

STRATEGIC REPOSITIONING

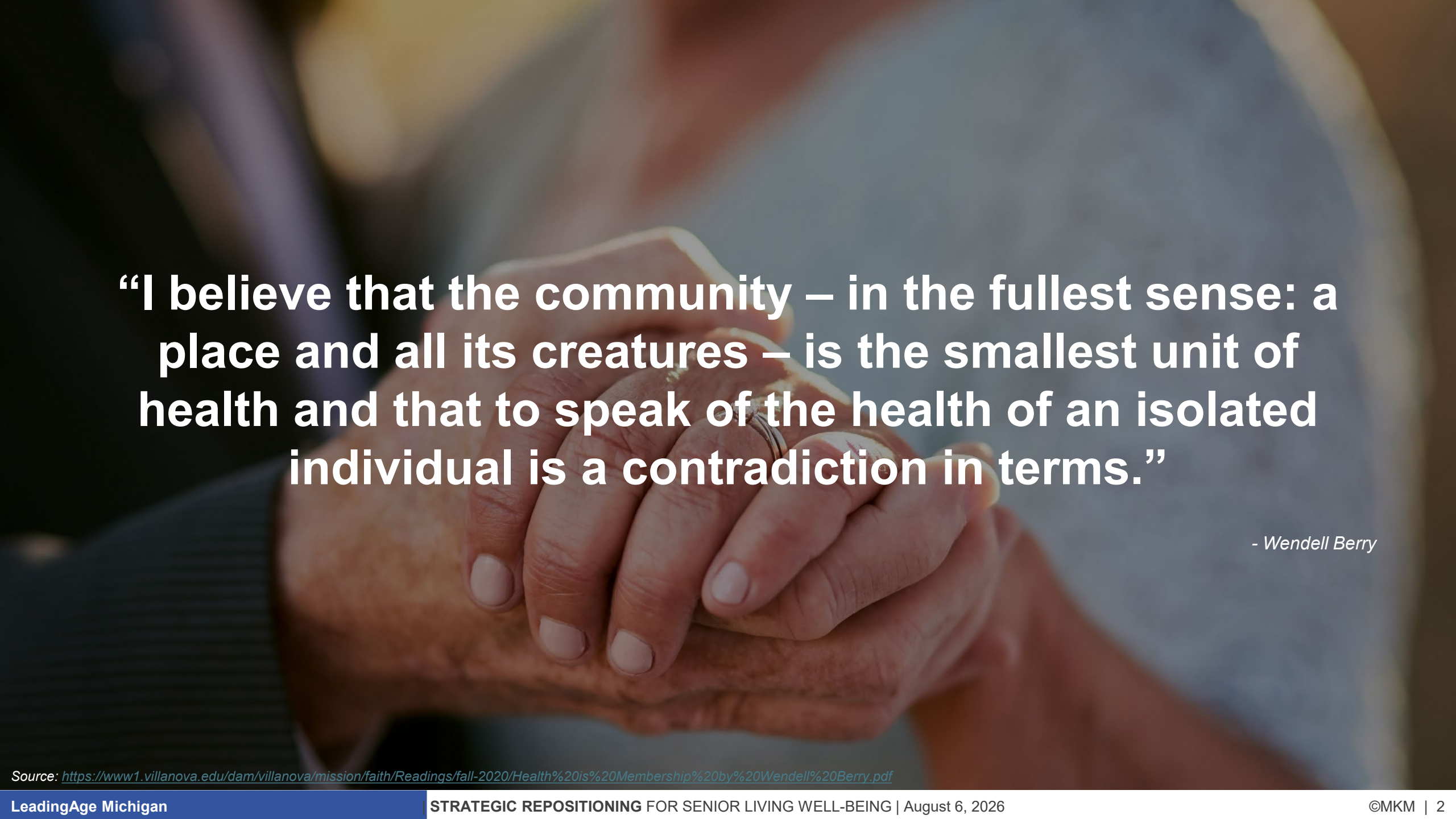
FOR SENIOR LIVING WELL-BEING



MKM

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MKM architecture + design

Leading Age Michigan
August 6, 2026



“I believe that the community – in the fullest sense: a place and all its creatures – is the smallest unit of health and that to speak of the health of an isolated individual is a contradiction in terms.”

- Wendell Berry

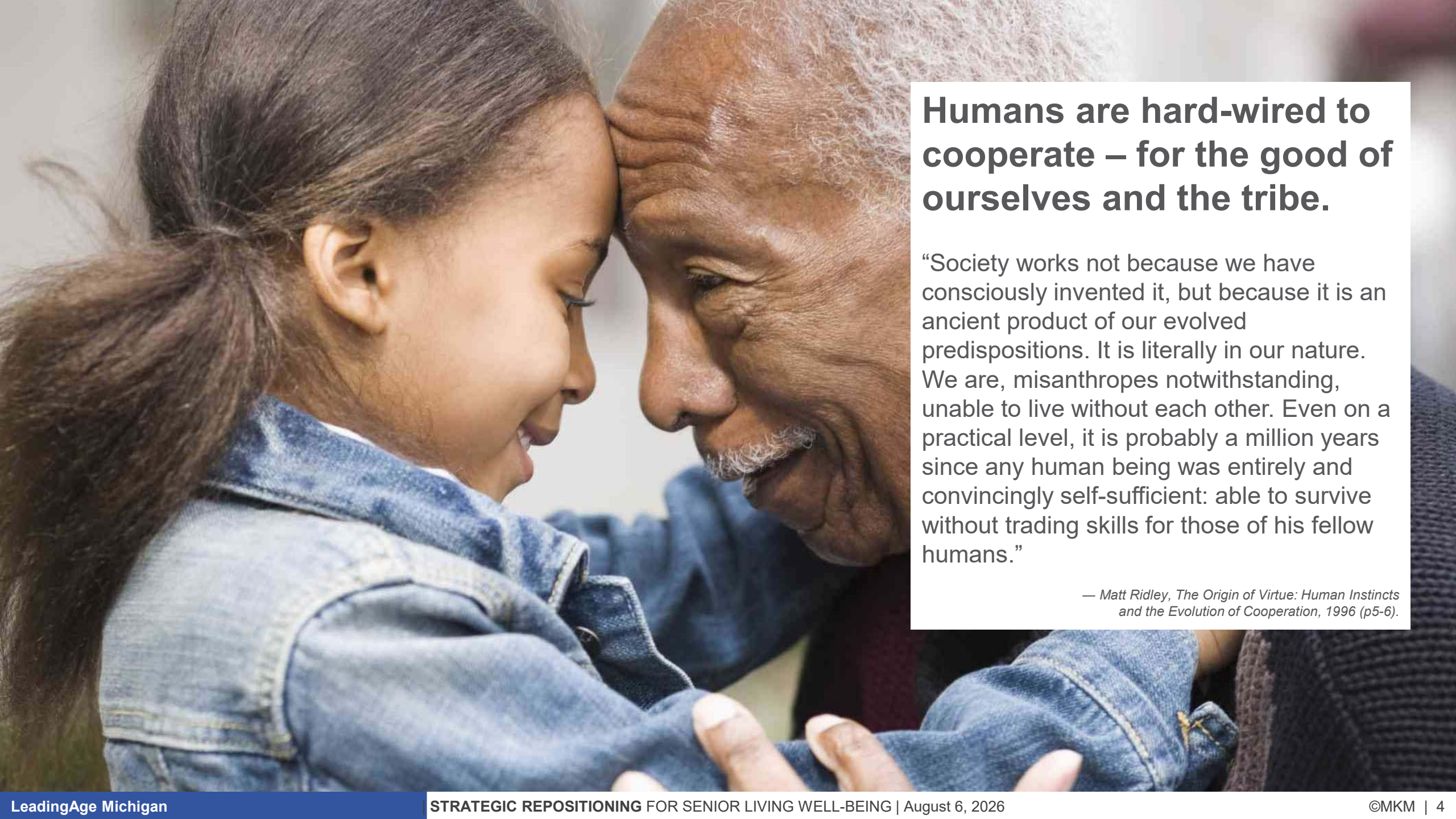
LEARNING OBJECTIVES

1

Review principles of well-being and how our built environment can encourage relationships that strengthen community culture.

2

Address the obstacles and opportunities associated with repositioning existing facilities.



Humans are hard-wired to cooperate – for the good of ourselves and the tribe.

“Society works not because we have consciously invented it, but because it is an ancient product of our evolved predispositions. It is literally in our nature. We are, misanthropes notwithstanding, unable to live without each other. Even on a practical level, it is probably a million years since any human being was entirely and convincingly self-sufficient: able to survive without trading skills for those of his fellow humans.”

— Matt Ridley, *The Origin of Virtue: Human Instincts and the Evolution of Cooperation*, 1996 (p5-6).



HEALTHY COMMUNITIES INCREASE CONNECTIONS

“There is mounting evidence that a rich network of face-to-face relationships creates a biological force field against disease.”

— Susan Pinker

The Village Effect: How Face-to-Face Contact Can Make Us Healthier, Happier, and Smarter.

Though health and well-being are dependent on a litany of factors, strong social networks (or connections with others) continuously prove to be a key element in maintaining health and longevity over a lifetime.

People are highly dependent on the health of their environment to maintain their well-being. Therefore, the positioning of a community, and people's place within it, is vitally important if people are going to be able to continue behaving in a way that fosters connection.

Source: Pinker, Susan. *The Village Effect: How Face-to-Face Contact Can Make Us Healthier, Happier, and Smarter*. United States: Random House Publishing Group, 2014.



Women with a large network of friends are four times more likely to survive breast cancer than those with sparser connections.

— Cole et al, "Transcript Origin Analysis Identifies Antigen Presenting Cells as Primary Targets of Socially Regulated Gene Expression in Leukocytes," *Proceedings of the National Academy of Sciences of the United States of America* 108 (2011).

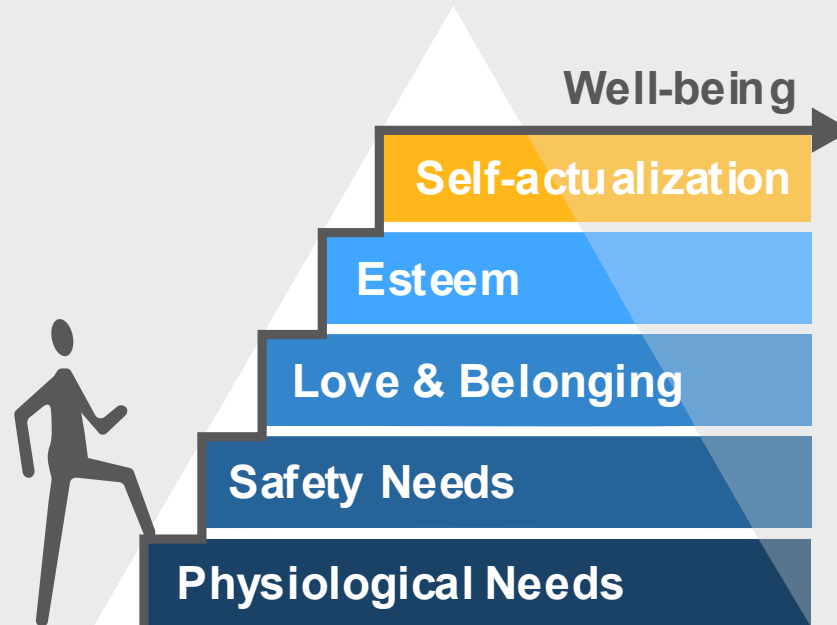
In 2007 the first study was published that revealed one of the hidden mechanisms linking social interaction to the recovery of humans: Steve Cole and his team at UCLA discovered that social contact switched on and off the genes that regulate our immune response to cancer and the rate of tumor growth.

Maslow's Hierarchy of Needs

According to Maslow, human needs are arranged in a hierarchy, with physiological (survival) needs at the bottom, and the more creative and intellectually-oriented needs at the top. He argued that the needs located further down in the hierarchy must be satisfied before individuals can attend to needs higher up.

The first thing that motivates human behavior is our most basic need for physical survival (i.e. physiological needs). After these needs are satisfied, the need for security and safety becomes salient so that we can pursue other levels that contribute to our overall well-being.

The environments we live in either enhance or diminish our ability to effectively pursue these higher levels of needs and nurture our well-being over a lifetime.



