

A photograph of a modern, single-story building with a covered walkway, set against a blue sky with scattered white clouds. In the foreground, there is a green lawn with a young tree in the center and a flower bed with red, white, and purple flowers. The building has a grey roof and light-colored siding. A few people are visible near the entrance.

History
of
Kendal at Ithaca
1990 toward 2000

Compiled and Written by
Lara K. Stanton

A History of Kendal at Ithaca: 1990 toward 2000

Compiled and Written by
Lara K. Stanton
Original Printing by Haworth Press, Inc
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Graphic Assistance by Janice Hoag.

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Ithaca, NY
January 2005

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Acknowledgements

Without the assistance of Dale Corson this history would not have been written. He provided access to Kendal files at his Cornell University office numerous times, was interviewed extensively, then read and corrected material several times as it was being written. His help has been invaluable and greatly appreciated. I am enormously indebted to him.

Interviews with and files of Keith Kennedy and Bill DeWire have been appreciated. Interviews and/or conversations with Enid Cruse, Robert Kirk, Karen Smith, Norma Munger, Tom Niederkorn, Terry Hoppenrath, Barbara Bayer, Jack Stewart, Jean Jagendorf, Joan Bechhofer, Linda Cole, Peter Fratarcangelo, and Marguerite Johnson have added details to the story. Thanks to Judy Mearig, a member of the History Committee, for providing the tapes she had made while interviewing Michael Levengood and Jack Stewart. William Yost, Director of Finance of the Kendal Corporation, corrected and added information about financing that was most helpful. Bill DeWire and Annie Wall read through the report and recommended changes and corrections. Their comments have been helpful and appreciated.

Special thanks to Carol Sisler for graciously agreeing to edit this report, and to my husband, Bernard ('Bud') Stanton, for his patience, advice, and encouragement in the months it has taken me to write this history. Thanks to Elmer "Flip" Phillips for the cover photo. Last but not least, thanks to Barbara Payne, Chair of the Kendal at Ithaca History Committee, who asked if I would write our history. After deliberating for several days I agreed. I enjoyed the research, trying to verify all the facts, and putting it together, hopefully, in a readable fashion. It was a challenge and I'm honored to have been asked to write the story of the first several years of the history of Kendal at Ithaca.

Any and all mistakes that may be found in this report are my responsibility. It is my hope that no major information for this report has been omitted.

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Chronological Summary of Events

October 1990 - An Advisory Board was formed including well-known and respected persons in important areas of expertise in the community.

June 18, 1991 - First public meeting was held locally to inform area residents of plans under way for Life Care Community in Ithaca.

June 21, 1991 - The Kendal Corporation was selected to help make it possible for a Life Care Community to be built in Ithaca and to build it.

January 1992 - Important public relations meeting held to inform Savage Farm neighbors and those previously opposed to development of the Farm about what a Life Care Community is and what such a community would be like.

April 1992 - Venture Capital was obtained.

May 1992 - Kendal Communities Development Company named the Design Team.

May 1992 - Kendal made a purchase agreement to buy Savage Farm subject to several state and local approvals.

June 3, 1992 - A Certificate of Incorporation as a New York State non-profit Corporation was granted.

July 6, 1992 - Kendal at Ithaca office opened with Michael Levensgood, Project Manager, in charge. The first Priority List deposits were made.

April 1993 - Bill DeWire was named Administrator of Kendal at Ithaca.

June 24, 1993 - A Certificate of Authority to move to construction was granted.

August 20, 1993 - Cayuga Heights Trustees approved Kendal at Ithaca Environmental Impact Statement.

August 1993 - Karen Smith was named Admissions Director.

October 1993 - Christa Construction Company was offered the construction contract.

February 7, 1994 - Decision was made to build Kendal at Ithaca in two phases.

May 23, 1994 - Purchase agreement for Savage Farm accepted. Purchase of farmhouse finalized. Approval of Construction Contract with Christa Construction at Guaranteed Maximum Price \$28 Million.

June 1994 - Five-Year Short-Term Loans were issued followed by Thirty-Year Long-Term Bonds through Tompkins County Industrial Development Authority.

June 30, 1994 - Ground-Breaking Ceremony was held at Kendal at Ithaca.

October 4, 1995 - Kendal at Ithaca Board of Trustees became the official governing Board.

December 1, 1995 - Forty cottages were delivered to Kendal at Ithaca by Christa Construction Company.

December 26, 1995 - First residents settled into their cottages.

June 12, 1996 - Residents' Association organized.

June 20, 1996 - Dedication Day at Kendal at Ithaca.

November 1996 - First Edition of Kendal BREEZE newsletter published.

Summer 1997 - First Annual Report of Residents' Association listed 26 active committees.

December 31, 1997 - First big blizzard stopped traffic in Ithaca.

Fall 1998 - Child Care Center opened.

Summer 1999 - Kendal Trails built.

Summer 1999 - Grounds building constructed.

Summer 1999 - Construction of 24-bed addition to Cascadilla House began.

November 1999 - Minibus arrived.

November 1999 - Ombudsman program introduced.

December 1999 - Occupancy of Kendal at Ithaca at 92%.

A History of Kendal at Ithaca

Kendal at Ithaca welcomed its first residents on Tuesday, December 26, 1995. Kendal at Ithaca was the first Life Care Community to be constructed and opened for business in New York State.

Enid Cruse came a total of 15 miles from the Freeville, NY, area. She remembers the day as beautiful and sunny. When she arrived at about 8:00 a.m. the walks and driveways were plowed. The smoke alarm welcomed her with its shrieking blare but that problem was quieted before her moving van arrived at 9:15 a.m. She had guests as she began to unpack her boxes - the local newspaper and TV station arrived to interview her. This was a historic moment for the Ithaca community, New York State, and for Enid.

Twice widowed, Enid heard of plans for Kendal at Ithaca early on and attended several meetings. She could have gone to San Antonio, Texas, or Washington, DC, to military retirement communities, but she wanted to stay in Central New York. Enid served in the Army Nurse Corps for 23 years, 4 years during WWII in Puerto Rico, and re-enlisted in 1951 to serve during the Korean War and thereafter for 19 years in Okinawa, Japan, Korea, and Germany.

When Enid was given the option of moving in December 26, 27 or 28, she quickly chose December 26. She sold her house on October 1st, moved to an apartment at Greek Peak, had to vacate her apartment there December 20th, and moved in with her sister who had family visiting for the Christmas holidays. It was time for her to be in her own home again.

Also arriving at Kendal at Ithaca that morning were Keith and Barbara Kennedy whose move brought them 1.5 miles from their former home. Actually, Keith Kennedy, an early riser, was at their cottage at 7 a.m. unpacking boxes, but their moving van arrived later than the one delivering goods to Enid Cruse. By late morning it was snowing.

The fact that the Kennedys had no heat in their cottage the first night didn't deter them from maintaining a sense of humor. The next morning Keith Kennedy reported to Facility Services that his "overnight scouting trips were over". The heating problem was solved within hours.

Dinner was served that evening to three residents. The menu was split pea with ham soup, a turkey sandwich, salad and dessert.

