



LIVING

MAJOR REINVENTION AT

Ingleside Retirement Communities

PERKINS —
EASTMAN

Ingleside Retirement Communities embark on major reinvention

Ingleside is a not-for-profit provider of comprehensive older adult opportunities, including three life plan communities with locations in Maryland, Virginia, and the District of Columbia. Like many systems, they found the need to embark upon a major reinvention of their organization, their communities, and their brand.

Early on in the relationship, Ingleside revealed that while leadership wanted each community's individual character and aesthetic to be celebrated and enhanced, they also wanted to enhance the engaged living brand focused on the concepts of centers of excellence, innovation, service, and wellness that would be evident across all communities. Many of these concepts were pulled directly from Ingleside's mission and values, and designing the repositioning projects through the lens of these values helped provide three big-picture guiderails for the design solutions eventually implemented.

When Perkins Eastman first partnered with Ingleside in 2013 to begin the multi-year process of repositioning their existing campuses, they could not imagine how in-depth their partnership would become. In the years since, the firm has helped them respond to many strategic challenges at its three properties: Ingleside at King Farm (IKF) in Rockville, MD; Ingleside at Rock Creek (IRC) in Washington, DC; and Westminster at Lake Ridge (WLR), in Occoquan, VA. Though each community began with an overall campus master plan, Perkins Eastman guided all three through multi-year, phased renovations and expansions.

Working with the same client across all three communities presented some unique opportunities and also complexities because, although there

was a need for brand consistency, each community was located in a different licensing jurisdiction, served a different socio-economic market, and was missing different pieces of programming required to become a complete, modern life plan community.

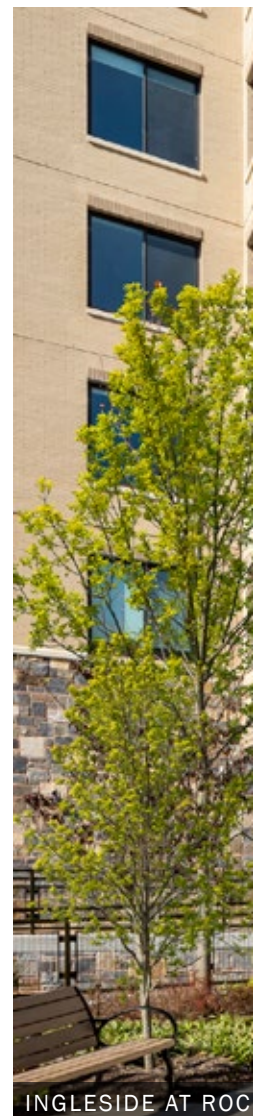
Ingleside at Rock Creek

Ingleside at Rock Creek was the original Ingleside community, first established in 1906 on M Street in Northwest DC and moved to its current location at the periphery of Rock Creek Park in 1960. By 2013, Ingleside at Rock Creek was a thriving community comprised of nearly 240 independent living, assisted living, and skilled care residents. After successfully navigating the economic downturn in 2009, many of the campus buildings needed significant updating. Most of these updates were effectively rolled into the larger repositioning project.

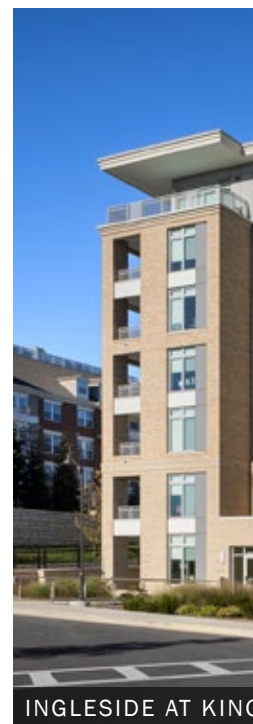
In order to fully modernize assisted living and skilled care, the original outdated buildings were completely demolished and replaced, including, for the first time at IRC, a new assisted living memory support program. Two new high-rise independent living towers are connected at the ground floor by an expansive center for healthy living with an outdoor amenity courtyard, all situated on top of two levels of below-grade parking. Wide, enclosed corridors provide gracious connections between the new and existing buildings.

