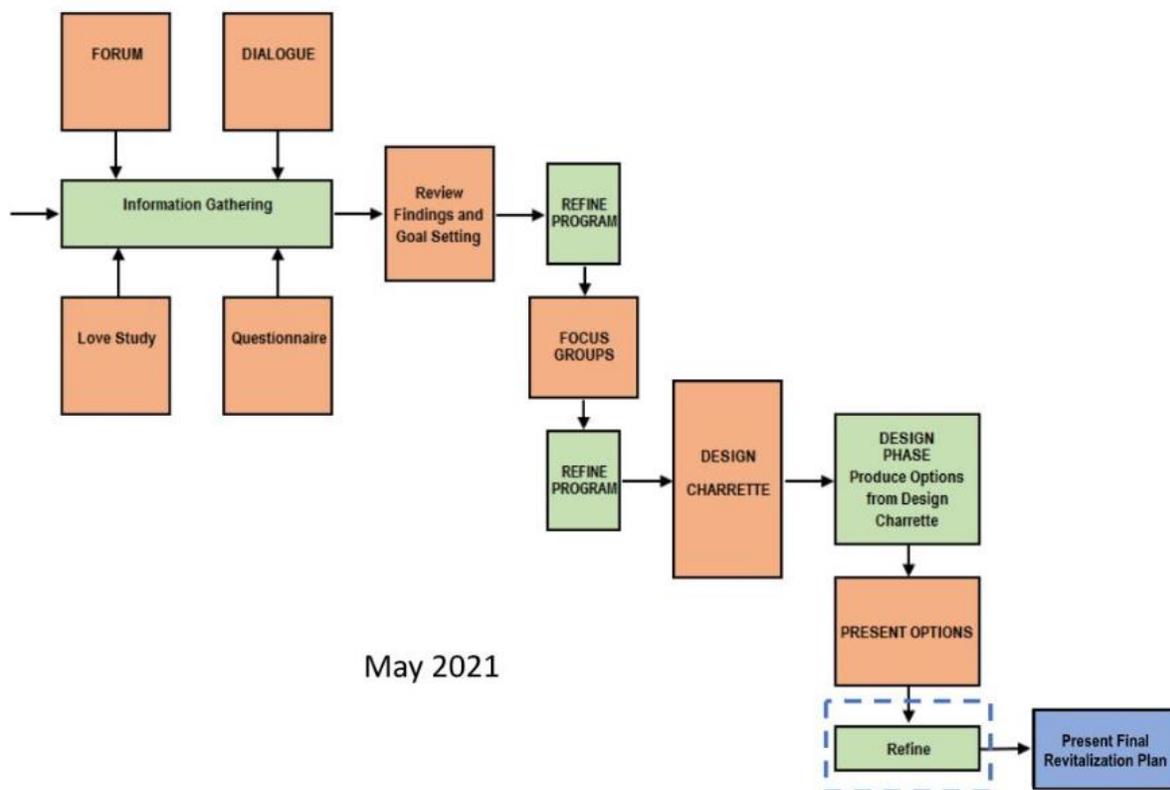


KCC Revitalization Long Range Plan

Thank you for the feedback received on our early drafts of the Revitalization Plan. We have excellent, consistent feedback that allows us to revise and move forward accordingly. We hope to present a complete draft plan to the communities soon. Below is the flowchart showing where we are in the process.



Universal Frequently Asked Questions

Q. What is the timing for the long-range plan?

A. We are developing a long-term plan outlining the strategy for renewing the entire KCC campus to broadly carry out its mission of providing exceptional services and programs. The timing is undefined. We base timing on the scope of work, whether it can happen organically, what requires extensive planning, or what we can accomplish as part of a yearly capital project's budget process. Some plan features depend on other elements we complete, so there are some relational phasing approaches. Thus, the entire plan will not lend itself to a schedule.

Q. I like all the outdoor options on the campus, and they will only enhance our community as a great place to retire. Have you considered sustainable concepts so that we limit our environmental footprint?