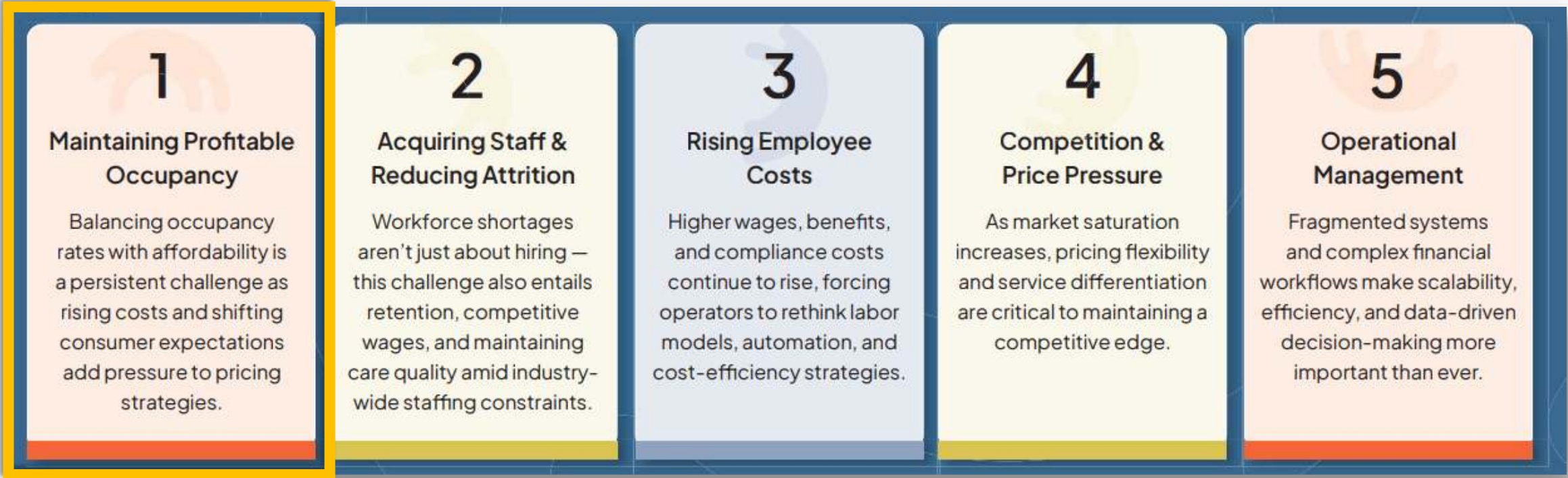
Source: <https://www.simplypsychology.org/maslow.html#:~:text=From%20the%20bottom%20of%20the,esteem%2C%20and%20self%2Dactualization.>



OBSTACLES + OPPORTUNITY

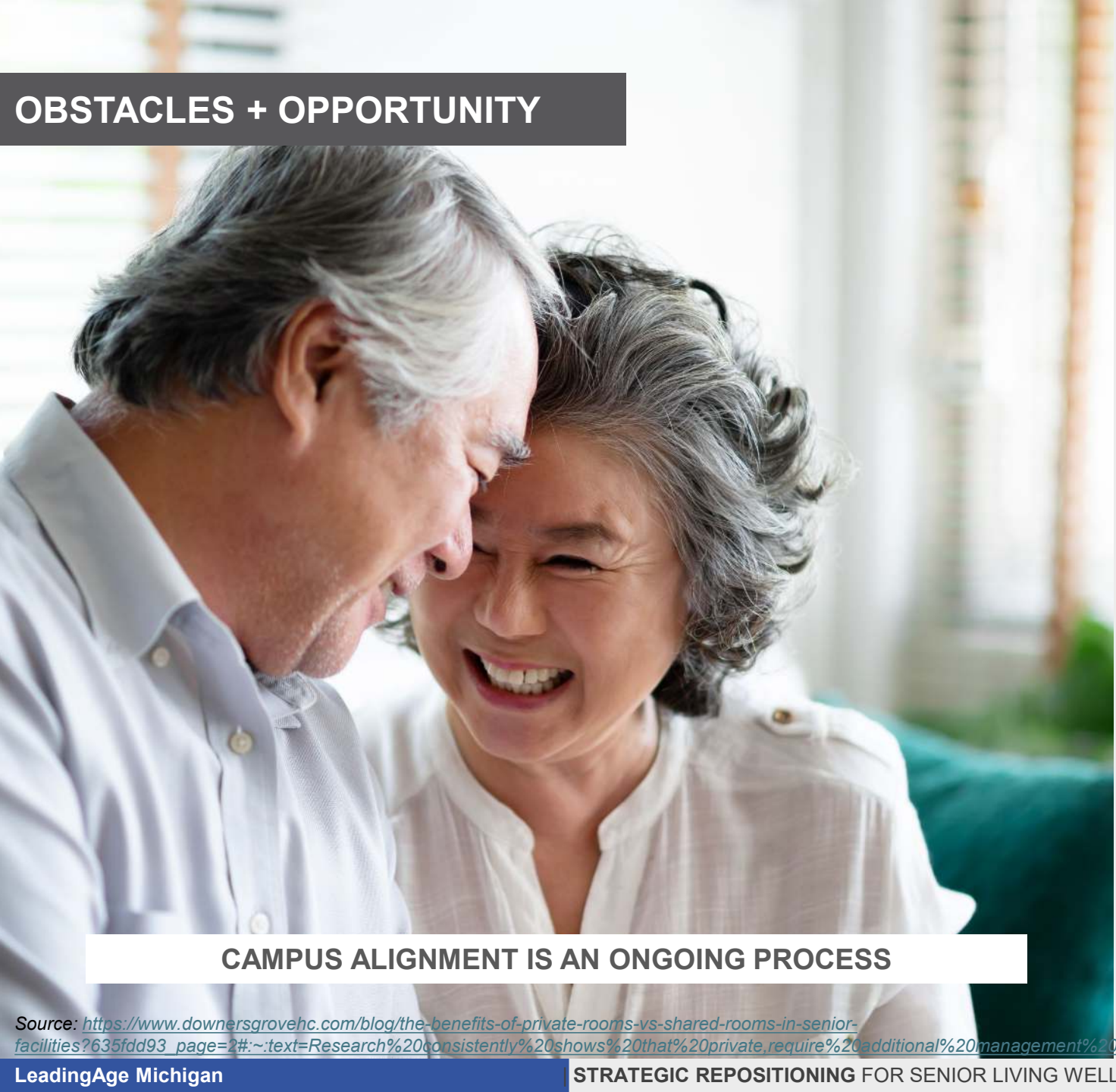
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The **2025 State of the Senior Living Industry Survey** reveals the biggest challenges senior living leaders are tackling.



Recent Ziegler CFO Hotline found about 55% of overall budget is devoted to employee compensation.

Source: <https://alineops.com/resource-guide/state-of-senior-living-survey-results/>



OBSTACLES + OPPORTUNITY

Misalignment between the needs of senior living residents and the available room types significantly impacts finances.

Providing amenities and room types on senior living campuses that align with generational shifts is a continual battle. Choices between private and shared living arrangements in senior care facilities should consider the importance of maintaining dignity and autonomy.

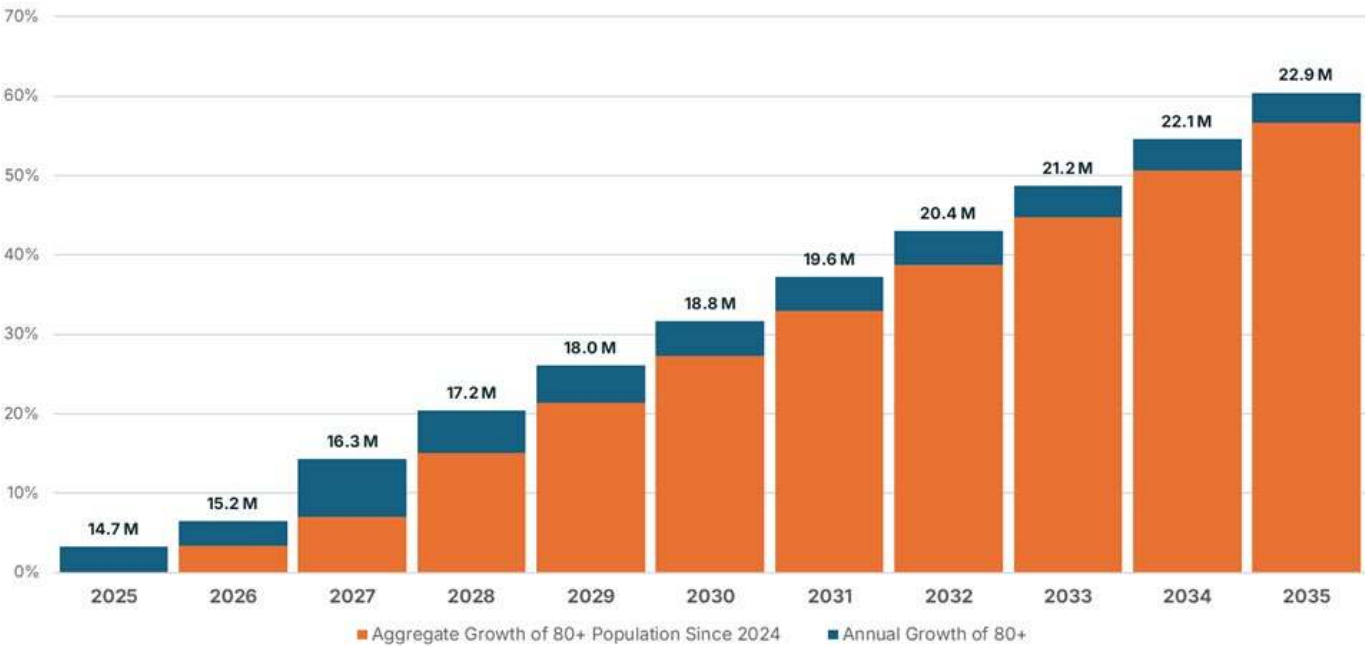
To approach and endure a shifting market strategically, places should use resources to create spaces that prioritize human needs, which remain consistent. The challenge lies in providing those needs through a lens that resonates with what generations are asking for.

CAMPUS ALIGNMENT IS AN ONGOING PROCESS

Source: https://www.downersgrovehc.com/blog/the-benefits-of-private-rooms-vs-shared-rooms-in-senior-facilities?635fdd93_page=2#:~:text=Research%20consistently%20shows%20that%20private,require%20additional%20management%20from%20staff.

Rapidly Approaching Age Wave

80+ Demographic Growth Rates | Census Bureau Projections



According to the US census, the 80+ population increased to 14.7 million people (3.4%) in 2025 alone.

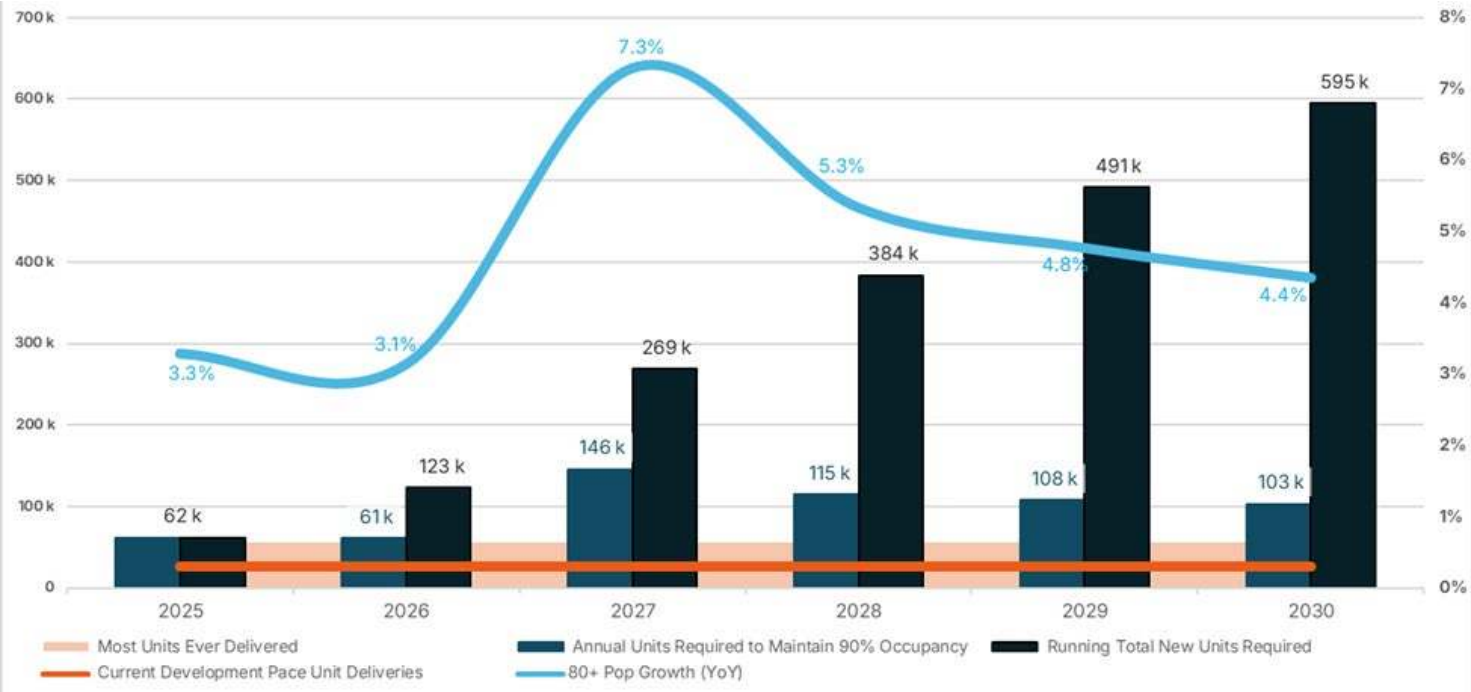
As the stereotypical American dream evolves, changing the stigma surrounding senior living communities is crucial to supporting aging populations and overall community health.