Ingleside at King Farm

Ingleside at King Farm, first completed in 2008, was the newest community to join the Ingleside family, and yet its development during the recession's lean times created many challenges



INGLESIDE AT ROCK CREEK



INGLESIDE AT KING FARM



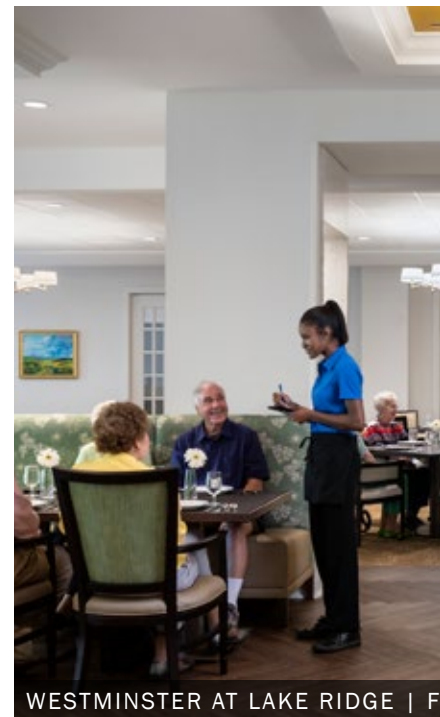
The overarching Ingleside brand focuses on the concepts of centers of excellence, innovation, service, and wellness and is evident across all their communities.



WESTMINSTER AT LAKE RIDGE | LIVING ROOM



WESTMINSTER AT LAKE RIDGE | BISTRO



WESTMINSTER AT LAKE RIDGE | F



during the design and construction phases that began to cause issues for the growing community. There quickly became a shortage of dining and other amenity spaces, and the community was continuing to seek out the best ways to connect into the surrounding neighborhood.

Initially, Perkins Eastman began working with Ingleside to resolve the lack of dining and kitchen space. That commission grew into a master planning process to help the community understand how they could best expand on their existing campus with new residences, additional services, and amenity spaces geared towards whole person wellness.

Westminster at Lake Ridge

Westminster at Lake Ridge is the largest community by virtue of its suburban location. It also provides the widest variety of living environments and is the only Ingleside community with cottages. Opening its doors in 1993 on 62+ acres of forested land near the historic Town of Occoquan, VA, the community includes over 340 independent living, assisted living, and skilled care residents. While drawing on the strengths of their diverse service levels and living options to include both apartments and cottages for independent living, the community identified a need to renovate and reorganize major amenity and staff spaces, with the programmatic addition of a new dining venue, a relocated and expanded new main entry, and a new fitness center with locker rooms. One of the major goals was to refresh and revitalize the original interiors with an eye towards the future of the community and the space needs of both prospective and existing residents.

Goals

To reiterate, Ingleside stressed that while leadership wanted each community's individual character and aesthetic to be celebrated and enhanced, they also wanted to establish an overarching Ingleside brand centered on the concepts of centers of excellence, innovation, service, and wellness that would be evident

across all communities. Designing the repositioning projects through the lens of these concepts helped provide three big-picture goals that served as touchpoints for each design decision that was made.

Elevated Dining Experience

Each community was struggling to keep up with newer dining trends that emphasized the importance of serving a variety of culinary experiences across a wide range of dining venues. It quickly became apparent that prioritizing food service and re-planning the dining facilities would help jump start the larger repositioning projects and also make big impacts quickly, which was important to the existing residents.

Whole-Person Wellness

Supporting residents in their individual wellness pursuits means addressing the mind, body, and spirit together. Ingleside eagerly became an early adopter of the "center for healthy living" (CHL) concept, a whole-person wellness center with programs and spaces that support many of the dimensions of an individual's well-being. In fact the concept of the CHL drove the master planning efforts at all three of the Ingleside communities.

Community Connections

Facilitating outreach into the broader neighborhood was imperative to both Ingleside leadership and residents. To aid that outreach effort, establishing a new "front door" to each community to welcome outside visitors and provide an easily identifiable entry point became an important goal of each project.