A. Sustainability is an ongoing foundation for all that we do at KCC. Our sustainable approach for the long-range plan continues to meet the needs of the present without compromising the ability of future generations. Areas of sustainability for consideration are stormwater management, retention of natural features, energy and water efficiency, renewable/green energy, indoor environmental quality, material, and resources. When we built the newer cottages at our Kendal at Longwood campus, LEED certification was a trending sustainability guideline. Now 'zero energy' is trending and is our barometer. As our plans develop, we fully expect sustainability initiatives will evolve as well. We will evaluate each project with this lens to determine what sustainable practices would best fit.

Q. Parking seems to be a concern. Can you tell me how the long-range plan will address the issues?

A. You are correct, and it is a balance on both campuses. We are very thoughtful on parking as we evaluate the effects of vehicle headlights, screening options, increased electric cars, traffic patterns, preservation of trees, and green space. We will consider changes to communal transportation and the addition of underground parking. As each project materializes, the unique circumstances will provide specific details relative to the project.

Q. I think the plans look great, but I'm concerned about the cost. Some of these initiatives aren't associated with increased revenue, and I question the effect on resident fees. Can you clarify?

A. Great question. All projects, both revenue producing and those that only enhance services, are quantified and projected out for at least five years to measure the impact on the financial position and ongoing operations of KCC. The goal is to integrate projects that, on a consolidated basis, maintain the strong financial position that KCC currently enjoys and that does not adversely impact resident fees. We will share the financial plans and projections with the Board, residents, and external interested parties.

Q. I see a plan for a new building in the area where my home is now. Will I be forced to leave?

A. We are committed to not making any resident move, which is part of why we can't put a timeframe on the project. As areas naturally become available, we will pursue projects in those areas. We may offer residents incentives to move and encourage the process, but kindly understand, we will not ask a resident to move involuntarily.

Q. Why are we expanding our campus? Aren't we concerned about outgrowing our health and community centers?

A. As we discussed, we will maintain unit counts that are consistent with the levels in the past. We have completed actuarial studies of the health centers, and we continually evaluate these areas to the number of residents utilizing those spaces.

Q. I understand the thought around having garden plots in different campus locations, but I like the camaraderie of communal gardens. Do we have to relocate?

A. Thanks for mentioning this concept. If we do any other gardens on either campus to allow additional residents with easier access and availability of gardens, we will not ask existing residents to relocate their current plots.

Q. When talking about tennis, pickleball, dog park, and the outdoor pool do we know if there is enough use to warrant one on each campus?

A. We asked for feedback on this very topic, and it seems that residents are comfortable going to one campus or another for these activities. If enough use generates the need for a second amenity, we can add that if needed.

Crosslands Frequently Asked Questions

Q. In reviewing the plan, there seems to be more emphasis on lodges vs. cottages. Can you explain why?

A. Lodges (or apartment buildings) allow for homes without the sprawl on the campus (with cottages) and thus preserves green space. The information we presented in May is a comprehensive group of ideas collected from residents through questionnaires, focus groups and the design charette process. Not all of the plans introduced will materialize. However, we wanted to show all the options to get feedback on specific areas of the campus. Keep in mind that apartment buildings help confine our building footprint. Still, it also allows us to provide economical homes and some homes connected to the center, which allow for more diverse offerings to future residents.

Q. The number of lodges presented on the other side of the pond seems very far away from the main center. Will that be a concern in the future with the resident's ability to access the center?

A. That is an excellent observation. There are many beautiful aspects to designing homes and common areas on that part of the campus. Views are stunning, for one. But, keep in mind, the lodges will have gathering spaces in the building. With outdoor gathering spaces added to that area of the campus, it will provide new connectivity opportunities. Technology and transportation will also play a pivotal role, and the new Woolman building will be a testament to the question.

Q. What is the difference between lodge and apartment?

A. The term lodge is new to us too, and we felt it to be a cozy, comfortable term when describing the apartment building. With fewer homes, the lodge concept is more of a hybrid between cottages and traditional apartment buildings.