“In years and generations past, adult children or spouses often shouldered the responsibility of caregiving for older loved ones. Modern societal dynamics, including smaller family sizes and increased geographic mobility, mean that there are fewer caregivers available within families. This shift underscores the need for care environments that can provide seniors with the necessary support and sense of community they need.”

Source: <https://www.nicmap.com/blog/the-impending-age-wave-navigating-the-urgent-need-for-senior-housing/>

Inventory Challenges: Keeping Pace with Demand

80+ Demographic Growth Rates | Census Bureau Projections



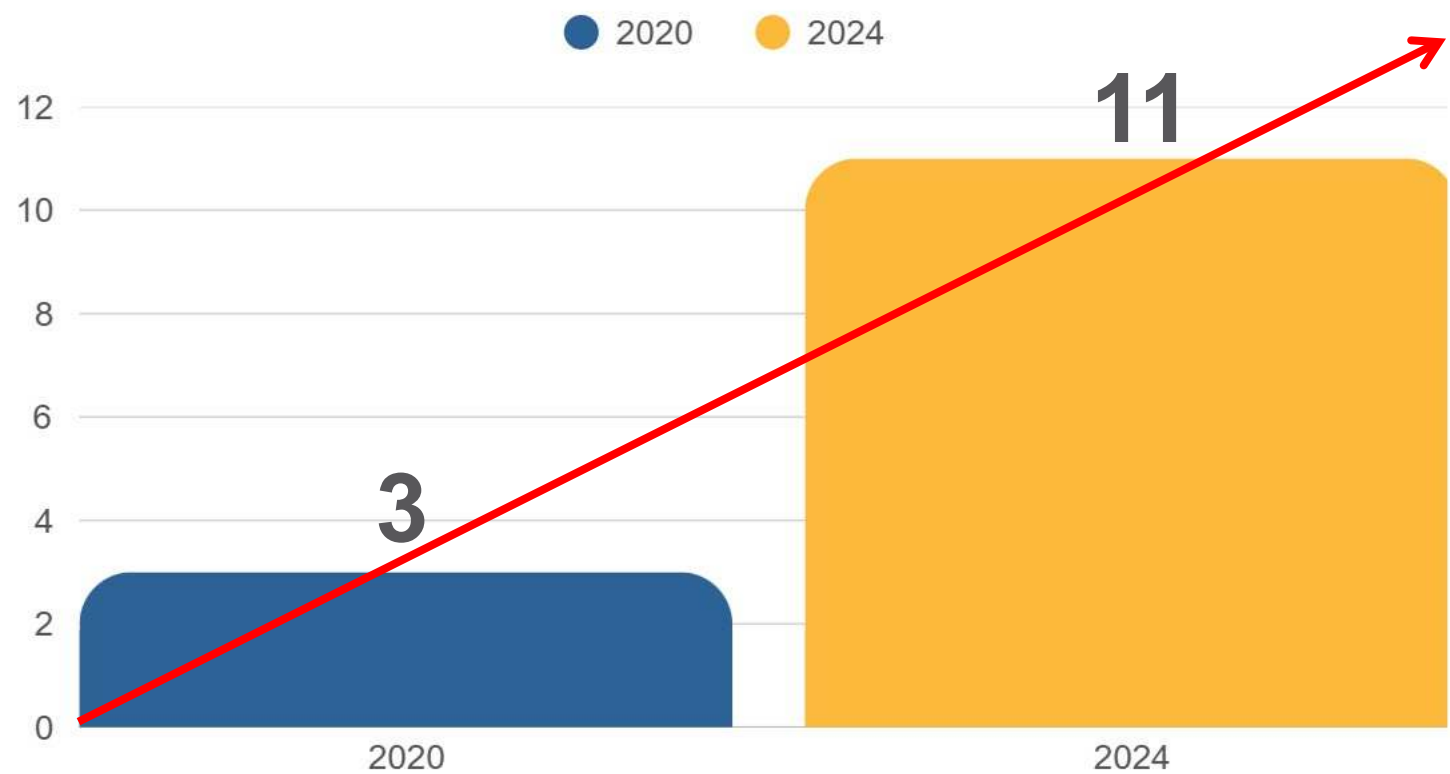
Steep demand presents an opportunity to market senior living communities through strategic repositioning.

It's no secret that the senior population is growing at a steeper rate every year. As the overall percentage of the population ages, so does the need for residences that accommodate unique variations in ability. In just ten short years our 80+ population will increase from 14.7 million to nearly 23 million—a demands that requires the built environment of communities to reconcile quickly changing preferences and impairments that come with aging.

According to NIC MAP data, there is a need for almost 600,000 additional senior housing units by 2030. Positioning senior living campuses to support these populations effectively requires a fundamental understanding of human need and perception.

Source: <https://www.nicmap.com/blog/the-impending-age-wave-navigating-the-urgent-need-for-senior-housing/>

States Where Older Adults Outnumbered Children

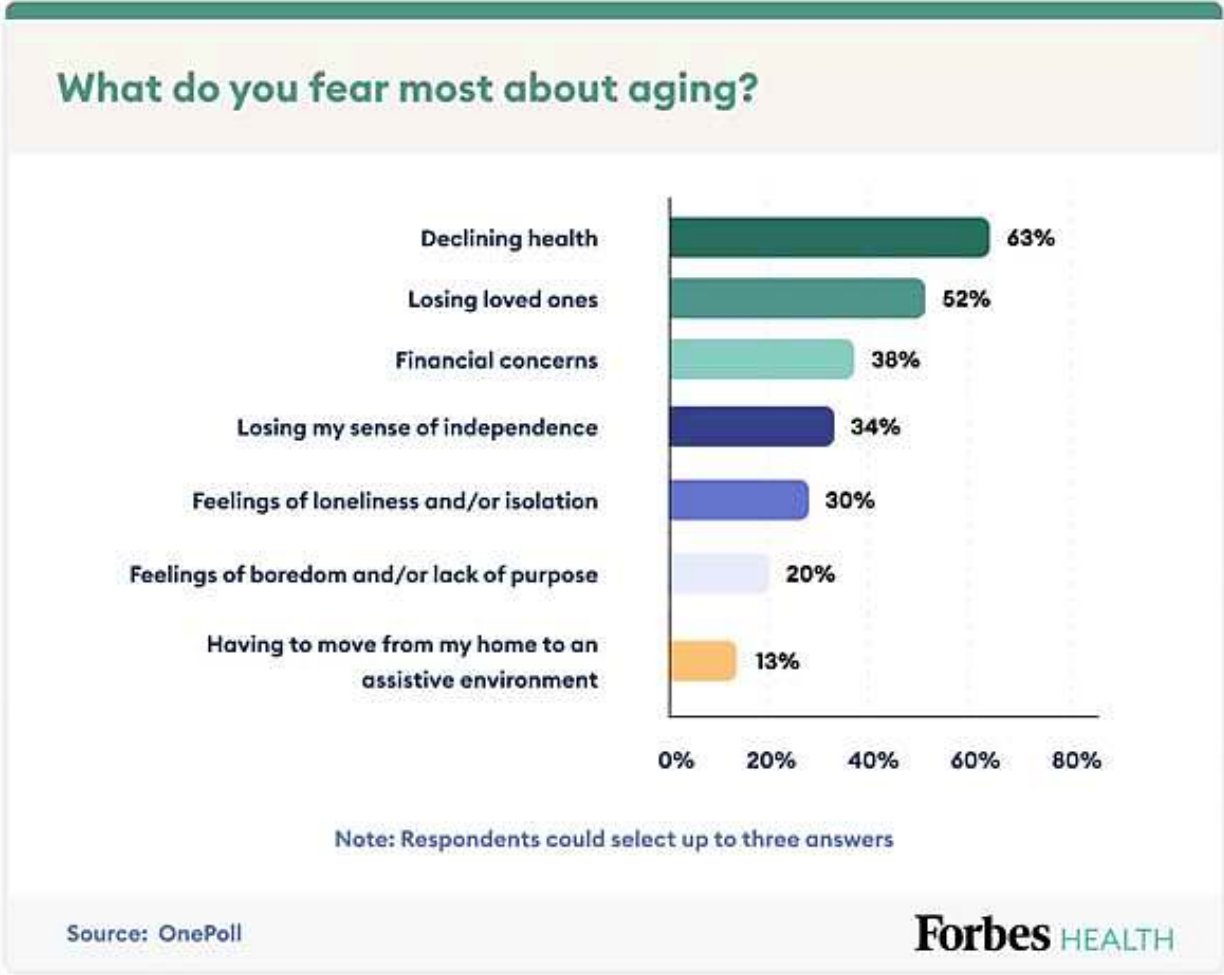


Older adults outnumber children in 11 states and nearly half of U.S. counties.

Overall, children still outnumber older adults in the United States; however, “the number of states and counties where older adults outnumber children is on the rise, especially in sparsely populated areas.” Aging has not historically been an issue for many societies, but the way we care for one another has drastically changed the landscape of what it means to grow older.

Positioning places to combat preconceived ideas and negative perceptions that come with aging is integral to the success of senior living campuses. Understanding the viewpoint of both older adults and children, in their evaluation of places, makes for a strategic approach to campus through the prioritization of needs.

Source: <https://www.census.gov/newsroom/press-releases/2025/older-adults-outnumber-children.html>



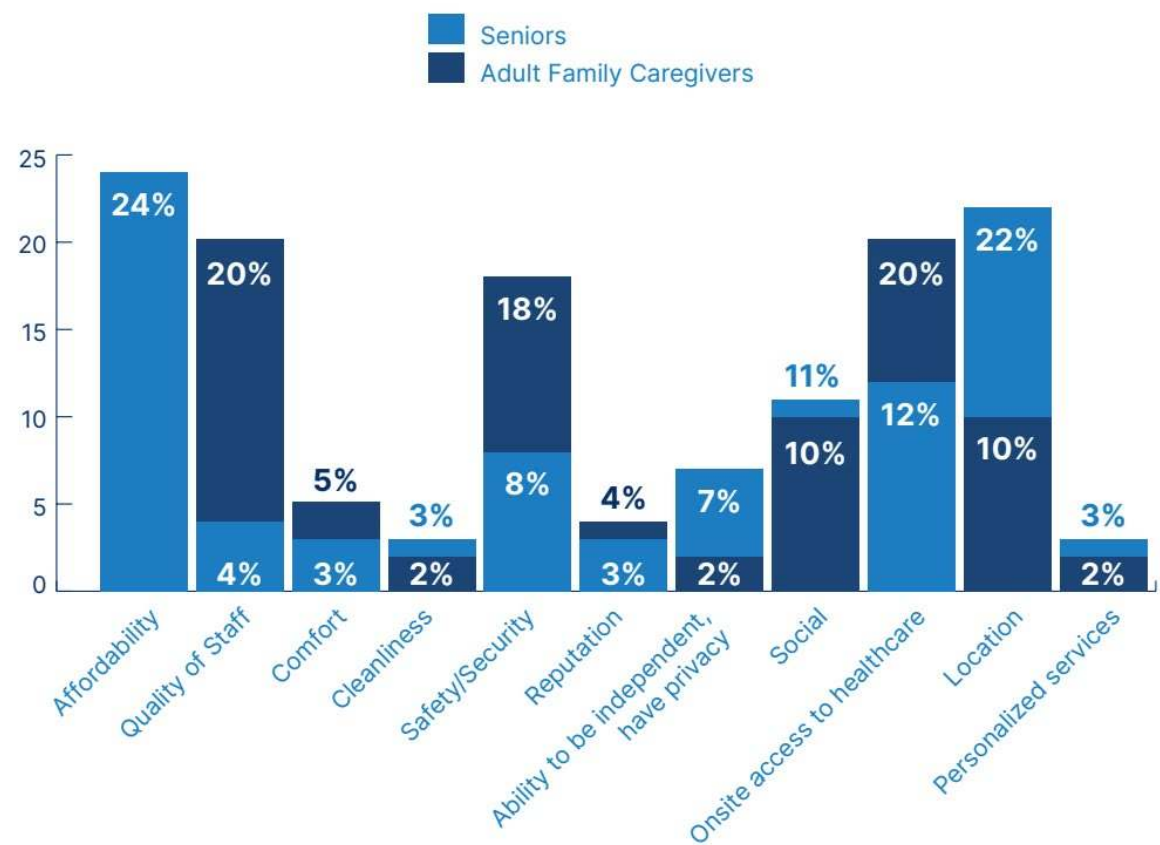
53% of people aren't afraid of growing old. In fact, people seem to fear aging less with each year they grow older.

Fears associated with growing old are often related to a loss of control, connection, and safety—all of which are contributing factors to our ability to live and behave in ways that protect well-being. The places we inhabit can exaggerate or, if successful, minimize these fears associated with aging. Senior living campuses that allow people to *sense* their ability to maintain control of their lifestyle and sustain connections are advocates of well-being.

Source: <https://www.lifehealth.com/53-of-u-s-adults-dont-fear-growing-old/>

OBSTACLES + OPPORTUNITY

What would be the single most important factor in selecting a Senior Housing residence?



Ideas surrounding the experience within a senior living campus can hinder attraction and retention.