Initially the Kennedys were not interested in moving into a Continuing Care Retirement Community (CCRC) because they lived in a one-story house with attached garage which they considered to be a good retirement home. They were interested, however, in having such a retirement complex in the Ithaca area. Ruth DeWire and Bonnie Howell

also were interested in developing a CCRC in Ithaca and collectively they invited additional community members from Cornell, Ithaca College, and the City to join in the exploration of long-term care retirement facilities.

NOTE: New York State Legislature used the term Life Care Community while the Kendal Corporation refers to Continuing Care Retirement Community. Both terms are used throughout this report interchangeably. New York State adopted the term Continuing Care Retirement Community in 1997.

In March of 1991 Keith Kennedy visited Kendal at Longwood, PA, with Ruth DeWire, Joe Fitzgerald, Dale Corson and others from Ithaca. Soon thereafter Barbara Kennedy travelled by bus with a group of interested folks who visited Kendal at Longwood. It wasn't long before the Kennedys realized this was the place for them. Their mothers had both spent their last years in nursing homes, one very happily so, the other quite miserably so. Also they didn't like the possibility that their sons might be burdened with their care in the future. The decision to become residents of Kendal at Ithaca was a relatively easy one and they moved eagerly.

The Origins of a Life Care Community in Ithaca

Bringing Kendal at Ithaca into existence was an immense operation. A number of very dedicated individuals worked for several years, giving of their time, energy, and personal finances to cover expenses entailed in the process of research, travel, and endless meetings. Finding the right sponsors, getting laws changed and/or passed, obtaining financing, finding a location - these were all challenges facing a relatively small group of talented and committed individuals with the help of some important organizations. The story of how this major undertaking came about follows.

When Dale & Nellie Corson returned from a trip in September 1990, they visited Ruth DeWire, whose husband John had died recently. Ruth DeWire had served as President of the Tompkins Community Hospital Board of Directors. (The name was later changed to Cayuga Medical Center.) She continued to serve on the Board and was now needing to get her life back together. She was looking for information about retirement communities.

The first of at least three informal meetings with the following people in attendance was held at Ruth DeWire's home in October 1990:

- **Dale Corson**, President Emeritus, Cornell University
- **Nellie Corson**, Long-time member of Ithacare Board
- **Norma Munger**, Homemaker, former social worker
- **Keith Kennedy**, Provost Emeritus, Cornell University, Member and former President of the Tompkins Community Hospital Board of Directors
- **Bonnie Howell**, Hospital Administrator, Tompkins Community Hospital
- **Franziska Racker**, M.D., Medical Director of the Special Children's Center
- **Ruth DeWire**, Tompkins Community Hospital Board Member and former President and Chair of Planning Committee for the Hospital
- **Jay Morley**, Cornell University Vice President
- **Carl Sgrecci**, Ithaca College Vice President and Treasurer
- **Connie Cook**, Lawyer & former NY State Assemblywoman

According to the November 1992 issue of NEWS from KENDAL at ITHACA it was “about four years ago” that Norma Munger, an Ithaca resident (a Founder of Kendal at Ithaca), read an article in an issue of Forbes (Sept. 18, 1989) about the Marriott Corporation's continuing care program

and “found it spoke to her experience in caring for her own parents”. She then wrote letters to about 30 friends in the Ithaca area raising questions about such a development in Ithaca.

An article in Aging Network News, May 1990, reported that the Marriott Corporation was planning the construction of retirement communities and had already built two life care communities: The Quadrangle in Haverford, PA and The Fairfax in Ft. Belvoir, VA.

Bonnie Howell and Ruth DeWire began to pursue the possibility of working with the Marriott Corporation. In 1989 Keith Kennedy asked John J. Clark, Dean of the School of Hotel Administration at Cornell, for the name of a contact person at Marriott.

Initially, representatives of Marriott were enthusiastic, interested in coming to New York State, and felt that Ithaca was a good place to build. However, the lack of laws allowing such a concept to materialize soon discouraged them and their involvement came to an end. Also, the Marriott Corporation, in the area of life care communities, was scaling back its plans.

The role of Tompkins Community Hospital was vital throughout the formative period. Bonnie Howell, Administrator, and Joe Fitzgerald, Vice President of the hospital, were active at every stage. The Advisory Board held its meetings at the hospital for an extended period.

During this time and following, inquiries and/or visits were made to various Continuing Care Retirement Commu-

nities at such places as Fort Myers, FL, Quadrangle in Haverford, PA, Phoenix, AZ, Hartford, CT, and in South Carolina.

Looking for helpful information, Ruth DeWire visited her son Bill, who was President of Lewistown Hospital at Lewistown, PA. Bill contacted Michael Levensood, Executive Director for Foxdale Village at State College and Pennswood Village in Newtown, PA. Michael Levensood recommended getting in touch with the Kendal Corporation at Kennett Square, PA. Vera Prosper from the New York State Office for the Aging also recommended a visit to the Kendal Corporation.

On March 14, 1991, a visit was made to Kendal at Longwood in Kennett Square, PA. Keith Kennedy had contacted Lloyd Lewis, Executive Director, The Kendal Corporation, about the visit. Keith Kennedy and Ruth DeWire travelled by car, as Mrs. DeWire planned to continue on to Lewistown. The rest went via a chartered flight from Ithaca at their own expense. On the flight were Dale Corson, Carl Sgrecci, John Majeroni, Cornell Head of Real Estate, Walter Lynn, Dean of the Faculty at Cornell, and Joe Fitzgerald. The day was "terrible" weatherwise.

The group was encouraged by the visit. They were shown the operations of the community, saw a living unit, visited the nursing and dining facilities, the craft room, wood-working area, library and auditorium. They visited with Lloyd Lewis, a good salesman and presenter, who stated his willingness to talk with New York State authorities about changing state laws to allow a Continuing Care Retirement Commu-

nity to be built. In fact, a member of Lloyd Lewis's staff, Nancy Weber Sutter, chief operating officer of the Kendal Communities Development Company, was making a presentation to a number of legislative and departmental staff people in Albany that same afternoon, March 14.

Soon after this trip to Kendal at Longwood, the informal committee became more organized. Keith Kennedy and Ruth DeWire provided leadership for the group until Dale Corson returned from a trip to China. He then became Chairman of the Advisory Committee. Regular meetings were scheduled with an established agenda. Townspeople were added:

- **Andrew Sciarabba**, Senior partner in Sciarabba Walker & Co., Certified Public Accountants, and a real estate developer.
- **Raymond Van Houtte**, President Emeritus and Counselor of Tompkins County Trust Company.
- **Mary Morrison**, Professor Emerita at Cornell, Secretary of the Faculty and involved in retirement issues on behalf of Cornell faculty.
- **Elmer Robinson**, Retired Executive Vice President for Operations for Borg Warner. Previously President of Morse Chain in Ithaca, a subsidiary of Borg Warner.