In addition to providing a new public entrance to guests, connecting the new and existing buildings seamlessly was a goal set for each campus. The existing residents were all very proud of the strong community ties they had built with each other, and while they were tentatively supportive of the pending expansion projects, they wanted to ensure no barriers were formed between themselves and the new residents. This connection concept was echoed throughout the planning process.



ORMAL DINING

Elevating the Dining Experience

Perkins Eastman was initially brought on board to help solve the dining problem at IKF: the original design did not allocate enough space, and as a result, both the kitchen and the dining venues were inadequate. Residents had to wait to be seated for dinner, food quality suffered, and residents expressed a high level of dissatisfaction with the dining program overall.

While the food service challenge was recognized as a pressing one for the existing residents, it quickly became apparent that the solution needed to be wrapped into a larger discussion about IKF's long-term development goals, so that near-term solutions meshed with the long-term plan.

In order to provide a forum for everyone's voices to be heard during those larger discussions, Perkins Eastman implemented their IDEAS process: a multi-day visioning workshop where the design team works collaboratively with residents, community staff, and the corporate leadership team to develop strategic goals and a master plan for a design project. At King Farm, the plan that was generated during the IDEAS workshops allowed the food service piece to proceed right away. This was important because it immediately addressed the dissatisfaction of the existing residents, resolved the dining shortages, improved food quality, and added new dining venues to the campus, which could support an expanded community.

At IRC and WLR, one of the biggest problems faced by the design team was the opposite of what existed at King Farm. Where IKF was working to alleviate cramped dining rooms,

IRC and WLR both had main dining rooms with large expanses of space unbroken by any architectural elements that could reduce the scale of the rooms or noise. These dining rooms were relics of an earlier era, when mealtime was not the intimate, multi-sensory dining experience that is expected today. However, residents had grown accustomed to their large dining rooms and were not unanimously enthusiastic about change. The resulting design compromise was to create smaller, open "rooms" within the footprint of the larger space. The intent was to provide views across the larger area while subdividing the space to create more intimate opportunities for small groups to dine comfortably, as they would in a restaurant.

Outside of the main dining rooms, the culinary offerings available to residents at both IRC and WLR were limited. Leadership recognized that additional dining options would need to be included in the expansion programs in order to provide more choice. At IRC, an upscale casual bistro was included in the project to provide a crucial new dining opportunity: one that introduced a more relaxed dining setting, since the main dining room offered a place where residents might choose dressier attire for the dining. On the other hand, at WLR residents felt it was important to convey a comfortable and informal feel to their dining spaces, so while the food itself is elevated, the atmosphere is more laid back and casual. In addition to renovating the main dining room into smaller more intimate rooms with a wine bar, we also created a 24/7 bistro and coffee shop off the lobby, to provide an active relaxing gathering place.



INGLESIDE AT KING FARM



INGLESIDE AT ROCK CREEK



MARKETPLACE



BISTRO



INGLESIDE AT KING FARM | BAR



INGLESIDE AT ROCK CREEK | SALON

Ingleside's Centers for Healthy Living weave together programs that focus on all eight dimensions of wellness—physical, intellectual, spiritual, emotional, financial, occupational, mental, and social.



INGLESIDE AT ROCK CREEK | FITNESS CENTER



Whole-Person Wellness

Ingleside recognized early that maximizing residents well-being could be a critical differentiator for them, and that the eight dimensions of wellness—physical, intellectual, spiritual, emotional, financial, occupational, mental and social—all needed places where the residents could focus on these goals. Long before Perkins Eastman entered the picture, the Ingleside communities already offered several spaces dedicated to aquatics, lifelong learning, and spiritual well-being. However, there was no tie between the various campus wellness-focused spaces that showcased a purposeful collection of amenities supporting residents' whole-person wellness needs.

