee Hills**
Senior Housing News: Strategies for Mixed-Use Development in Senior Living, 2018
Citation below in Other Resources

[30] **Mixed-Use Development Planned in Minnesota**
To include 400 units of multi-family, 150 units of senior living, retail, hospitality, clinic and public spaces
EFA Magazine, Feb 4, 2020
https://efamagazine.com/news/mixed-use-development-planned-in-minnesota/?utm_source=SilverpopMailing&utm_medium=email&utm_campaign=EFA%20News%20without%20whitepaper_2.5%20(1)&utm_content=

[31] **A new generation of senior housing making 'elderly islands' obsolete**
Los Angeles Times, June 22, 2017
https://www.latimes.com/business/la-fi-senior-housing-20170622-story.html

[32] **Singh Combines Multifamily with Senior Housing for Intergenerational Living**
Senior Housing News, June 28, 2019
https://seniorhousingnews.com/2019/06/28/singh-waltonwood-combine-multifamily-with-senior-housing-for-intergenerational-living/

[33] **First Look: The Baldwin at Woodmont Commons (integrated within a mixed-use development)**
Environments For Aging magazine, July 24, 2019
https://efamagazine.com/projects/first-look-the-baldwin-at-woodmont-commons/

[34] **Former Ford Plant Site to House Massive Mixed-Use Development with Senior Housing**
Senior Housing News, Oct 23, 2018
https://seniorhousingnews.com/2018/10/23/former-ford-plant-become-massive-mixed-use-development-senior-housing/

[35] **Peninsula Health Care District unveils revised plans**
San Mateo Daily Journal, Nov 18, 2019
https://www.smdailyjournal.com/news/local/peninsula-health-care-district-unveils-revised-plans/article_200358b0-09a2-11ea-88ce-f70240ed1b40.html

[36] **New Models for Active Adult Living**
UrbanLand, Oct. 14, 2019
https://urbanland.uli.org/planning-design/new-models-for-active-adult-living/

[37] **Building Blocks: Folkestone – Promenade of Wayzata**
Finance & Commerce, May 15, 2014
https://finance-commerce.com/2014/05/building-blocks-folkestone-promenade-of-wayzata/

Case Study: The Promenade of Wayzata
Senior Housing News: Strategies for Mixed-Use Development in Senior Living, 2018
Citation below in Other Resources

[38] **2018 Design Champion: Jill Wilson, President and CEO, Otterbein SeniorLife**
Environments For Aging magazine, Summer 2018
https://efamagazine.com/trends/2018-efa-design-champion-jill-wilson/
See also
https://www.unionvillageohio.com/

[39] **The 10 Principles of New Urbanism**
"Planners and developers can apply these 10 principles to almost any project of any size"
1. Walkability
2. Connectivity
3. Mixed-Use & Diversity
4. Mixed Housing
5. Quality Architecture & Urban Design
6. Traditional Neighborhood Structure
7. Increased Density
8. Smart Transportation
9. Sustainability
10. Quality of Life

Michigan Land Use Institute, April 27, 2006
http://www.mlui.org/mlui/news-views/articles-from-1995-to-2012.html?archive_id=678#.XjTjb2hKiUk

[40] **Seaside: Four decades of influential, incremental urbanism**
Public Square, A CNU Journal, June 11, 2019
https://www.cnu.org/publicsquare/2019/06/11/four-decades-influential-incremental-urbanism

[41] **$216m Expansion Brings Host of Local Businesses, Health Care Providers to Mary's Woods Campus**
Senior Housing News, Sept. 25, 2019
https://seniorhousingnews.com/2019/09/25/216m-expansion-brings-host-of-local-businesses-health-care-providers-to-marys-woods-campus/

[42] **Aging with Grace: The next big challenge for urbanists**
Public Square: Congress for the New New Urbanism, Oct 31, 2018
https://www.cnu.org/publicsquare/2018/10/31/%E2%80%98aging-grace%E2%80%99-next-big-challenge-urbanists