Understanding consumer wants and needs is essential for senior living campuses to effectively attract and retain residents. When campuses are designed and operated with these insights in mind, they can create spaces that not only meet needs but also promote well-being because they are perceived as enjoyable places to live.

How campus environments communicate to consumers that the factors which are important to them are prioritized is essential to operational sustainability and resident attraction.

Source: Kopec, D. (2018). Environmental Psychology for Design. United States: Bloomsbury Academic., https://www.directsupply.com/wp-content/uploads/2023/09/17722_DSI_2023_Senior_Housing_Survey_Whitepaper.pdf



PLACE PROVIDES

PLACE PROVIDES



THE BUILT ENVIRONMENT IS A BEHAVIORAL SYSTEM



PLACE PROVIDES

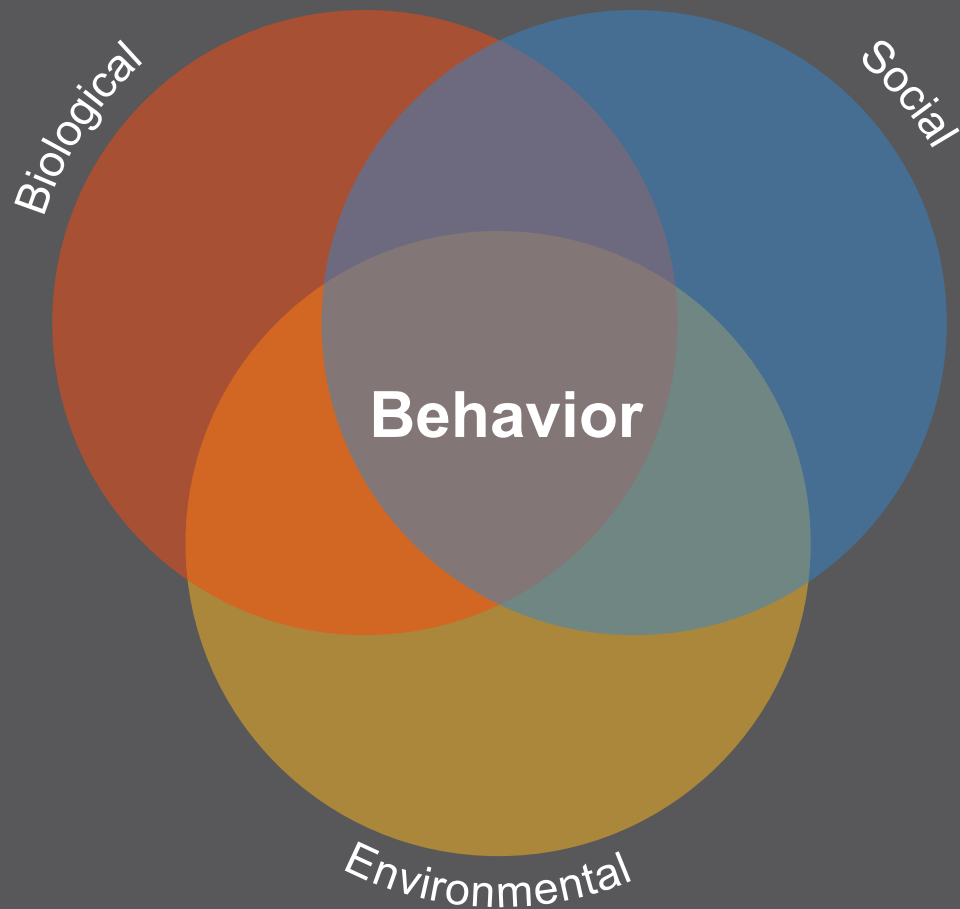
Comprehending human perceptions of the built environment is foundational to the success of strategic repositioning.

There are numerous theories and models used to explain the complex psychological response people have to their environment. Ultimately, theories aspire to delineate why different environments either enhance or detract from our ability to thrive in different places.

The intricacy of the human-environment relationship makes our built environment an important piece of developing a healthy community. The contribution of the place to encourage behaviors that support well-being is far from uncontrollable. How and what we design places for, influences our understanding, acceptance, and desire to be in them.

Source:

PLACE PROVIDES



Environments diminish & enhance certain behaviors due to how they are perceived.

We respond to the environments we live in through infinite variations of behaviors—behaviors that directly impact our well-being. Understanding that human responses to the built environment is a complex combination of biological, social, & environmental factors is key to designing places that encourage well-being and positioning campuses to appeal to complicated and unique needs.

- Biological:** Psychological and physiological response to the environment
- Social:** Cultural, religious, social, and personal experiences that influence response.
- Environmental:** The qualities of a physical space that allow or hinder our ability to behave in the ways we need.

Source: Kopec, D. (2018). *Environmental Psychology for Design*. United States: Bloomsbury Academic.



PLACE PROVIDES

“All feelings are welcome. All behaviors are not.”
Dr. Aliza Pressman

Places within a community have implied behavior-settings that affect how we perceive our agency to interact with one another.

Behavior-settings can be described as a system imposed on humans by the environment that constrains and/or enables the activities of the people within them. Aside from some overlap, places are generally associated with specific behaviors.

Humans depends on a variety of places to sustain well-being. The implied behavior-settings of the places we live regulate our cooperative interactions with one another and behaviors that contribute to well-being. Despite the nuances in social, cultural, and generational perspectives, places within a community can largely be categorized into four types that each contribute to needs of well-being uniquely.

Source: Kopec, D. (2018). *Environmental Psychology for Design*. United States: Bloomsbury Academic.

PLACE PROVIDES



Senior living communities have the challenge of supplying a community's worth of behavior-settings.

The diversity of users (including visitors) on a senior living campus involves the interrelation of varied abilities, experiences, expectations, and perceptions. The built environment can be empathetic towards these variations by stemming from a holistic understanding of both needs, and how people perceive their freedom to behave in ways that align with their desires.

For a place to allow people to be truly free to act on their desired behaviors that support well-being, places must be both, designed for the behaviors, and perceived as a place to enact those behaviors. Senior living communities are committed to supplying the spaces needed to maintain health and well-being, but if they are not also perceived as that, their effect is inevitably limited.

Source: https://www.directsupply.com/wp-content/uploads/2023/09/17722_DS_2023_Senior_Housing_Survey_Whitepaper.pdf

A new lens to approach campus design & positioning.

The design of our environments is integral to how people see their ability to live in ways that are unique & important to them. Communities (and senior living campuses) are complicated and diverse places because people have complicated and diverse ways of living in its spaces.

This makes positioning senior living campuses a unique challenge. How can design support the uniqueness of perceptions? How can we approach the development of campuses to prioritize needs associated with aging while also being perceived as places people want to exist in?

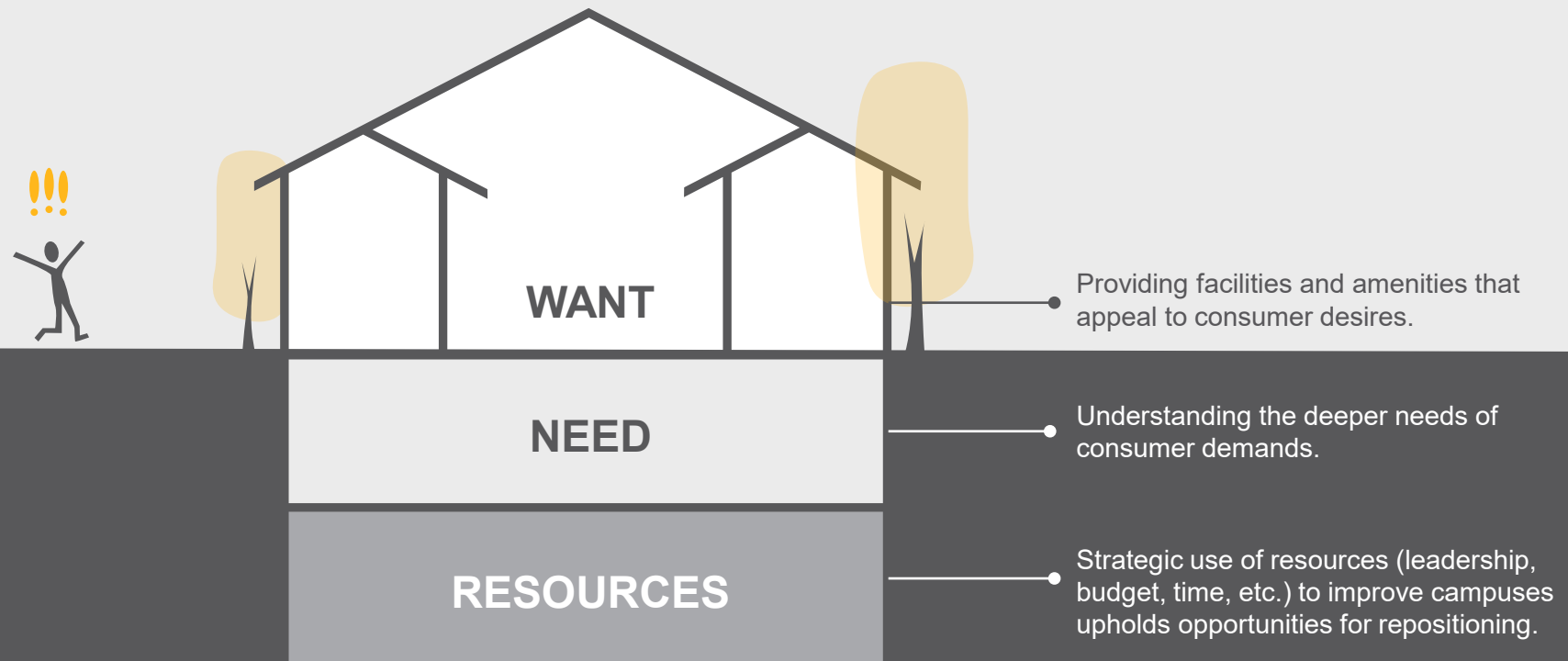
Strategic repositioning is an approach—a way of thinking about opportunities for design to improve well-being purposefully that is understanding of human perceptions towards the built environment.

A collage of interior design materials including wood grain samples, a floor plan, a kitchen sketch, and keys. The floor plan shows rooms labeled BEDROOM 1, BATH, MASTER'S BEDROOM, FAMILY, LIVING ROOM, and GYM. The kitchen sketch shows a stove and a kettle. The keys include a house-shaped keychain. The text "STRATEGIC REPOSITIONING" is overlaid in white, bold, sans-serif font, with a vertical white line to its left.

STRATEGIC REPOSITIONING

Strategic Repositioning

The potential of senior living communities to flourish is often hindered by cultures perception of them and shifting consumer demands. Strategic Repositioning is **marketing** senior living campuses to satisfy consumer wants through the design of spaces that understand the underlying needs of the resident.





STRATEGIC REPOSITIONING

Feeling lost, impacts us the same as actually being lost.

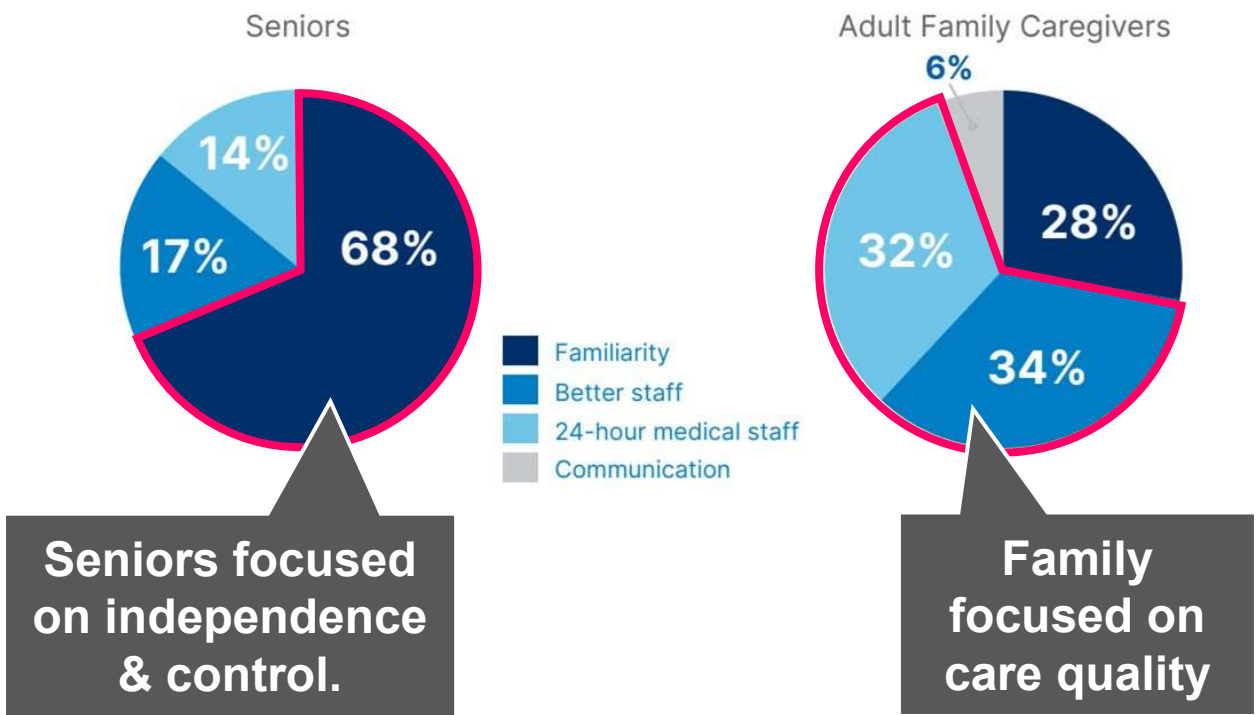
The way humans perceive their place within an environment is vital to health and well-being. For example, a child who *thinks* they are lost in a store is inflicted with the same psychological and physiological stress as a child who is actually lost. The way an environment feels or appears to limit people (whether it actually does or not) will directly affect their ability to achieve well-being in that place. “Poor psychological health seems to be perpetuated most by environments in which people are forced to surrender control (i.e. hospitals, prisons, workplace, and schools).” Senior living campus environments must strive make people feel like they belong—like it was made just for them.