Records indicate that at a meeting held on June 18, 1991, at the Medical Office Building on Trumansburg Road, Lloyd Lewis from the Kendal Corporation met with the local Advi-

sory Committee. The following people made up the Advisory Committee on that date:

Constance Cook	Jay Morley
Dale Corson	Mary Morrison
Ruth DeWire	Norma Munger
Joseph Fitzgerald	Franziska Racker
Bonnie Howell	Elmer Robinson
Keith Kennedy	Andrew Sciarabba
Walter Lynn	Carl Sgrecci
John Majeroni	Raymond VanHoutte

Lloyd Lewis and Nancy Weber Sutter were invited to come to Ithaca in June 1991. Dale Corson and the two visitors from Kendal Communities Development Company visited the Oak Hill Nursing Home, the Reconstruction Home, the County Assessor; Ann Bookhout, Director of Visiting Nurse Service; Francille Firebaugh, Dean of the College of Human Ecology at Cornell; Michael Redlin, Associate Dean of Academic Affairs, Cornell's School of Hotel Administration; the Ithaca Town Planning Office- Shirley Raffensburger, Town Supervisor; and Richard Miller, Dean of the School of Health Sciences and Human Performance at Ithaca College.

Mr. Lewis indicated an interest in working with "Programs for the Aging" at Cornell and Ithaca College in the development of a curriculum for the field of aging and training of individuals in the health care areas as well as possible internships and research.

On the evening of June 18, 1991, a public meeting was held at the New York State Electric and Gas Corporation

(NYSEG) headquarters on Route 13 east of Ithaca. This was the first of several meetings held at NYSEG which offered the use of its comfortable facilities without charge. Mr. Lewis and Nancy Weber Sutter provided information to about 200 interested citizens who attended this meeting. Many were excited about the possibility of a retirement community in Tompkins County.

On June 21, 1991, after the visit of Mr. Lewis and Ms. Weber Sutter, the local Board held a meeting to discuss the question: Do we want to close out our search now and go with Kendal? The decision was uncomplicated - Go with Kendal. (Sadly, Ruth DeWire died in December 1991. She did not see the Kendal at Ithaca concept come to fruition. However, her leadership in the initial stages of bringing Kendal to Ithaca was invaluable.)

Members of the
Advisory Committee
June 1991



Ruth DeWire
DeDe Hatch Photograph



Dale Corson
Sol Goldberg/University Photograph



Constance Cook



Joseph Fitzgerald

DeDe Hatch Photograph

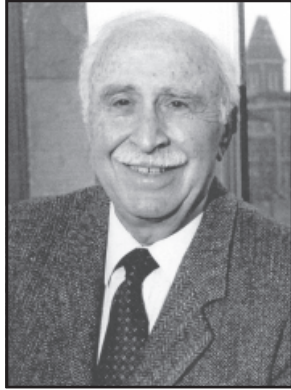


Bonnie Howell

DeDe Hatch Photograph

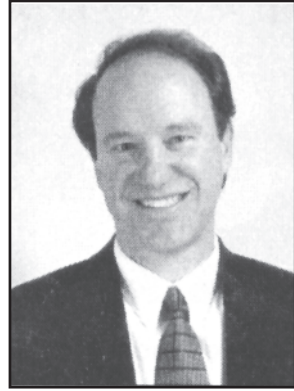


Keith Kennedy



Walter Lynn

Frank DiMeo/University Photograph



John Majeroni



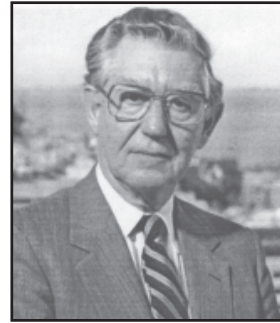
Mary Morrison



Norma Munger



Franziska Racker

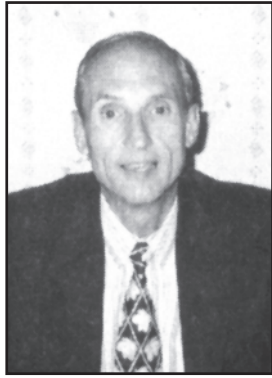


Elmer Robinson



Andrew Sciarabba

Charles Harrington/University Photograph



Carl Sgrecci



Raymond VanHoutte

*photo
not available*

Jay Morley

Building the Community

The next steps towards the building of a Continuing Care Retirement Community in Ithaca required perseverance, patience, confidence, and cooperation. Major issues were as follows but not necessarily in order of importance or difficulty:

1. Real Estate
2. Venture Capital
3. Financing
4. New York State Laws
5. Size of Project

Real Estate

Between June 1991 and January 1992 five sites were considered:

- a. South Hill - Ithacare's Longview Site
- b. West Hill - Perry Property near Bundy Road
- c. West Hill - Babcock Farm off Route 96
beyond the hospital
- d. Lansing - Sundown Farm
- e. Cayuga Heights - Savage Farm owned by
Cornell University

Location was only one issue to consider. Others were: access to water, sewer, drainage, topography and, roads as well as zoning and cost. The Perry property had a beautiful view toward Cayuga Lake and the Cornell Campus. Sundown Farm was in the Village of Lansing. A developer had made plans previously for the farm area but after several meetings and discussions, the group withdrew from further consideration.

Ironically, Savage Farm had been considered for development of faculty housing for Cornell at three different times and rejected by the Cayuga Heights Village Board three times, most recently as late as 1988. (At that time Cornell wished to develop Savage Farm at least in part as a retirement community.) This history did not deter the Advisory Committee. (An interesting story relating to these considerations for development will be reported later.) Lloyd Lewis favored

the Babcock Farm but the Committee strongly favored and voted for Savage Farm as the site for Kendal at Ithaca.

In January 1992 Dale Corson and Fred Rogers, Treasurer at Cornell University, made presentations to the Cornell Board of Trustees and Buildings and Property Committee which were well-received. Corson and Rogers made two proposals, one for venture capital and one for real estate.

Also in January 1992 Dale Corson wrote personal letters to two groups of people inviting them to a public meeting at the Cayuga Heights Village Office. Invited to the meeting were people whose property bordered the Savage Farm. A second and different personal letter went to each of the serious objectors of the Cornell development of the Farm in the late '80s who had threatened legal action. About 45 people heard Lloyd Lewis explain what a CCRC is and what the nature of the community would be. Among those present were some of the Village Trustees.

Most of those in attendance felt that this use of the property (a CCRC) was far better than that proposed earlier by the University. The community would not burden the school system and would generate less traffic than other residential developments. (Kendal at Ithaca would rely on Cayuga Heights for Fire and Police protection, and was willing to pay reasonable taxes.) The community would build and maintain its own roads. This meeting was an important milestone in the building of Kendal at Ithaca.

Planning meetings of the Kendal at Ithaca Advisory Committee and public informational meetings continued to be held on a regular basis. By March 5, 1992, five public meet-

ings had been held in Ithaca with 200 or more attending each meeting. On April 7 more than 300 attended. Lloyd Lewis, Paul Lewis, and Nancy Weber Sutter attended several meetings providing information and answering questions. Two meetings were held May 12, 1992, 4 p.m. at the First Congregational Church and 7:15 pm at NYSEG. The Project Manager and several consultants were present.