Working together, Perkins Eastman and Ingleside envisioned how a center for healthy living, (CHL), could be established at each community, weaving together the programs they already had with new program spaces where important dimensions of wellness had not previously been addressed. At all three Inglesides, the resulting CHLs are a combination of existing and new, but the end result is a comprehensive and cohesive collection of wellness amenities that will accommodate existing and future residents for years to come. And the CHLs serve both as destinations and as linkages between new and existing.

Ingleside at Rock Creek's center for healthy living literally and symbolically represents the concept that whole-person wellness is the foundation to successful aging. Across all three new buildings and also extending back

through the original buildings, the ground floor is programmed with amenity spaces that respond to the eight dimensions of wellness. A large new courtyard with al fresco dining, a therapeutic garden, and an elevated terrace provide a variety of outdoor experiences.

At Ingleside at King Farm, the new expansion created a center for healthy living that also connects existing and new. The new north entry houses classrooms, game and activity spaces, and a large multipurpose space, and is an open and active connection to the existing building amenities and dining, the new memory support building and the new apartment building. Between the new north entry and the existing south entry, a central courtyard provides fluid access to several amenity spaces designed to focus on whole person wellness and indoor/outdoor connections. Used during the day and evening, this active courtyard provides space for al fresco dining and connects to the studio, classrooms, activity and multipurpose spaces, and the new fitness center.

Westminster at Lake Ridge was the last of the Ingleside projects to undergo renovation, and as such, already aware of the efforts to include centers for healthy living at the other two communities. But unlike the two earlier projects, the development of a CHL at Lake Ridge was more about reorganizing, updating, and expanding on an already established suite of services, rather than the creation of entirely new spaces.

Community Connections

Ingleside at King Farm (IKF) is situated within an expansive new urbanist development which offers easy access to public transportation, retail and restaurants, plentiful public parks, walking trails, and large stretches of green space set aside to remain undeveloped. Fostering a strong sense of connection—both to the broader community and within campus boundaries—played an important role in the repositioning at IKF.

For outside visitors, the original entrance to IKF was well positioned to serve the original building, but it was not going to be adequate to accommodate the increased volume of residents and visitors once the expansion was complete. Additionally, because a large portion of the expansion was comprised of amenities that would be open to the public, such as the multi-purpose room and the adult day care, building a second front door at the CHL made sense to create a more formal, easy-to-find entry for outside visitors.

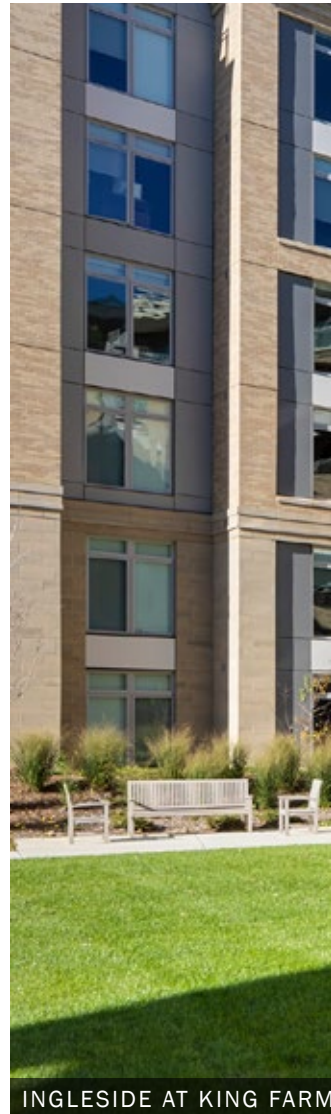
For IKF residents, the center for healthy living effectively became the new internal connection hub, physically connecting the expanded dining venues in both the original and new buildings, and providing shared community space for residents including spa/salon, fitness, classrooms, art and game rooms, and more.

Ingleside at Rock Creek (IRC) was built organically one building at a time over the course of decades, and as a result, new visitors regularly struggled to find the community's front door. There were many modest entry points, and none of them stood out as the primary one. To confuse matters

further, site wayfinding and level changes were also not clear. To address this issue, Perkins Eastman created an easily-identifiable new front door to the community that would eliminate confusion.