The environments senior living campuses provide quietly communicate to people the acceptable behaviors, people, abilities, interests, personalities, cultures, etc., allowed in a place.

Source: Kopec, D. (2018). *Environmental Psychology for Design*. United States: Bloomsbury Academic.

STRATEGIC REPOSITIONING

What could a Senior Housing residence provide to make you feel safe?



**NOTE: % based on total write in responses in answer to the question*

Seniors and Family Caregivers prioritize “safety” differently.

How an environment communicates safety has changed. Previously, ideas of a safe environment were described by characteristics such as ‘cleanliness’ and ‘infection control.’ In 2023, however, perceptions of a safe environment are primarily defined by qualities of security (i.e. “24-hr on-site surveillance and personnel, a gated community, or background checks for staff.”) Furthermore, “adult Family Caregivers also noted the importance of “Communication” in assisting to increase their feeling of safety from a Senior Housing residence.”

Approaching campus repositioning to support differing perceptions of safety through the environment can be achieved by different strategies that prioritize a campus's unique residents. Safety is an underlying need supported by environments to achieve well-being.

Source: https://www.directsupply.com/wp-content/uploads/2023/09/17722_DSI_2023_Senior_Housing_Survey_Whitepaper.pdf

STRATEGIC REPOSITIONING



Modern amenities, strategic opportunities.

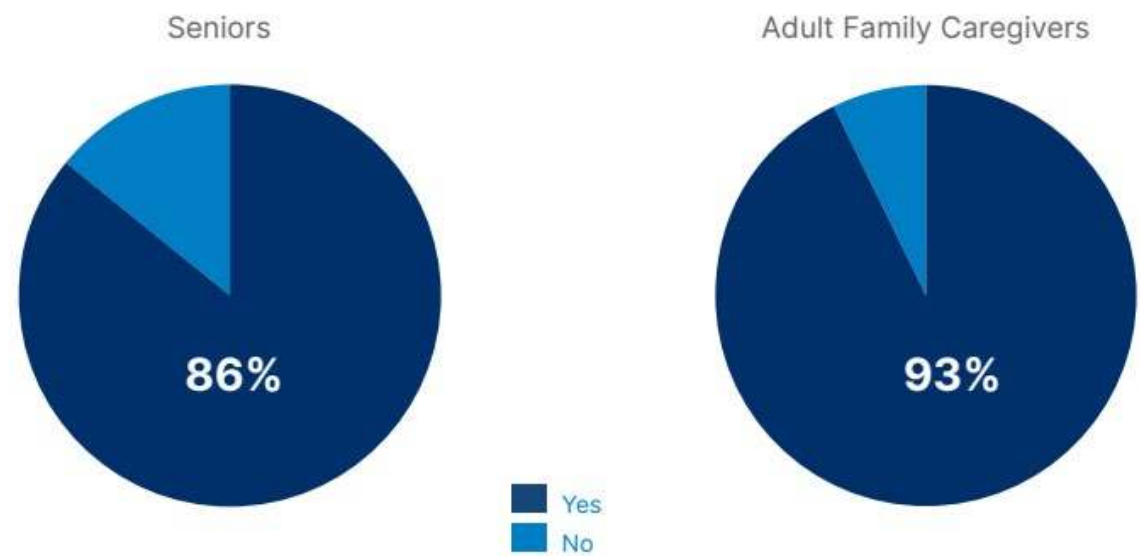
Modern trending amenities for senior living:

- Yoga, Tai Chi
- On-site bar, bistros, & breweries
- Cognitive health workshops
- Tailored nutritional coaching
- Cooking classes & clubs
- Massage Therapy / Spa
- Art & music therapy
- Garden club & walking trails
- Dog park / Pet friendly
- Salon & Barbershop
- Fine dining / Experience dining
- Book club / Library
- On-site guest suites
- Golf / putting greens
- Community events
- Cross-generational engagement
- Pool
- On-site Tailor / alterations
- Space for telemedicine

**Amenities not listed in a specific order.*

STRATEGIC REPOSITIONING

If Senior Housing were an appropriate option for you, would the availability of health and wellness services influence the residence you would choose?



**NOTE: % based on total write in responses in answer to the question*

Physical health is an unwavering priority of well-being.

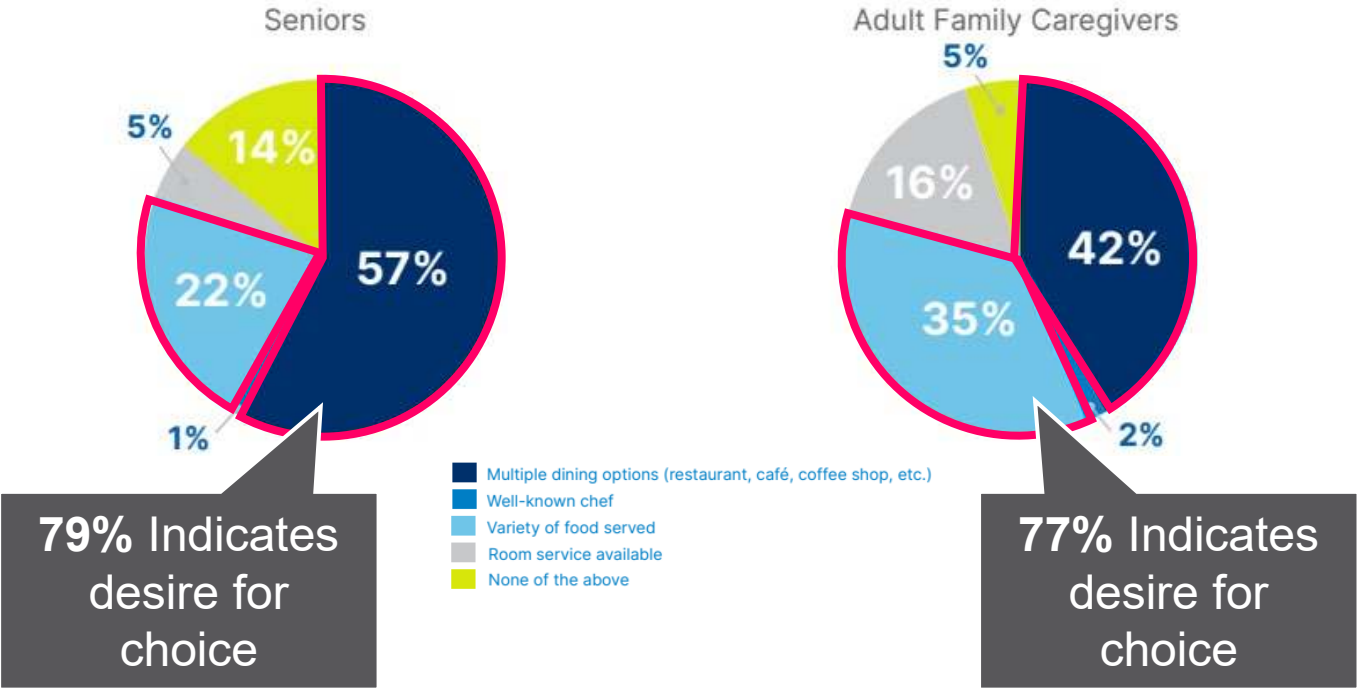
The results of this survey are “consistent with the positive trending connection between health and senior housing...This trend presents opportunity for presenting the value proposition of senior housing in terms of on-site healthcare, response to urgent care needs, medication management, reduced fall risk, etc.” Services and features aimed at promoting health on senior living campuses play a significant role in fostering an atmosphere that both enhances well-being and is viewed as conducive to well-being.

Strategic repositioning hears the underlying need of the desire for health and wellness services and implements them to support underlying needs. Yes, health is a top priority of well-being *because* it is good health that enables us to more effectively pursue higher levels of needs like love, belonging, esteem, and self-actualization.

Source: https://www.directsupply.com/wp-content/uploads/2023/09/17722_DSI_2023_Senior_Housing_Survey_Whitepaper.pdf

STRATEGIC REPOSITIONING

If Senior Housing were an appropriate option for you, which of the following dining offerings would most influence the residence you would choose?



**NOTE: % based on total write in responses in answer to the question*

A variety of on-site amenities emulates the freedom of the broader community.

In this survey, seniors were asked “if they had to choose between ‘increased square footage in living space’ and ‘available on-site amenities, including multiple dining options’ – 60% indicated that they would choose available on-site amenities,” clearly indicating the value of choice and freedom that characterizes the collective make up a community.

The design and positioning of senior living spaces, amenities, and services on a campus will either enhance or detract from the perception that the community is an enabler of desired behavior. Successful strategic repositioning enables desires through behavior-settings oriented to meet humans' needs for self-actualization.

STRATEGIC REPOSITIONING

Underlying Maslow's Needs Within Desirable Senior Living Amenities

WANT	NEED
Art & music therapy	Self-actualization, Esteem, Belonging
Salon & Barbershop	Self-actualization, Esteem, Belonging
Fine dining / Experience dining	Self-actualization, Esteem, Belonging
Cross-generational engagement	Self-actualization, Esteem, Love & Belonging
Garden club & walking trails	Self-actualization, Esteem, Belonging
On-site bar, bistros, & breweries	Self-actualization, Esteem, Love & Belonging
Dog park / Pet friendly	Self-actualization, Esteem, Love & Belonging

Give them what they didn't know they needed.

Amenities are conduits to well-being, but it's the why that makes the design and implementation of them succeed or fall flat. Strategic repositioning takes an approach to campus activation through design strategies that are supportive of underlying needs, because the most successful settings are those that allow people to behave how they want AND need to maintain well-being.

STRATEGIC REPOSITIONING



Empowering individuals to engage freely within environments that meet their essential human needs.

Desirable amenities for communities and senior living campuses will continue to shift as populations evolve. Well-being, however, will always be impacted (for better or worse) by the environments we inhabit and our perception of how we are able or unable to behave within them.

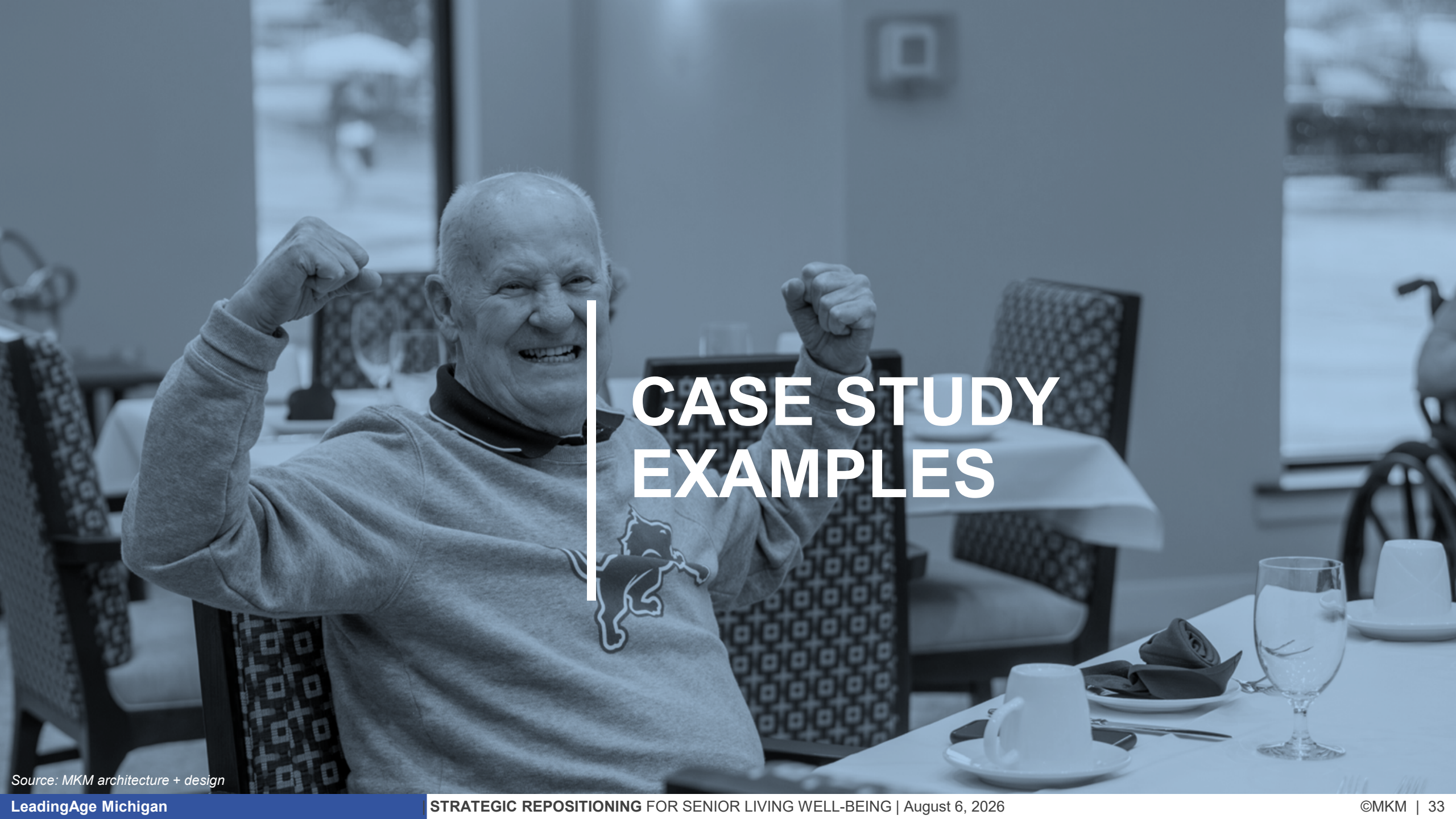
Places designed to communicate to users that they are allowed to act out their lives *in the manner they long to* are effective (considering the generalization of behavior settings within a community). Prioritizing the development of spaces that ultimately meet underlying human needs, without promoting it as that, naturally enables people to behave in ways that protect their well-being.