Travelling by bus, a group of 47 people visited Kendal at Longwood and Crosslands on June 25 and 26, 1992. Because of the excellent response a second trip was planned for October.

Just over one year after the first informational meeting for the public was held at NYSEG, Kendal at Ithaca opened its office on July 6, 1992, at 2329 North Triphammer Road with Michael Levengood, Project Manager for Kendal at Ithaca, welcoming visitors, answering questions, and providing information. Levengood was an invaluable asset to the Kendal at Ithaca project. He completed his assignment in Ithaca in 1996. A report on his marketing trips with Jack Stewart and others is reported elsewhere.



Michael Levengood

Bill DeWire came on staff officially on April 19, 1993, as Administrator. However, it wasn't until after he spent several weeks at the Kennett Square, PA, Kendal Corporation offices that he joined Michael Levengood at the North Triphammer Road office in Ithaca, arriving in May 1993.



Bill DeWire

By May 1992, Kendal Communities Development Company had named members of the design team for the Kendal at Ithaca community. The Philadelphia-based architectural firm of Ewing Cole Cherry was selected to lead the design team. The firm had designed three other Kendal communities: Kendal at Longwood and Cartmel in Pennsylvania and Kendal at Hanover in New Hampshire. Leading this design team work was Jay Woolford, a Cornell architecture alumnus.

The Kendal Communities Development Company, a not-for-profit affiliate of the Kendal Corporation, planned

and developed new Kendal communities and was responsible for consideration of projects and locations.

Three Ithaca firms were selected to work with Ewing Cole Cherry. Overall project planning was provided by Planning/Environmental Resource Consultants, led by Tom Niederkorn, working with Barbara Blanchard, an associate planner. They were responsible for planning review, zoning, the environmental impact statement, and site plan criteria. Fred Thomas Associates, a local architecture and engineering firm, was responsible for engineering of the site and structures. Trowbridge & Wolf Landscape Associates, under the direction of Peter Trowbridge, served as landscape architect.

Representatives of the design team from Philadelphia and the three Ithaca firms just listed provided the information at the June 3, 1992, public meeting.

Jay Woolford (Ewing Cole Cherry); Paul Lewis; Tom Miller, Vice President of Construction for Kendal Communities Development Company; and Steve Kempa (Fred Thomas Associates) interviewed five general contractors for the job of building Kendal at Ithaca. Kendal was looking for quality, ability to deliver on schedule, price, as well as prospects for a good, smooth working relationship. The plan was to incorporate the contractor into the design process. Hopefully this would help in controlling costs and enable the contractor to come in with a complete Guaranteed Maximum Price (GMP). The Christa Construction Company was the contractor selected in the fall of 1993. Details are provided later in this report.

Representing Kendal in the design process were Paul Lewis, Vice President of KCDC and Project Director for Kendal at Ithaca, and Tim Reed, Associate Director for Construction and Design. As construction neared, Tom Miller, Vice President for Construction and Design, also took an active part. (NEWS from KENDAL at ITHACA, June 1992.)

Once construction began, Tom Mitchell joined Kendal at Ithaca as construction site representative, a job he held for two years for Kendal at Ithaca, from mid-June 1994 to mid-June 1996. Tom had also served as site representative during the construction of Kendal at Oberlin, which opened in October 1993.

A meeting of Kendal Communities Development Company with some of the design team and the Village of Cayuga Heights Board was held May 13, 1992. The discussion centered on “several preliminary items including assurance that sewer and water services are available, discussion of suggestions to clarify a proposed Planned Unit Amendment to the Village Zoning Law, and an update on a proposal for a tax agreement” (VILLAGE VOICES, June 1992).

Kendal had made a purchase agreement for the Savage Farm subject to necessary changes in zoning being approved by the Village. This was only one step toward the eventual granting of all necessary permits required by all branches of government involved which allowed Kendal at Ithaca to be built. Two years would pass before final approval of all concerned entities would make possible a

ground-breaking ceremony, held June 30, 1994. That historic event led to the eventual opening of Kendal at Ithaca, New York State's first Life Care Community.

Incorporation of Kendal at Ithaca

Judge Walter Relihan approved a Certificate of Incorporation on May 8, 1992, filed June 3, 1992, as a New York State non-profit Corporation. State law to allow Life Care Communities (1989) was amended June 1993 (a formality as Kendal Corporation was reorganized in 1993). Kendal at Ithaca refiled as a non-profit corporation in 1993.

Financing

Venture Capital totaling \$1,875,000 was required for architectural drawings, office space, salaries, and for legal costs. (The contract with Ewing Cole Cherry provided that most of the architect's billings were deferred until permanent financing was obtained.) All of the venture capital was obtained locally. Andy Sciarabba and Ray Van Houtte dealt with the local community for loans. By April 1992, needed funds were obtained as follows:

Cornell University	48%
Ithaca College	24%
Tompkins Community Hospital	20%
Tompkins County Trust Company	8%

Fred Rogers and Dale Corson were key people dealing with Cornell University. Dale Corson's membership on the Tompkins County Trust Company Board of Trustees and his close association with James Byrnes, President of TCTC, was a plus. James Byrnes was vital in the venture capital effort.

These venture capital funds, as the name implies, were not guaranteed. If the project had failed, the money would have been lost to the lending institutions. The Kendal Corporation advanced several years of staff time and expense under the same risk. The providers of venture capital were repaid in full with interest when long-term financing was obtained.

An oversight committee met monthly to oversee the venture capital operation. Among its members were Fred Rogers of Cornell University, Andy Sciarabba, Karen Parks of Tompkins County Trust Company, and Dale Corson.

Certificate of Authority

On June 24, 1993, Kendal at Ithaca became the second life care community in New York State to be granted a Certificate of Authority to operate. (Glen Arden in Goshen was first with certification but Kendal at Ithaca was the first in construction and operation.) Paul Lewis, Vice President for Project Development of KCDC, reported that the Commissioner of Health of New York State granted the Certificate at a meeting of the Life Care Community Council. (NEWS from KENDAL at ITHACA, July 1993) Nicholas Mongiardo, Chairman, and all members of the New York State Life Care Community Council were in attendance including Stanley Kaltenborn of the State Department of Insurance; Linda Gowdy of the State Department of Health; and Vera Prosper from the Office for the Aging in Albany. Bill DeWire, Kendal at Ithaca Administrator; Dale Corson and Ray Van Houtte, Trustees of Kendal at Ithaca, also attended this important meeting.

The granting of the Certificate of Authority enabled Kendal at Ithaca to begin its admissions process. In July 1993, Kendal at Ithaca had received over 370 priority (refundable) deposits (\$1,000 each) from residents of New York and 14 other states. Two-thirds of these had indicated an interest in moving to the community at opening according to the NEWS from KENDAL at ITHACA, dated July 1993.