[43] **Ten Rules for successful storefront design**
Public Square, A CNU Journal, Jan 29, 2020
https://www.cnu.org/publicsquare/2020/01/29/ten-rules-successful-storefront-design

[44] **The Great Good Place**
Ray Oldenburg, 1999
Published by Marlowe & Company

[45] See citation above to **Pocket Neighborhoods: Creating Small-Scale Community in a Large-Scale World by Ross Chapin**

Pocket Neighborhoods: An Idea Whose Time Has Come Full Circle
Brad Smith Associates, Inc – Place Creation Blog, Jan 28, 2020
https://bsaplacecreation.com/email-campaign-articles/pocket-neighborhoods?ss_source=sscampaigns&ss_email_id=5e31e1581ae5e7246dcd9599

Testing new ideas with cottage courts
Public Square, a CNU Journal, Aug 29, 2019
https://www.cnu.org/publicsquare/2019/08/29/testing-new-ideas-cottage-courts

[46] **Check out how a Portland senior living community renovated for the Baby Boomers (with photos)**
Portland Business Journal, Sept 3, 2015
https://www.bizjournals.com/portland/blog/health-care-inc/2015/09/check-out-how-a-portland-senior-living-community.html

[47] **High aspirations for Oak Grove housing: net zero energy senior living community**
DJC Oregon, Feb 15, 2019
https://djcoregon.com/news/2019/02/15/high-aspirations-oak-grove-housing/

[48] **New Senior Living Operator Quadrum to Debut $95m 'Town Square' Community**
Senior Housing News, July 11, 2018
https://seniorhousingnews.com/2018/07/11/new-senior-living-operator-quadrum-debut-95-million-town-square-community/

[49] **One-of-a-Kind Retirement Community Opens its Doors in Foster City**
PR Newswire, Jan 24, 2017
https://www.prnewswire.com/news-releases/one-of-a-kind-retirement-community-opens-its-doors-in-foster-city-300390347.html

[50] **Belmont Village Blends Urban, Mixed-Use Trends in New Chicago Development**
Senior Housing News, Nov 12, 2018
https://seniorhousingnews.com/2018/11/12/belmont-village-blends-urban-mixed-use-trends-new-chicago-development/

[51] **Case Study: Independence Branch Library**
Senior Housing News: Strategies for Mixed-Use Development in Senior Living, 2018
Citation below in Other Resources

[52] **New Ebenezer Communities Mix Generations as Trend Gains Steam**
Senior Housing News, June 11, 2018
https://seniorhousingnews.com/2018/06/11/new-ebenezer-communities-mix-generations-trend-gains-steam/

[53] **Providence Health & Services Intergenerational Learning Center**
https://washington.providence.org/services-directory/services/i/intergenerational-learning-center

[54] **Multigenerational living project's $66m first phase breaks ground**
Kansas City Business Journal, May 17, 2016
https://www.bizjournals.com/kansascity/news/2016/05/17/multigenerational-living-project-liberty.html

A New Twist on Planned Senior Communities
Next Avenue, July 7, 2015
https://www.nextavenue.org/a-new-twist-on-planned-senior-communities/

[55] **Bridging The Gap: Intergenerational programming in senior living communities connects residents to a broader community**
Senior Living News, Oct. 1, 2019
https://seniorlivingnews.com/bridging-the-gap/

[56] **The Not So Big House: A Blueprint for the Way We Really Live**
Sara Susanka, 2001
Taunton Press

[57] **2019 Design Champion: Harry Hobson**
Environments For Aging magazine, July 23, 2019
https://efamagazine.com/trends/2019-design-champion-harry-hobson/

[58] **Placemaking: Developing Town Centers, Main Streets, and Urban Villages**
Charles C. Bohl, 2006
Urban Land Institute

[59] **Disney Architecture and Placemaking**
Numerous publications and articles have been written on the placemaking elements of Disney architecture; a few quotes are offered below.