STRATEGIC REPOSITIONING

Opportunity to support well-being through strategic repositioning creates conditions for senior living campuses to success.

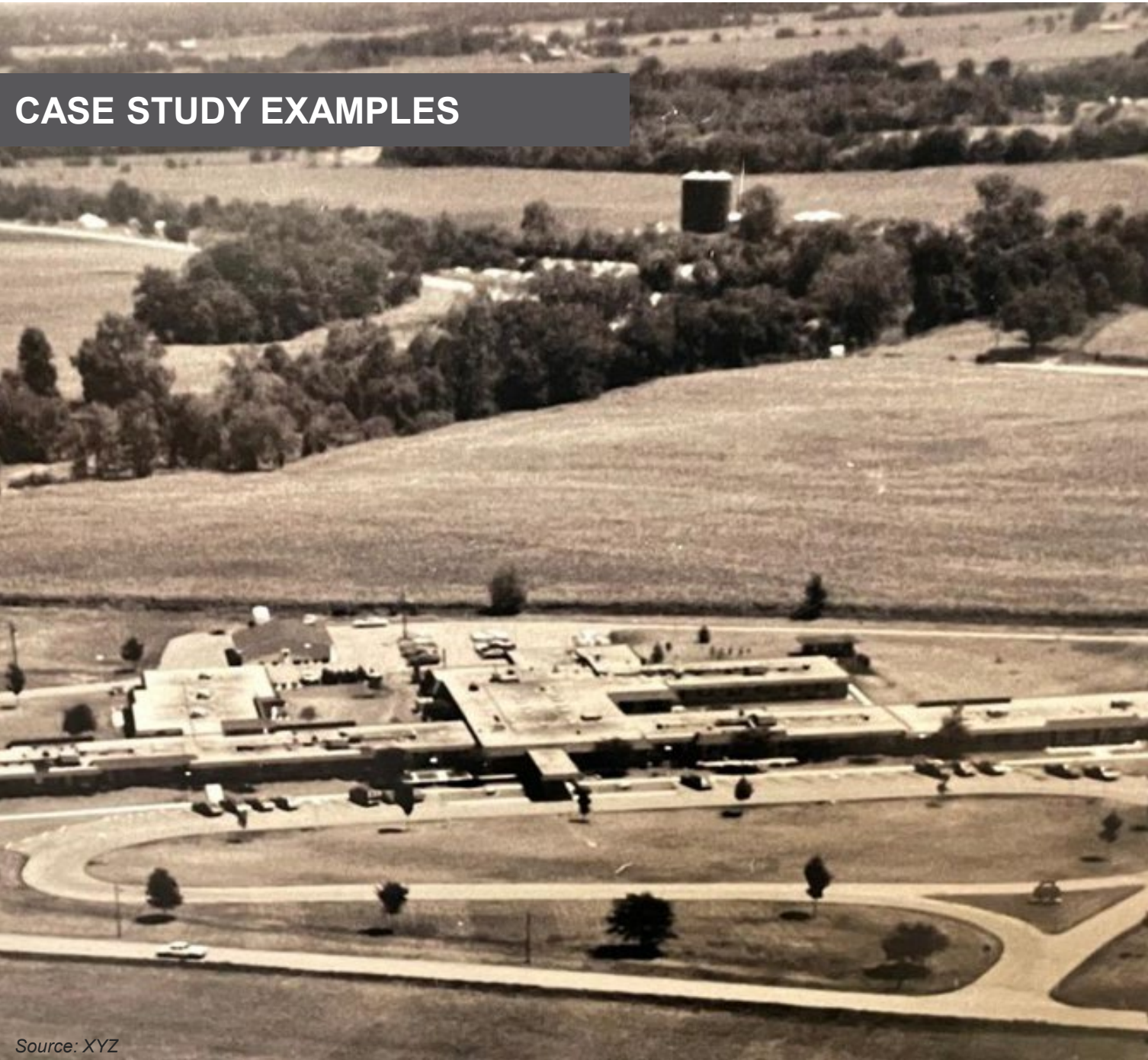
Strategic Repositioning leverages available resources & the power of place to inform human behaviors. Human evaluation of a place alters our attitude towards it—an attitude that can influence the experience of aging for better or worse.

The built environment of senior living campuses affects well-being by encouraging or discouraging behaviors of social interaction, safety, accessibility, healthy workplaces, and similar attitudes that protect well-being over a lifetime. Repositioning your campus is more than upgrading finishes and furnishings; it's enabling an environment of well-being to cultivate organically and strategically.



CASE STUDY EXAMPLES

Source: MKM architecture + design



CASE STUDY EXAMPLES

TIMBERCREST ***NORTH MANCHESTER, INDIANA***

Campus Master Plan. CCRC / Life Plan
Community master plan for next 5-10 years.

22-25 ACRES OF UNDEVELOPED LAND
16-17 ACRES FOR EXPANSION

\$15,000,000 - \$21,500,000 ESTIMATED COST

GOALS: Maximize undeveloped land, provide walkable neighborhoods, provide choice and variety of living options, community growth.

Source: XYZ

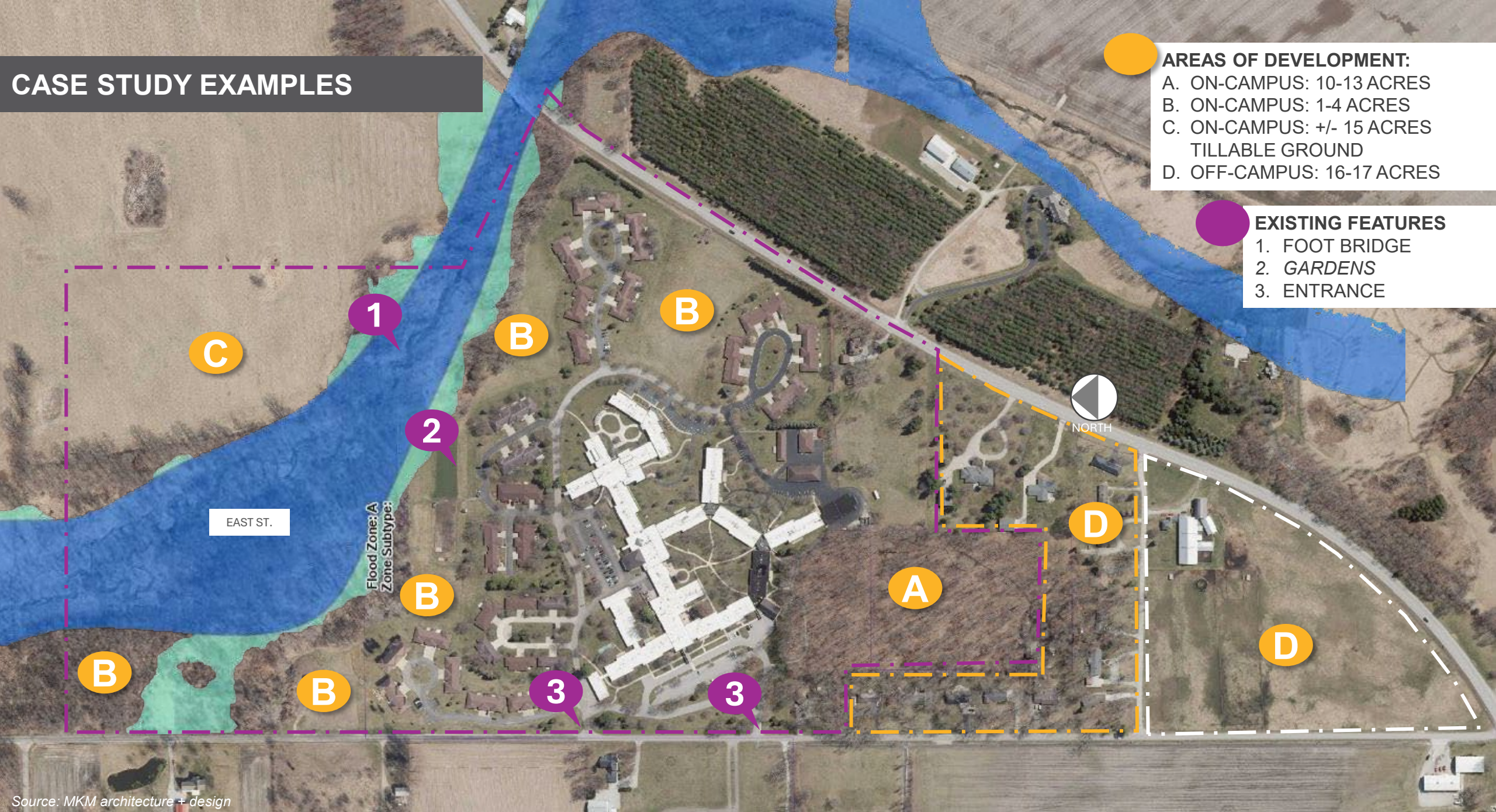
CASE STUDY EXAMPLES

AREAS OF DEVELOPMENT:

- A. ON-CAMPUS: 10-13 ACRES
- B. ON-CAMPUS: 1-4 ACRES
- C. ON-CAMPUS: +/- 15 ACRES
TILLABLE GROUND
- D. OFF-CAMPUS: 16-17 ACRES

EXISTING FEATURES

- 1. FOOT BRIDGE
- 2. GARDENS
- 3. ENTRANCE



Source: MKM architecture + design

CASE STUDY EXAMPLES

EXISTING CONDITIONS

Key concerns: lack of safe pedestrian walkways, no gathering spaces for cottage residents outside of the healthcare building, no activity amenity outdoors, how to approach adding living accommodations for independent living.

WANTS & NEEDS

Safety & Needs:
Connecting neighborhood sidewalks to points of interest and neighborhood pockets.

Love & Belonging:
Connecting neighborhood residents with a community space for gathering in intentional programming and casual ways. Considerations: build free-standing or within unused space, lower level of the healthcare building.



Source: MKM architecture + design



CASE STUDY EXAMPLES

EXISTING CONDITIONS

Key concerns: Majority of the homes on campus are duplexes or quads. There is little variety in living accommodations and little opportunity for residents to naturally engage.

With new development, marketing strategies, and pricing structure, what new opportunities could be provided?



Source: MKM architecture + design

CASE STUDY EXAMPLES



4 – 8 PLEX HOMES

COMMUNITY SPACE

WALK-OUT HOMES

COMMUNITY GARDENS

TRADITIONAL HOMES

CLUBHOUSE

TRADITIONAL HOMES

COTTAGE HOMES
POCKET
NEIGHBORHOODS

TRADITIONAL HOMES

Source: MKM architecture + design

CASE STUDY EXAMPLES



VISTA GRANDE VILLA ***JACKSON, MI***

Campus Repositioning. CCRC/ Life Plan
Community planning for next 2-10 years.