Governance of Kendal Corporation

When Kendal at Ithaca was in the process of becoming a Life Care Community it was governed by three bodies of authority:

1. Kendal Corporation, Alan Hunt, Kennett Square, PA, Chairman
2. Kendal Communities Development Company, with Lloyd Lewis, Kennett Square, PA, Chairman
3. The Kendal at Ithaca Board of Directors, Joe Stratton, of West Chester, PA, Chairman.
(Operating under the aegis of KCDC, this was the legal governing body. Keith Kennedy and Dale Corson were members of this board.)

The local Advisory Committee that began loosely in 1991 had limited authority in relation to the above named entities, as was true at Kendal at Hanover and Kendal at Oberlin. Dale Corson was chairman of the Ithaca Advisory Committee.

On June 1, 1993, the Advisory Committee changed its title to better reflect its role. The name became Kendal at Ithaca Board of Trustees. However, it wasn't until October 4, 1995, that Kendal at Ithaca Board of Trustees became the official governing board of Kendal at Ithaca.

Rezoning

On Friday, August 20, 1993 the Trustees of the Village of Cayuga Heights approved the Kendal at Ithaca Environmental Impact Statement (EIS). The required extensive environmental impact studies were provided by Planning/Environmental Resource Consultants, owner Tom Niederkorn, and Barbara Blanchard. The consultants then determined under the site plan criteria the amount of land to be used for construction relative to open space, distance from public roads, location of spillways, and other general site planning characteristics.

With the approval of the Environmental Impact Statement, the Village could now move ahead to approve the Planned Unit Development (PUD). Savage Farm was zoned for single family housing. To accommodate Kendal at Ithaca, zoning would need to be changed to allow planned unit development. “This would permit a mix of activities on the property, ranging from condominiums to a nursing home, with supporting commercial activities. Some of the property would be tax-exempt with no obligation to pay property taxes.” (Cayuga Heights VILLAGE VOICES, June 1992)
(An archeological study of Savage Farm was done in 1992. Nothing of significance was found.)

The Village of Cayuga Heights approved Kendal at Ithaca’s Preliminary Plan for development in September 1993,

after Kendal agreed to meet some requirements which included: to have a second access to the property for the Fire Company; not to encroach upon wetlands; to build spillways for water retention during heavy rains; and to join the Village in reconstruction of culverts downstream in the Village. (The Fire Department had wanted another access road to Kendal at Ithaca to be located on Hanshaw Road but it was not feasible as wetlands would be disturbed and costs too great.) The second access road is on Triphammer Road just south of the brick house (the Yeh property) purchased by Kendal in 1994. (The original Real Estate Purchase and Sale Agreement was dated January 27, 1992, between Kendal at Ithaca and David Yeh and Rachel Weitzman, contingent upon and in anticipation of final approval for construction.)

“The governing bodies of the proposed Kendal at Ithaca met with the Village of Cayuga Heights authorities about rezoning to accommodate the development which likely could be accomplished in as short a time as three months. Kendal was not interested in Savage Farm unless there was some assurance of an expeditious procedure. On April 29, 1994, the Village of Cayuga Heights Board of Trustees gave a green light of approval for the construction of the proposed 250-unit Kendal at Ithaca ‘life care’ retirement complex.” (Ithaca Journal April 30, 1994)

It’s interesting to note that the final approval of the Village Board of Trustees given on April 29 was contingent on Kendal obtaining title to Savage Farm; on satisfactory evidence that financing was available and sufficient; and on

Kendal's guarantee that the project would be completed as proposed. At the same time the State of New York required that final approval by the municipality (Cayuga Heights) be granted before it would consider the financing plan, which in turn triggered action on the transfer of title to the property from the present owner (Cornell University) to the PUD applicant (Kendal at Ithaca). Needless to say, both State and Village cooperated fully with Kendal at Ithaca in large part thanks to the extraordinary efforts of a few dedicated leaders.

Size of Project

The Village of Cayuga Heights Board of Trustees approved the construction of the proposed 250-unit Kendal at Ithaca Life Care Community on April 29, 1994.

During the planning stages by the local board, other communities were visited and studied. Some were larger than seemed desirable. The Kendal Communities Development Company recommended a 250-unit project housing 450 people. This met with the approval of the Kendal at Ithaca Board of Trustees.

Permanent Financing

The cost of building, equipping, marketing, opening Kendal at Ithaca and required financial reserves was estimated to be \$56,000,000. Permanent financing was obtained in June 1994.

Financing came from:

1. Five-Year Short-Term loans from four banks:
 - a. PNC Bank, National Association
 - b. Bank of Ireland (Withdrew 1997)
 - c. Tompkins County Trust Company
 - d. Banque Paribas (France) - Office in NYC
2. Thirty-Year Long-Term Bonds

Allowing the Industrial Development Authority (IDA) in New York State to issue bonds for congregate housing was prohibited according to records dated August 1993. Lobbying continued regarding changes in the IDA rules which would allow the Kendal at Ithaca project to be financed without letters of credit. (An uninsured bond issue for retirement communities is permitted in other states.) Dropping this requirement was expected to save the community approximately 1 3/4% interest on long-term debt.

Finally in June 1994 tax-exempt bonds were issued through the Tompkins County Industrial Development Authority, serving as a financial vehicle of the Tompkins County Area Development (TCAD) Corporation. (More on this issue follows.) Michael Stamm was President of TCAD, which cooperated in approving the financing through IDA. Mr. Stamm had been a Kendal Advisory Board member for a time. He withdrew from the Board when the TCAD Corporation became directly involved.

From Low Point to High

New legislation was required to obtain tax-exempt bonds through IDA. From January to June 1994 the financial situation was described by Dale Corson as “touch and go.” Area legislators, Assemblyman Martin A. Luster (D-125th District), representing the local area, and Senator James L. Seward (R-50th District), also representing this area, with Senator Michael J. Tully (R-Nassau County) sponsored legislation in the New York State Assembly and Senate for a change in state law to allow IDA to issue bonds to finance a continuing care retirement community. The experience and favorable reputation of Kendal Corporation leadership contributed to the State of New York’s approval of the project. Senator Seward kept in touch with Dale Corson every evening for four days before the necessary bill passed just in time for the ground-breaking ceremony on Savage Farm June 30, 1994. The IDA Bond legislation was a major turning point. Kendal at Ithaca residents owe James Seward and Marty Luster sincere thanks for their leadership.

A great deal had been accomplished between October 1990 when the series of informal meetings were first held to investigate the possibility of a life care community in Ithaca and early spring 1994 - the “low point” in the project according to Dale Corson.

October 1990 - An Advisory Board was formed including well-known and respected persons in important areas of expertise in the community.

June 21, 1991 - The Kendal Corporation was selected to help make it possible for a Life Care Community to be built in Ithaca and to build it.

January 1992 - Important public relations meeting held to inform Savage Farm neighbors and those previously opposed to development of the Farm about what a Life Care Community is and what such a community would be like.

April 1992 - Venture Capital was obtained.

June 3, 1992 - A Certificate of Incorporation as a New York State non-profit Corporation was granted.

June 24, 1993 - A Certificate of Authority to move to construction was granted.

April 29, 1994 - Savage Farm in the Village of Cayuga Heights was approved by the Village Trustees as the site for Kendal at Ithaca.