Perhaps a more significant concern expressed by residents was that the new project might dilute the strong sense of community at IRC, although nearly everyone recognized that the repositioning would be vital to long-term financial health at the campus. Many early discussions with project stakeholders reiterated the idea that IRC was one community regardless of where one's apartment may lie, and also emphasized strong ties between independent living and the other levels of care. De-emphasizing an “us vs. them” mentality yielded a decision to turn campus connections into project features, with outdoor amenity spaces such as The Overlook, Therapeutic Garden, and Ellipse further anchoring the built connections to provide both indoor and outdoor opportunities to gather at connection points.

In reimagining the community at Westminster at Lake Ridge, one of the main goals was to create a new and expanded main entry that not only helped to reorganize the interior spaces, but also acted as a beacon to welcome visitors and guests unfamiliar with the campus. Lake Ridge already embraced outside civic groups, events, and continued education, and wanted to strengthen and preserve these relationships with updated and intentional amenity spaces. The new front door location and entry canopy became that beacon.



INGLESIDE AT KING FARM



INGLESIDE AT ROCK CREEK



INGLESIDE AT ROCK CREEK | COURTYARD



INGLESIDE AT ROCK CREEK | LOBBY



INGLESIDE AT ROCK CREEK | PRE-FUNCTION SPACE

Perkins Eastman's nearly decade-long relationship with Ingleside has been built on cooperation, trust, and a sincere desire to push the Ingleside brand forward.



INGLESIDE AT KING FARM | COURTYARD DINING



Residents at Lake Ridge had a strong sense of identity that shaped the aesthetic and character of the newly renovated spaces. To appeal to both current and future residents, spaces were imagined as rooms of a home utilizing an eclectic mix of fresh and traditional styles. The community was proud of its natural forested setting. The design sought to bring the outdoors in through use of natural light, biophilic materials, and color palettes to emulate the park-like surroundings. The living room sits directly in view of the new main entry and the view extends to the wooded landscape beyond, accenting the space with the warm yellows, reds, and browns of the foliage in the fall.

Elsewhere at WLR it became important to create a multifaceted space where residents felt comfortable having a morning cup of coffee with their newspaper, enjoying a pre-dinner drink with friends, or indulging in a late night ice cream. The bistro was positioned to take advantage of early morning light, reflected through pops of bright yellows among muted blues, creating a casually inviting atmosphere for the “kitchen” of WLR’s home.

“Throughout this process, Perkins Eastman was a true partner, beginning with a charrette and a process which involved Ingleside’s Board of Directors, residents, staff, and leadership every step of the way. They were able to bring to life Ingleside’s focus on its values and engaged living; one only has to visit to experience it for themselves. The modern spaces are not only beautiful, they also reflect the individuality and personality of each community.”

Lynn O’Connor, MSA, LNHA, CASP, CMDCP / President and CEO, Ingleside

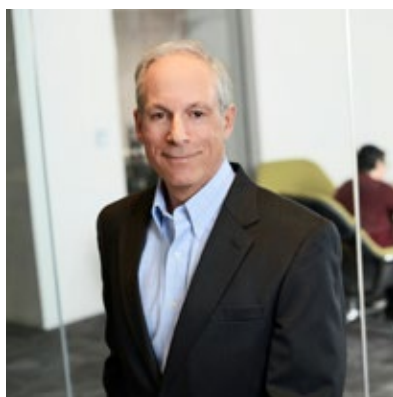


INGLESIDE AT KING FARM | CASUAL DINING



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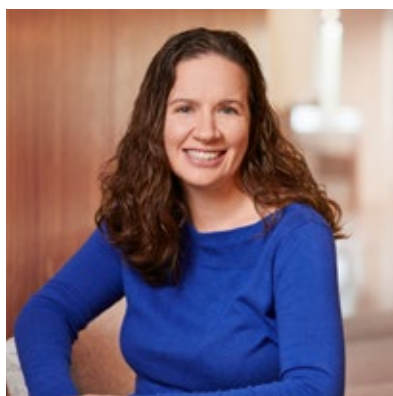


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