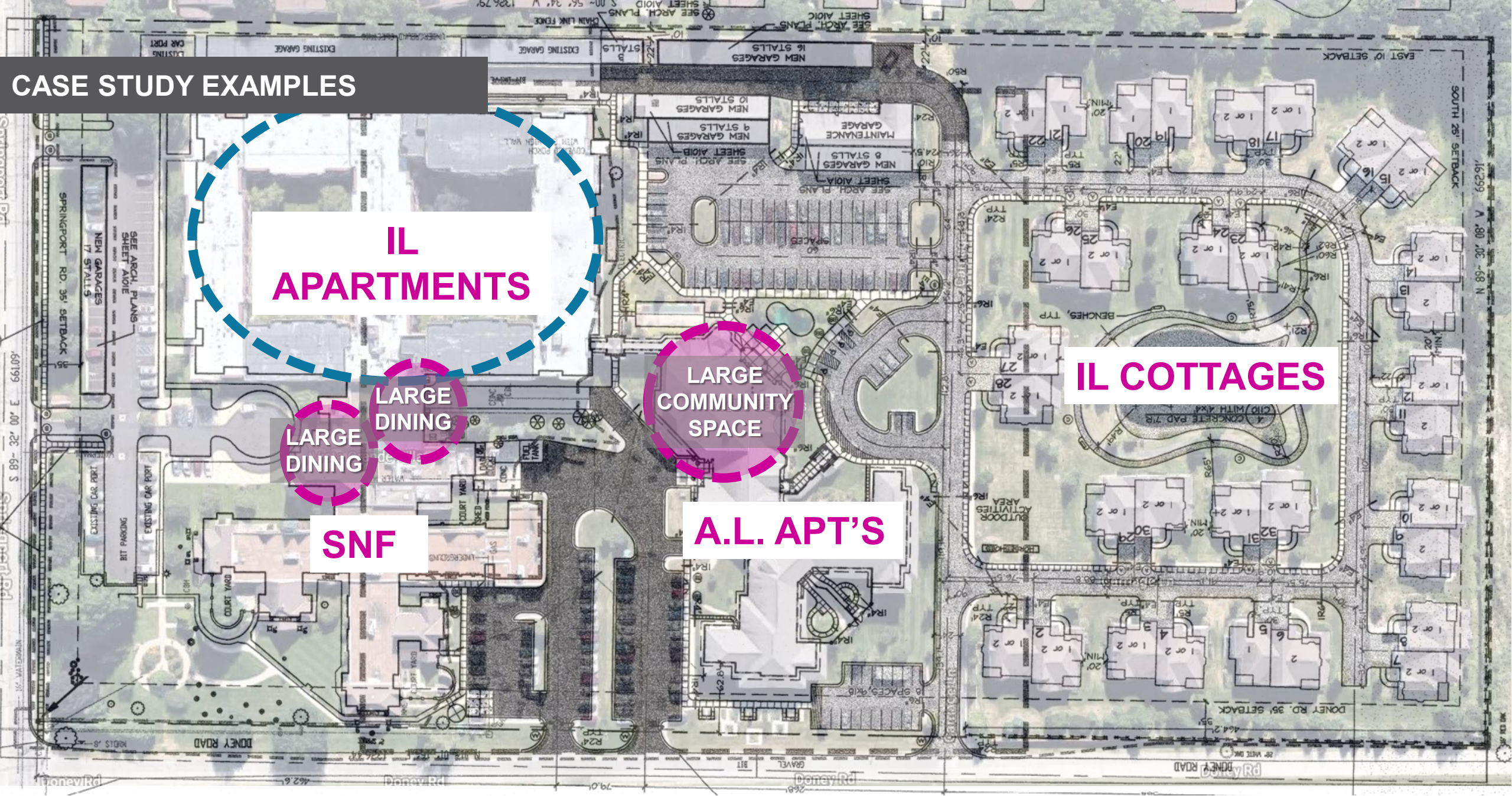
20 ACRES

\$6,000,000

***GOALS: Increase occupancy, improve amenity
spaces, provide choice and variety of living
options.***

Source: Vista Grande Villa.

CASE STUDY EXAMPLES



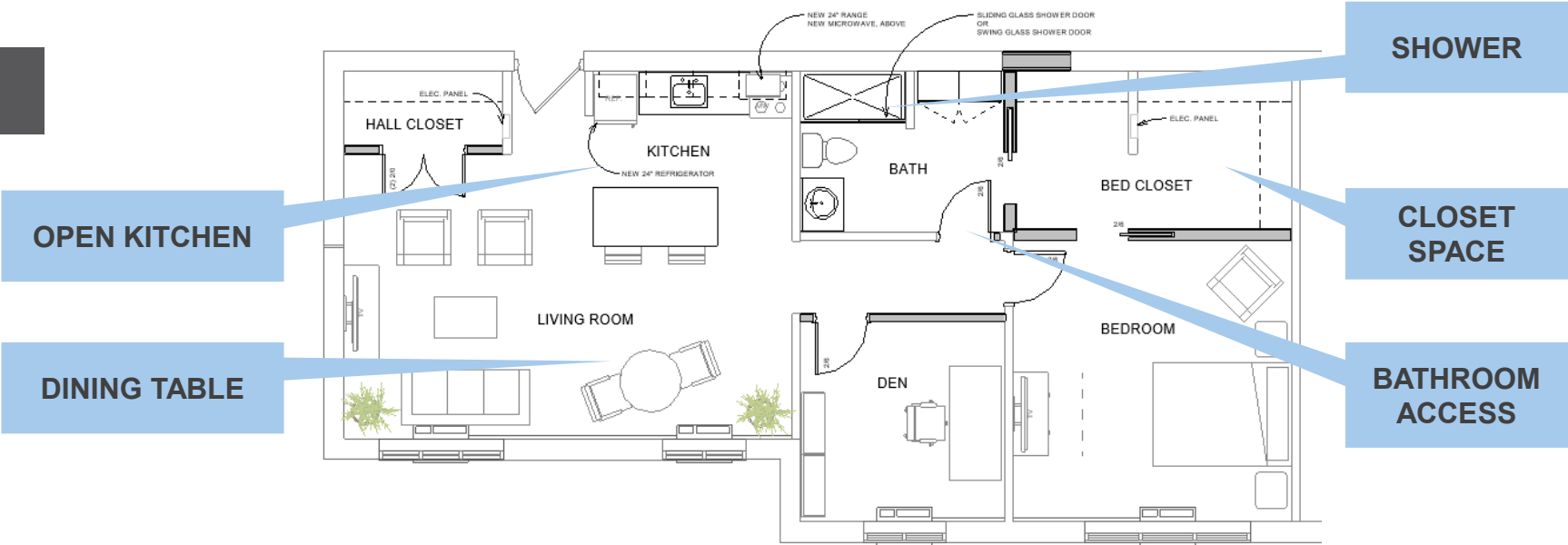
CASE STUDY EXAMPLES

EXISTING CONDITIONS

Key concerns: lack of support for independence, deactivated amenity spaces, reduced sense of connection, how to approach increased living accommodations for independent living.

WANTS & NEEDS

Safety & Needs:
Increase in support space within apartments, marketability of living accommodations, relocated activity spaces and updated lounges.



1-BED CUSTOM +DEN, APARTMENT

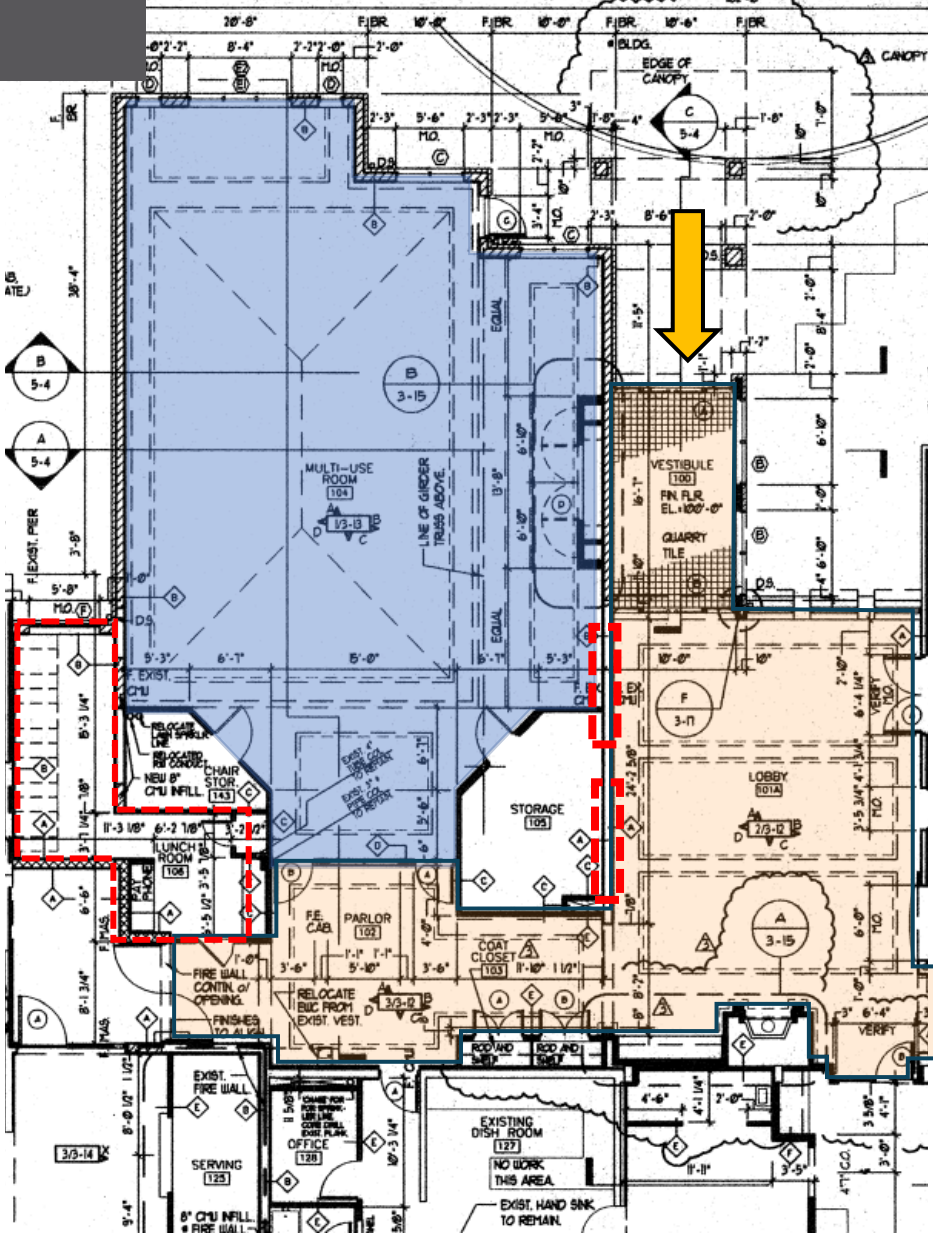
CASE STUDY EXAMPLES

EXISTING CONDITIONS

Key concerns: underutilized social gathering space – closed off unless staff curate an event, minimal waiting/socialization, reduced visibility to entry, make-shift services positioned in public areas.

WANTS & NEEDS

Love & Belonging: Increase socialization space, shared support spaces, resident can control use and interaction in open environment, enticing open vibrant spaces for marketing, key placemaking.



Source: MKM architecture + design

CASE STUDY EXAMPLES

BEFORE



Source: MKM architecture + design

AFTER



CASE STUDY EXAMPLES



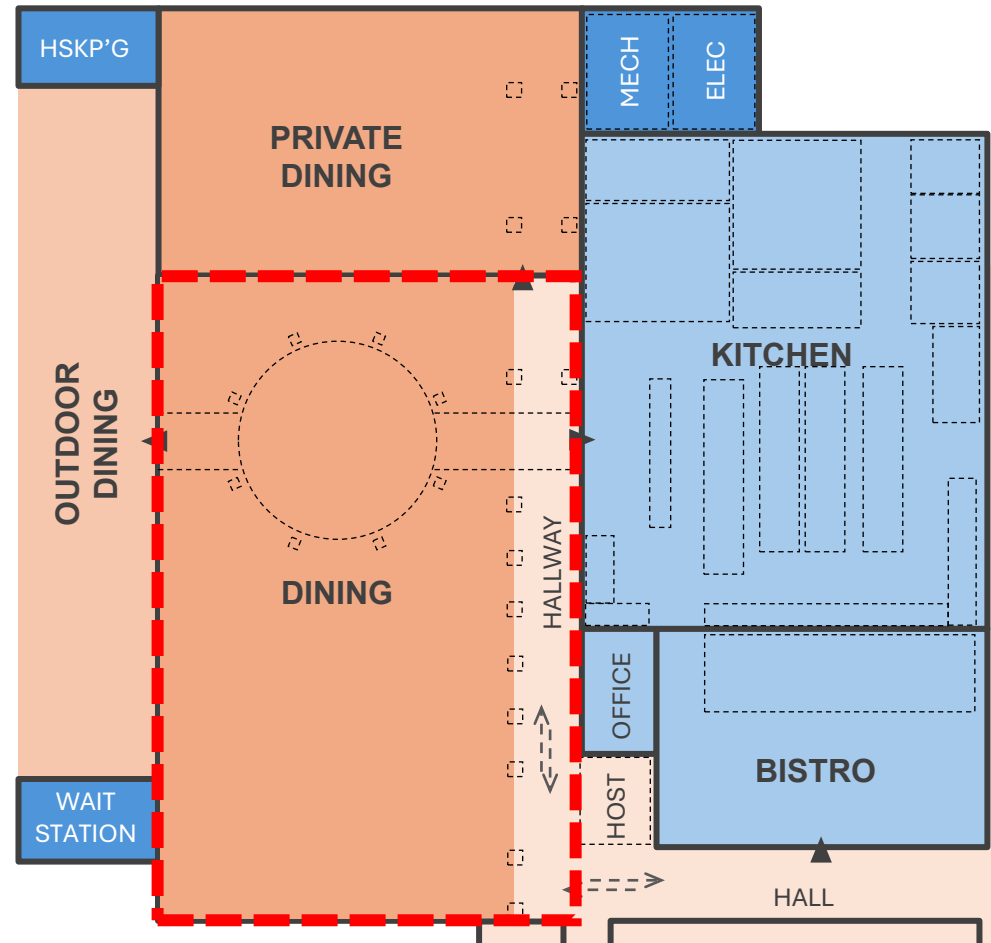
THE COLONNADE ***MILANO DINING & LA PIAZZA*** ***SURPRISE, ARIZONA***

Amenity Repositioning.