June 1994 - Five-Year Short-Term Loans were issued followed by Thirty-Year Long-Term Bonds through the Tompkins County Industrial Development Authority.

From 1991 thru 1995 - Frequent public meetings were held in Ithaca to inform the public of plans for a Life Care Community in Ithaca.

In the fall of 1993 a commitment was made to constituents that ground breaking would take place by March 31st, 1994. This was announced at a public meeting in October 1993. Some constituents sold their homes, moved into apartments and rearranged their financial resources in order

to make the 40% deposit required in February 1994.

Bids had been solicited for construction with prices good to June 1, 1994. Turner and Christa Construction firms were the two finalists. Turner, a company with an excellent reputation, was the contractor of choice for some time. However, it was impossible to get together on price. Turner's price was \$38 million. On October 1, 1993 the relations with Turner ended. Christa was selected as 'the cost difference was too substantial to pass up' according to a letter from Paul Lewis to Dale Corson, dated October 4, 1993. A contract was offered to Christa Construction with a maximum price of \$34 million to build a 250-unit community. If Christa had not accepted the offer, Kendal would have had to rebid the project at a cost of precious time lost.

There was talk of downsizing to cut costs, eliminating covered walkways, changing specifications for heating, ventilation and air conditioning, and lowering ceiling heights from 10 feet to 8 feet. Eliminating the swimming pool was even considered. Venture Capital was running out. (The Kendal Corporation would supply needed capital until the project was financed.)

It was feared that interest and enthusiasm would decline. Kendal Corporation's reputation was at stake. Kendal enjoys a fine reputation and the integrity of the operation could not be compromised.

Gaining the necessary approval and documentation from state and village authorities was not complete by March 31, 1994. A delay in breaking ground was inevitable. A new target date was set for June 1, 1994.

Objectives in early 1994 included obtaining 126 reservations which were needed by the June 1 construction starting date. By February less than ten commitments were necessary. (However, ground breaking did not take place until June 30, 1994, as will be noted later.)

According to Dale Corson, at this point some requirements had to be met. In a memo to Paul Lewis, Project Director, Dale Corson wrote:

“Kendal at Ithaca Board of Trustees must be brought into decision making to a much greater extent than has been the case in the past several months. - - - The (Kendal at Ithaca) Board of Trustees is composed of well-known and well-respected community leaders. - - - In particular with the Cornell community, Keith Kennedy and I are known for our integrity and reliability. People have relied on our statements for many years. That reliance is now jeopardized.” Paul Lewis reacted quickly and effectively to Dale Corson’s memo and the project took an upturn.

Meetings with Kendal Corporation President John Diffey, the Kendal Communities Development Company, and the Kendal at Ithaca Board of Trustees were held in Ithaca on March 7, 8, and 9, 1994. Also during that period an open meeting of constituents and prospective residents was held to clarify decisions that were being made and to answer questions of concern to them.

Based on the type of project and the nature of services we were intending to provide it was necessary to cut back on construction costs rather than make changes in the fees. The range of fees had already been provided to constituents.

Along with the lack of communication between Kennett Square and Ithaca, another problem arose that added to the skepticism of prospective residents of Kendal at Ithaca. A legal notice appeared in the Hanover, NH, newspaper stating that Medicare would not reimburse Kendal expenses. In fact, there were temporary management problems with the Hanover Health Care audit that were corrected. But news of such a legal notice spread quickly to the Ithaca community causing a reaction that Kendal must surely be an irresponsible operation for this to have happened.

At the open meeting held March 8, 1994, for constituents and prospective residents of Kendal at Ithaca, Dale Corson spoke to those in attendance explaining the fundamental reasons for the need to reduce the original plans for the construction of 250 units. The following several paragraphs are highlights of Dale Corson's comments:

When the initial questionnaire to determine the level of interest in a community such as Kendal at Ithaca was distributed, 230 individuals or couples said they wanted to enter at opening. Allowing for normal attrition of about 30% by contract signing time, this was enough to support a 250-unit project. Kendal's standard of 65% of units under contract at financing would have required about 160 signed contracts and the 30% attrition would have yielded this number. (New York law required 60% of the units under contract at financing.)

The problem was that attrition was about 50%. For various reasons people only deferred their interest, they did not withdraw. Some of the reasons for the delays in entering the

community were: 'good health, no rush, want to enjoy my home a little longer; fee came in at the high end of the projected range, want to see what the community is really like before committing that much money; maybe there will be a national health care plan that will relieve me of some of the financial burden; there will be too many Ithaca houses on the market at the same time, can't afford to sell at a bargain price'.

If the project were to remain a 250-unit project the community center must be full size from the beginning. We could not build 2/3 of a dining room or 2/3 of a kitchen. The community center must be kept as planned; the number of living units must be cut. For the original 250 units the cost was approximately \$34 million and the fees were set to produce that much when all units were contracted for. When the number of units is reduced, the revenue is proportional to the number of units. Cut the number by 10% and the revenue falls by 10%. But because the community center is kept at full designed size the cost does not fall as fast as the revenue. Raising fees was not an option.

The governing bodies made the decision to build 210 units, which meant 126 signed contracts before going to financing. Redesigning the community center would cause a big delay and it would not then be adequate for the ultimate 250 units. Two kinds of cuts were considered: 1) those that only represent delays and which can be re-incorporated later, and 2) those that are permanent. Both kinds were incorporated in the specifications that were given to the contractor.

In addition to the decreased number of units to be built, among the deferred items were the covered walkways between clusters of cottages, also 12 personal care rooms instead of the planned 24

rooms, and a maintenance building. Among the permanent changes being made were the heating and air conditioning system and the living room ceiling heights.

Before concluding his remarks to the audience, Dale Corson reviewed how well many aspects of the project have gone. The magnificent site is one, community confidence and support through local provision of the venture capital is another. Cooperation with the Village re: zoning problems; troubles that New York State regulations have caused have been handled in an orderly manner and effectively. The Certificate of Authority awarded by the state in 1993 was a great achievement. The enthusiastic participation of local community leaders in our advisory committee is a great plus. (Notes from the open meeting held March 8, 1994.)

Phase I

By February 7, 1994 according to a letter from Rhoda McNitt, Assistant Project Manager, Kendal at Ithaca Trustees agreed to build the community in 2 phases:

Phase I - all 45 apartments

165 cottages

Full Community Center

Health Center (35 Nursing Care Beds)

(12 Adult Care Units)

Indoor Swimming Pool

(Phase II would presumably then add 40 cottages and 12 adult care units.)

An amended application for Certificate of Authority with Life Care Community Council in New York State was sent to Albany Tuesday, April 26, 1994 to allow construction of Kendal at Ithaca in two phases - 210 and 40 residences respectively.

A meeting of the Kendal at Ithaca Board of Trustees held May 10, 1994 was attended by 18 including President of Kendal Corporation John Diffey and Vice President of Kendal Communities Development Company Paul Lewis. A discussion critical to the opening of Kendal at Ithaca was on the schedule, but the group took a break from the discussion to view a partial eclipse of the sun!!