"[This is] the art of visual storytelling. Every element, design, color, landscape, music, and costume must contribute to telling a story."
Designing Disney – Imagineering and the Art of the Show. Peggy Van Pelt, 2003
Disney Editions

"Scale & walkability (vs the confusion of the auto-centered suburbia)… complementary vs competing buildings… visual cues to create a series of scenes in a story…all combine to create the gestalt of shape."
The Architecture of Reassurance, Karal Ann Marling 1998
Flammarion Publishing

"[Disneyland and Disney World are] designed according to the principle of traditional urbanism which Disney helped revive; a pedestrian town with a coherent structure."
"Buildings and architecture are something that stay with you, it is subliminal. Any building, no matter how minor or mundane, has the potential to transport us to another realm. Architecture can inspire, uplift, entertain, educate and enlighten."
 "Architecture can have the same enduring magic as an animated film.". "This is architecture with a plot … myth is layered upon myth."
Building A Dream, The Art of Disney Architecture, Beth Dunlop, 1996
Harry N Abrams, Inc., Publishers

"Building a story through architecture – creating an environmental experience."
Imagineering, 1996
Disney Editions

[60] Paul Smith: Place-Making
Professional Builder, Jan 31, 2002
https://www.probuilder.com/paul-smith-place-making

[61] Design is Storytelling
Ellen Lupton, 2017
Published by Cooper Hewitt, Smithsonian Design Museum

[62] **The Story: Connecting the Dots Between Themed Development and Senior Living**
https://witzonline.net/wp-content/uploads/2019/12/BU-06x1a-BSA-The-Story-Connecting-the-Dots-Themed-Dev-Senior-Living.pdf

[63] **PlaceMaking: Developing Town Centers, Main Streets, and Urban Villages**
See above

[64] **Senior Housing Business Question of the Month: Incoming Disruptions**
Seniors Housing Business, June 4, 2019
https://seniorshousingbusiness.com/question-of-the-month-incoming-disruptions/

[65] **America's Loneliness Epidemic**
Thrive Global, Jan. 19, 2020
https://thriveglobal.com/stories/americas-loneliness-epidemic/

UCSD study finds 'epidemic' of loneliness in elderly adults
"The researchers noticed what appeared to be an epidemic of loneliness among adults in senior living or retirement communities."
Fox 5 San Diego, Jan. 10, 2020
https://fox5sandiego.com/2020/01/10/ucsd-study-shares-strategies-for-handling-loneliness-in-elderly-adults/

See also
Bowling Alone: The Collapse and Revival of American Community
Robert Putnam, 2000 by Simon & Schuster

Better Together: Restoring the American Community
Robert Putnam, 2003 by Simon & Schuster

Our Kids: The American Dream in Crisis
Robert Putnam, 2015 by Simon & Schuster

Other Resources
All Together Now: Intergenerational communities, where old and young mix freely, can be a big draw if carried out intelligently
Senior Housing Business; May-June, 2019
https://seniorshousingbusiness.com/all-together-now/

Perkins Eastman Clean Slate Project
Seniors Housing Business, June 11, 2019
https://seniorshousingbusiness.com/perkins-eastman-jj-flooring-study-system-shocks-are-coming-to-seniors-housing/

The New Opportunity in Intergenerational Senior Living
Senior Housing News, 2018
https://seniorhousingnews.com/2018/11/05/new-report-opportunity-intergenerational-senior-living/

Strategies for Mixed-Use Development in Senior Living
Senior Housing News, 2018
https://senior-housing-news.myshopify.com/products/strategies-for-mixed-use-development-in-senior-living

Intergenerational Programming in Seniors Housing: From Promise to Practice
Generations United and Leading Age, 2017
https://www.gu.org/resources/intergenerational-programming-in-senior-housing-from-promise-to-practice/

Survey of Shared-Site Intergenerational Programs
Eisner Foundation and Generations United, 2018
https://www.gu.org/resources/survey-of-shared-site-intergenerational-programs/

Witz Company

SENIORS HOUSING CONSULTING AND DEVELOPMENT