Q. Are we able to develop in areas down toward the lower gardens and Walnut Valley?

A. The design team reviewed that area based on resident feedback, and because of the Brandywine Conservancy easement, there are limits to structures we can build. Adding a covered gathering space may be allowed, while occupied buildings likely would not.

Q. With the amphitheater idea near the pond, are we concerned about the geese waste or acoustics?

A. Outdoor amenities are popular, especially since our campus is beautiful, and resident feedback produced the idea for this feature. We have received mixed reviews about this space as an amphitheater, and we do know that any space around the pond will need to deal with geese.

Q. Are there too many amenities and homes in your presentation that crowd our campus? And, if so, would the Kirkpatrick Field be a viable option to develop?

A. Again, not all the ideas we presented will materialize. We will move forward with the ideas that received the most backing and merit. We are confident we can design engaging gathering spaces in the community that support the connectivity to one another. Kirkpatrick Field is a good thought, but we've determined it would be very costly to commit to developing that area, and residents would be highly disconnected from the campus. It is an area that we will continue to evaluate for its best use.

Q. The West Meadow is an excellent place for development due to its location, but why do we need to develop in our current open spaces?

A. Great question. We are reviewing the options in this area. The meadow has a flat area on top that lends itself well to revitalization due to its central proximity on the campus. Creating spaces in places like this allows for little disturbance to existing residents while not affecting long views. New homes in that area would be attractive to prospective residents. Still, we will evaluate that as we put a complete plan together and better understand the total unit count, our cottage to apartment ratio, and what may best fit for that space, if anything.

Q. I understand the need for parking around the community center and I see that you have added spaces along the road between the building and the pond. Can we save the trees that block the view of the loading dock from units across the pond?

A. Great observation. We have been working to balance the need for parking with the views from both the café/dining room and the resident units across the pond. We can likely add some parking while keeping the trees that block the view of the loading dock. Any new parking will need some form of screening to at least block headlights in those spaces.

Kendal at Longwood Frequently Asked Questions

Q. The concepts presented with the #506 house area are interesting, and it is a lovely area of the campus, but are you concerned about the steep slope of the terrain?

A. This is a beautiful part of campus that not many residents have been to, and we thought creating some gathering spaces would attract more residents to the area despite the hill since we can still have an accessible path. However, we have received mixed reviews, mainly about distance and accessibility, and we will continue to work with feedback and re-evaluate what this space could be in the plan.

Q. I like many aspects of the plan and happy we are taking a strategic approach to plan our campus. Have you thought about apartments on the Kendal campus connected to the center?

A. Thank you, and we are confident a long-range plan will provide a cohesive roadmap to designing inspiring and engages spaces. Yes, resident feedback echoed a similar idea. We presented an area where we could group two small apartment buildings near the barn/library entrance door, a climate-controlled, connected space to the community center. We also believe the apartment building near the existing dog park has some merit based on its views and that other multi-story buildings would surround it. The dog park area proposed apartment building may not be connected to the center, and we will be evaluating the effect on trees in this area. However, we do think apartment buildings, especially with underground parking, limited building, and paving areas which preserve our green, open spaces that we all love. At the same time, it provides opportunities for more economical homes.

Q. Are you taking into consideration the new health center renovation with the long-range plan?

A. Good question, and yes, which is part of the reason Lenhardt Rodgers is engaged in both initiatives. A cohesive plan that connects all of us in one community is one goal, and the health center renovation is a part of that plan. We need to make sure that we blur the lines between levels of care and provide avenues for Independent Living residents to visit the health center and vice-versa.

Q. Have you thought about using the Barn for any new ideas?

A. Yes, and many residents brought up the same idea. Activity space has not been identified at this juncture as there are many ideas that residents discussed. We will continue to evaluate it as plans develop.

Q. I understand that the outdoor pool has some limitations concerning bathrooms/changing rooms and is not the most desirable location but can we keep it centrally located on campus?

A. We have heard this message both in comments during our presentation and after. If we do move the outdoor pool, we hope to keep it centrally located on campus and improve upon some of the limitations you mention.