GOALS: Improve space utilization, provide third place experiences and opportunities to build larger, deeper connections.

Source: <https://sunhealthcommunities.org/community/the-colonnade/social-life/>

CASE STUDY EXAMPLES

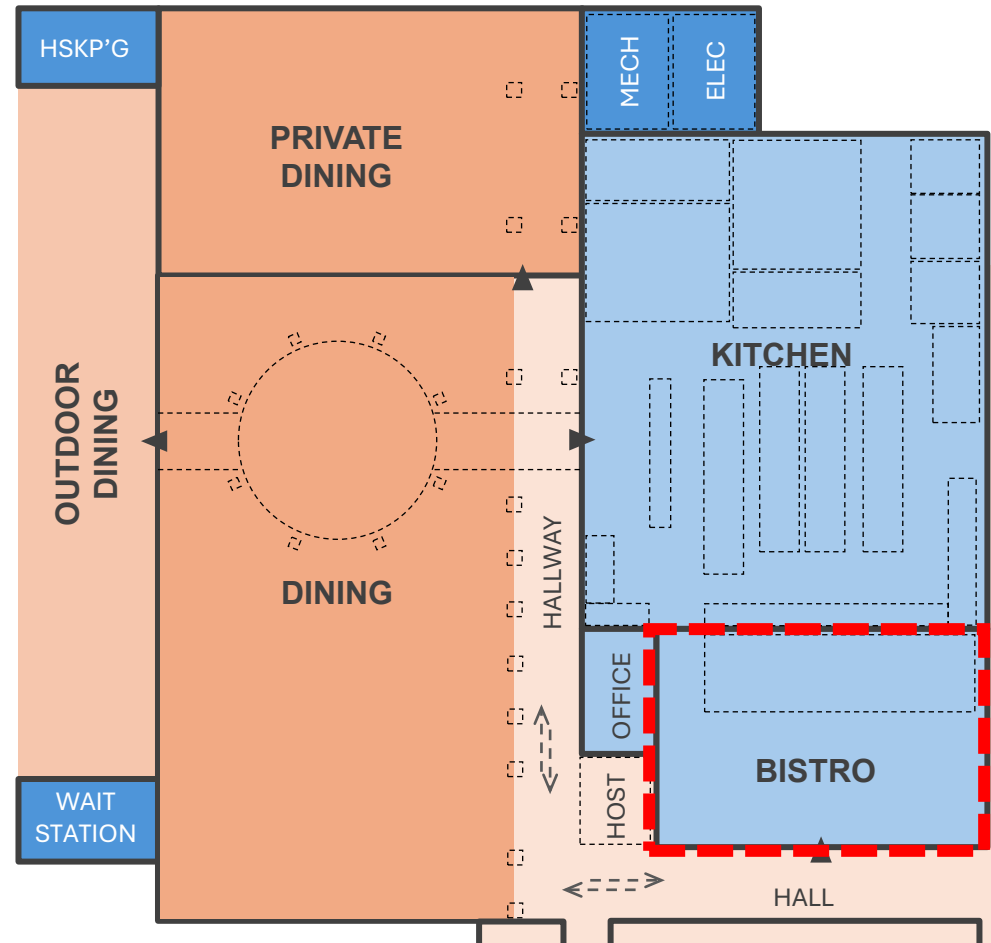


EXISTING CONDITIONS

Key concerns: lack of defined space overall, reduced opportunity for varying groups and individuals, lack of variety in dining options

Source: <https://efamagazine.com/projects/the-colonnade-surprise-arizona-efa-2024-remodel-renovation-gold-winner/162048/> <https://www.thomaholecdesign.com/repositioning-remodeling/the-colonnade-dining>

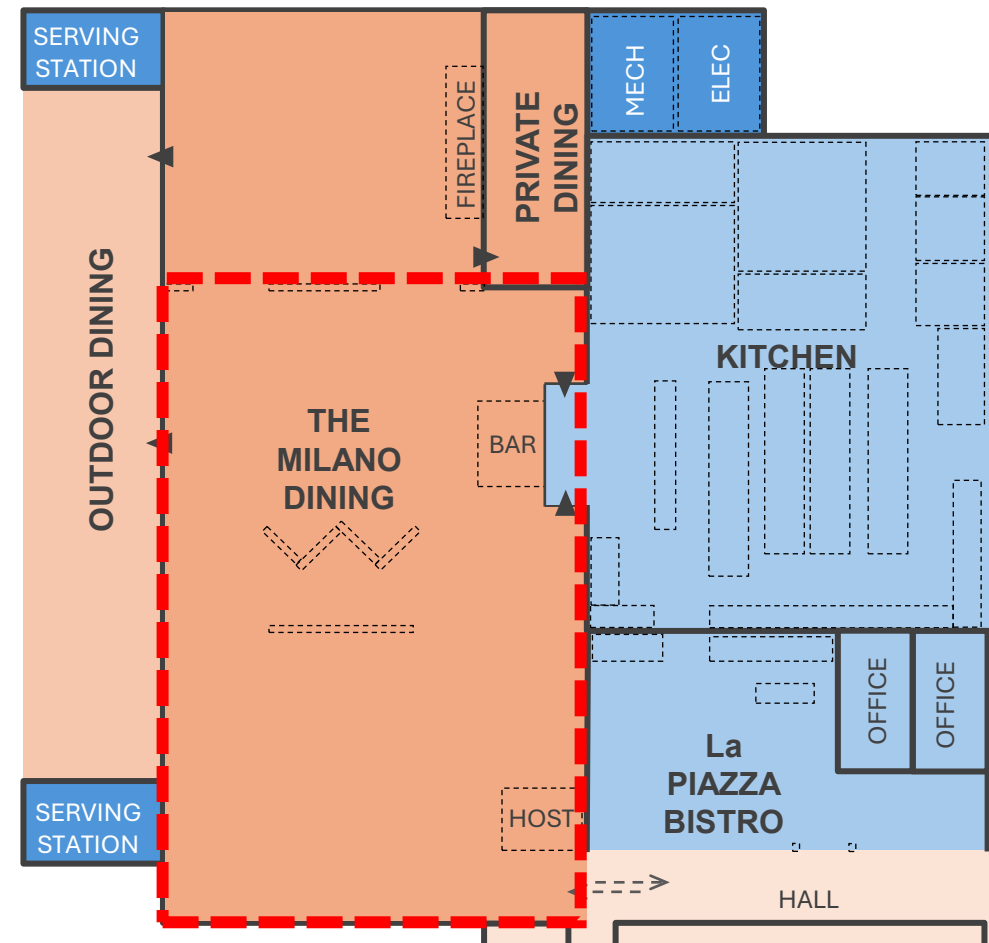
CASE STUDY EXAMPLES



EXISTING CONDITIONS

Key concerns: lack of defined space overall, reduced access, unorganized functions

CASE STUDY EXAMPLES

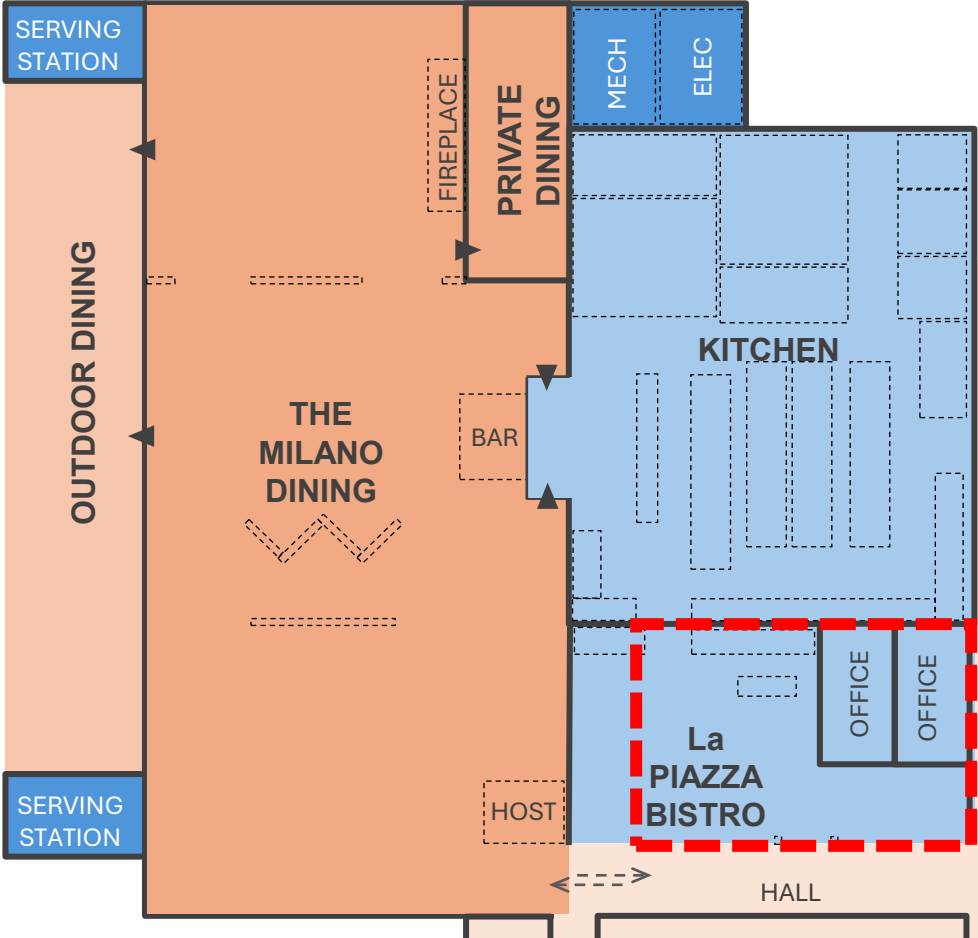


WANTS, NEEDS, RESOURCES WELL BEING:

Division of space, while still feeling open.
Opportunity for large and small group gatherings.
Defined spaces for resident control of social
engagement and dining experience.

Source: <https://cfamagazine.com/projects/the-colonnade-surprise-arizona-era-2024-remodel-renovation-gold-winner/162048/> <https://www.thoma-holecdesign.com/repositioning-remodeling/the-colonnade-dining>

CASE STUDY EXAMPLES



WANTS, NEEDS, RESOURCES WELL BEING:

Open inviting space, casual interaction and socialization.
Clear organization of space, scalability.

Source: <https://efamagazine.com/projects/the-colonnade-surprise-arizona-efa-2024-remodel-renovation-gold-winner/162048/> <https://www.thoma-holecdesign.com/repositioning-remodeling/the-colonnade-dining>

A black and white photograph of two men sitting at a wooden table, playing cards. The man on the left is older, with white hair and glasses, wearing a button-down shirt. He is holding a fan of cards in his left hand and gesturing with his right hand. The man on the right is younger, with dark skin and short hair, wearing a sweater over a collared shirt. He is also holding cards and has his right hand raised in a high-five gesture towards the first man. The background shows a bright, airy room with large windows and a ceiling fan. The text "MOVING FORWARD" is overlaid in the center in a large, white, sans-serif font, with a vertical white line to its left.

MOVING FORWARD

MOVING FORWARD



Where we live, changes how we live and how we live in relation to one another.

Strategic repositioning for senior living campuses is a meaningful opportunity to support unique pathways to well-being in the wake of shifting consumer demographics and wants. Prioritizing human perceptions of campus environments enables a strategic approach to repositioning that can simultaneously benefit providers and consumers.

Campus environments can act as either an effective enabler or a significant barrier to well-being. Communities that encourage connection between people, communicate their support of safety & belonging needs, as well as the ability to pursue higher-level factors of well-being like esteem and self-actualization—a perception that is key to campus sustainability.

Source:

TAKE AWAYS

1

Strategically position desirable services and amenities to market senior living communities to both consumers and residents.

2

Prioritize the development and organization of spaces to promote social engagement through wanted behaviors.

3

Consider how the perception of spaces impacts the ability of people to act in ways that support their well-being.

MOVING FORWARD

A photograph of two men walking away from the camera on a golf course. They are carrying golf bags. The man on the left is wearing a black shirt and grey pants, while the man on the right is wearing a black shirt and khaki shorts. They are walking on a well-maintained green lawn. In the background, there are several tall, mature trees and a cloudy sky.

Senior living campuses can navigate shifting wants and demographics by positioning spaces to support underlying needs through environments that foster safety, connection, and belonging.



QUESTIONS + ANSWERS

MOVING FORWARD



Courtyard Creation / Creating the Unexpected



MOVING FORWARD



MOVING FORWARD