Tax-exempt bonds issued through the Tompkins County Industrial Development Authority, serving as a financial vehicle of the Tompkins County Area Development Corporation, were finally allowed June 29, 1994. The New York State Assembly and Senate changed State Law to make this possible the day before the ground-breaking event was to take place.

Notes from the May 23, 1994 meeting in West Chester, PA, of the Kendal at Ithaca Board of Directors indicate that:

1. The purchase agreement between Cornell University and Kendal at Ithaca of the Savage Farm dated November 9, 1992, was accepted.
2. The real estate purchase and sale agreement dated January 27, 1992, between Kendal at Ithaca and David Yeh and Rachel Weitzman was finalized.
3. Agreement with the Architect Ewing Cole Cherry Architectural Services was approved.
4. There was approval of the Construction Contract with Christa Construction, Inc. for construction of Kendal at Ithaca with a Guaranteed Maximum Price - \$29 million.



Karen Smith

Photo Credit Dede Hatch

Kendal at Ithaca was fortunate in adding Karen Smith to the staff as its first Admissions Director, joining the small local staff in August 1993. She reported that by May 23, 1994 admissions efforts had yielded the following:

114 contracts were signed,
7 outstanding,
3 in admissions process and
2 more entering process

bringing the total to 126, the necessary amount needed to secure financing and to break ground. On June 30, 1994, 126 contracts were signed. (By August 1994, 130 contracts were in hand with 4 more completing the process of admission.) Ground breaking was finally possible after what seemed like 'years' of effort and a great deal of cooperation among the many entities that worked closely to bring about New York State's first Life Care Community.

Ground Breaking

Kendal at Ithaca's Ground-Breaking Ceremony took place at 3:00 p.m. Thursday, June 30, 1994 at the site of the former Savage Farm property in the Village of Cayuga Heights. A large yellow and white tent was in place with a wood platform as a 'stage'; a table, podium, microphone and PA system, and chairs for an enthusiastic audience all under cover. 'Next door' was a smaller white tent where large bouquets of flowers graced some of a number of refreshment tables. Not far away the Cayuga Brass Quintet entertained as people gathered for the historic event. Cars were parked in rows by volunteer traffic personnel. The day was cloudy and threatening rain until about ground-breaking time when the sun began to shine. Everyone was ready for this momentous day.

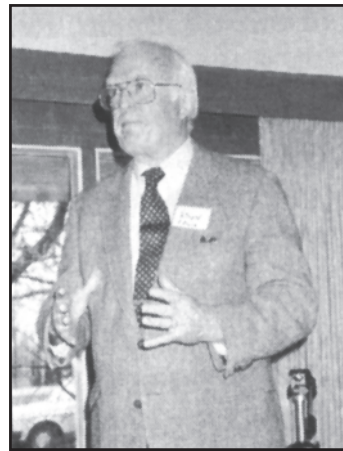


Dale Corson & Bill DeWire

The afternoon event began with music, registration, refreshments and greetings. At 2:30 p.m. William H. DeWire, Kendal at Ithaca Administrator, made introductions and welcomed those in attendance. Remarks were heard from Dale R. Corson, Chairman, Kendal at Ithaca Board of Trustees; Lloyd W. Lewis, President and Chief Executive Officer, Kendal Communities Development Company; John Diffey, President, the Kendal Corporation; Ron Anderson, Mayor of the Village of Cayuga Heights; and Paul M. Lewis, Project Director, Vice President, Kendal Communities Development Company. Messages were read from the Honorable James Seward, State Senator, and the Honorable Martin Luster, State Assemblyman, who were not able to attend the event. Their efforts at the State level as well as the efforts of the Kendal Corporation, and the local Kendal at Ithaca Board of Trustees had at last come to fruition. At approximately 3:50 p.m. Lloyd Lewis and Dale Corson, with two shiny new shovels tied with blue ribbons, broke ground in front of the platform. Almost four years after the 'seeds' were sown by a small but determined group Kendal at Ithaca was to be built, finally.

A great deal of credit and many thanks are due Lloyd Lewis for his optimism and skills in encouraging the passage of laws and/or changes in New York State laws that allowed for the development of Kendal at Ithaca. With his guidance and experience in building life care communities, Kendal at Ithaca's ground-breaking event took place relatively soon after the original decision to build the community was made

(that is, three years.) The Kendal at Ithaca community had but eighteen months before cottages were opened for occupancy.



Lloyd Lewis

Construction Begins

In a letter dated May 23, 1994, from Fred Rogers, Treasurer at Cornell University, the University gave its approval to allow Christa Construction to enter the Savage Farm property on June 16 with the following permitted:

1. To locate a construction trailer
2. To install construction fencing and signage
3. To store construction material
4. To allow construction surveying and staking
5. Required that no soil be turned
6. With necessary safeguards protecting both Cornell University and Christa Construction Company

This gesture on the part of Cornell University was beneficial for Kendal at Ithaca as it would allow Christa to begin ground preparation and building several days sooner. For everyone concerned 'the sooner the better'.

Throughout the construction period every effort was made to disrupt the neighborhood as little as possible. For example, in the first weeks, construction equipment began operating in the very early morning. When neighbors objected, the hour was mutually agreed upon and changed to 7:00 a.m. Also when trucks accumulated mud on their wheels while operating on the grounds, they were washed down in a designated area before they entered the public roadways.

Decisions Made Before Ground Breaking

A great deal of energy and consideration had gone into important decisions that would determine the kind of community facilities Kendal at Ithaca would build.

1. Ceiling Heights: Early plans called for 10-foot ceilings and dormers. When downsizing became necessary, lowering ceilings to 8 feet was seriously considered. Potential residents objected. Some said they would not enter Kendal if ceilings were lowered. One offered to pay for the high ceiling personally. Jean Jagendorf, a future resident, suggested a scissor truss to support a raised roof that would create a cathedral ceiling alternative in the living room. This recommendation proved to be less costly than the originally proposed 10-foot flat ceiling with dormers and was incorporated into the architectural plans. Thanks in large part to Mrs. Jagendorf's persistence, cathedral ceilings are now enjoyed by cottage residents.
2. Type of heating for cottages: Baseboard hot water heating, hot air vents and finally radiant heating in the floor were all considered. The Community Center,

Health Center, and apartments have baseboard hot water heating, while the cottages have radiant heating in the floor. For the cottages, this was the least expensive system and would provide clean, comfortable warmth.

3. Placement of bedrooms: In the original architectural plans, the units with two bedrooms had them placed side by side. Some future residents found this arrangement unsatisfactory. There was a need to have bedrooms farther apart so that when one occupant was having difficulty sleeping he or she could go to the other end of the cottage or apartment, turn on lights and not have to worry about making noise that would wake the occupant of the other bedroom. Although this was a rather major change in design of the units, the change was made and for many it was a good one.
4. Screen doors: Should they be included? Some felt strongly that residents should be able to open their doors to allow in fresh air and be protected from flies, etc. At a cost of between \$25,000 and \$30,000, screen doors were provided for both doors of each unit.
5. Whirlpool bath: A therapeutic whirlpool bath was not included in the original plans for Kendal at Ithaca. In fact, there was considerable opposition to the idea

on the grounds that it was a safety hazard. As far back as December 1993, Bob Kirk, Keith Kennedy and Dale Corson visited a local store that dealt with whirlpool bath/Jacuzzi Spa type pools. The price for a less than desirable pool was \$8,000 to \$9,000. Thanks to the persistence, largely of Bob Kirk, a high-quality therapeutic pool was added to the swimming pool area. Hydrotherapy would now be available as needed.

Had placement of a whirlpool bath been in the original plans, it very likely would have cost less. Once the decision was made to add the whirlpool it was necessary to dig out space for the whirlpool and add the necessary heating, water pipe and filtering connections. The final cost of the whirlpool bath was about \$30,000. It was estimated that the cost might have been about \$10,000 less had it been part of the original plan. It was installed before the east wall and roof were in place. (Bob Kirk was one of 10 members of an unofficial Resident Council that advised the planners as work progressed. He was also a Founder.)

According to Terry Hoppenrath, Kendal's Physical Therapist, the use of the pool by the Physical Therapy department depends somewhat on the needs of the Health Center residents. Of course many residents with or without aches and pains can benefit from the heat and motion of the pool. It has proven to be a good addition to the Swimming Pool area.

6. Walkway surface: A major decision regarding the type

of surface on walkways was being negotiated from January to May 1995. Would there be concrete or blacktop walkways? There was strong pressure to use concrete in front of cottages. The decision was made in May that there would be concrete walkways every place that had a covered walkway. Areas not covered would have blacktop walkways. The cost of concrete in front of cottages was \$12,000 above the cost of blacktop. \$275,000 would be needed for all concrete walkways. The cost of using concrete everywhere instead of some blacktop would have added \$335,000 to the cost of building Kendal at Ithaca.

7. Covered Walkways: The cost to cover all walkways in addition to those already scheduled to be covered would have been \$800,000 plus or minus 20%. Building Phase I of Kendal at Ithaca without these ex-



**Covered walkway
in front of cottage.**

penses was a reasonable way to cut costs. As stated earlier all concrete walkways are covered.

Both Christa Construction Company and Kendal at Ithaca or Kendal Communities Development Company were required to have contingency funds to allow for changes or uncertain conditions as construction progressed. There were 'endless' change orders not in the original specifications that were covered by the contingency funds. Items such as screen doors and the whirlpool bath were probably among them.

Contingency funds were monies available to be borrowed if needed. According to Dale Corson's recollections, leftover Kendal contingency funds added up to around \$1 million which resulted from the downsizing and meant that Kendal's debt was \$1 million lower. As a member of the Kendal at Ithaca Board of Trustees, Dale Corson was under the impression that the remaining contingency fund was committed to covered walkways.

The still unnegotiated Guaranteed Maximum Price was now \$29 million rather than the \$34 million estimated if all 250 units were to be built as originally planned. Building 210 units in the first phase and making changes and/or delaying such things as covered walkways, etc. resulted in more realistic financial statements.

Decision Making and Construction Continue

In March of 1995 construction was going well. There was talk of residents moving in early. A Certificate of Occupancy was issued December 1, 1995. A Guaranteed Maximum Price was still not settled. Christa and subcontractors were not in agreement price-wise.



Decisions continued to be made as work was in progress. At one stage all pull-out or rolling shelves were installed in a kitchen - unfortunately only two pull-out shelves were to be built in each unit so a few had to be removed. Skylights were another issue. The decision was made to allow Founders to request skylights once they had contracted

for a unit before the roof was on and at an additional cost. The same was true for a fireplace. The request for a fireplace in the den had to be ordered in advance of construction of the Founder's unit.

The basic items in a kitchen were stove, refrigerator, cabinets and sink with garbage disposal. Additional items were at additional costs. Microwave ovens were an option. Founders were requested to make the decision regarding dishwashers before cabinets were installed, another option. Choices also available at additional cost were having patios extended, closing in the den, adding a wall and door. All units were provided with carpeting and draperies. Options were available at no additional cost for walk-in showers or bathtubs.

All construction was on schedule or ahead of schedule in April 1995 except for the Community Center and there the pace was picking up. In May Christa said everything was on schedule and a December 1995 move-in date looked good.

Supervision by the owner (Kendal) and the contractor (Christa) was accomplished effectively with no major problems requiring redoing or refinishing after residents moved in.

By July 1995 forty five (45) drywalls were being installed, thirty (30) in cottages, and fifteen (15) in apartments. The roof was completed on the Community Center. Two hundred thirty (230) to two hundred forty (240) workmen were on the job every day working on the Community Center and cottages - all sub-contractors.

On December 1, 1995, the contractor delivered forty (40) cottages to Kendal at Ithaca. Kendal needed three weeks to clean and prepare the units for the first residents' occupation.

A Certificate of Occupancy was granted December 1, 1995, by the Village of Cayuga Heights, the Tompkins County Department of Health, and the County Department of Human Services. The Community Center, Health Center and forty (40) cottages needed to be inspected and certified.



Community Center

On December 26, 1995 the first two cottages were occupied. Keith and Barbara Kennedy and Enid Cruse were the first arrivals. Three more Founders came in on December 27 - Nan Howard, Lois Yennie, and Bob Allan. The process continued four days each week for several weeks. (The fifth day was saved in case inclement weather had prevented moving on an assigned day.) Of course, the Health Center was staffed and open as well.

By January 1, 1996 some apartments were first available for occupancy. Seventy eight (78) cottages were certified. More cottages were certified in February and the re-

mainer of the 210 cottages and apartments were certified as acceptable in March 1996.

A penalty clause existed in the construction contract if there were any delays in completion of the contract. Christa was a few days late delivering but no penalty was submitted as Christa had made a valiant effort to comply with the contract.

Without the unusually favorable weather conditions throughout the construction period, meeting the time schedule would have been very difficult. Although contractors had to contend with muddy conditions at times from summer rains, the winter of 1994-95 and fall of 1995 were relatively free of storms and blizzards that could have created major problems for all concerned.

The Kendal Corporation and Kendal at Ithaca

While Christa Construction was finishing cottages, meeting deadlines, aiming for early completion of its contract, another event was taking place.

“October 4, 1995 was an historic day for both the Kendal Corporation and for Kendal at Ithaca. The local Board of Trustees moved from its prior advisory role into that of official governing board of Kendal at Ithaca. ‘Today is the day. The process of transition to a governing board is complete’, said John Diffey, President of the Kendal Corporation as he passed the official seal to W. Keith Kennedy, Chair of the Kendal at Ithaca Board of Trustees. Diffey spoke of the necessity in each community for a strong, local board connected to the totality of Kendal. ‘We are closely knit together as a family’, he said, ‘but you are now your own community’.” (NEWS from KENDAL at ITHACA, December 1995)

A statement by John Diffey, President of the Kendal Corporation, reported in the KENDAL ANNUAL REPORT of 1997, provides a concise explanation of the workings of the Kendal system as follows:

“As we have completed the organizational restructuring of the past few years, the Kendal system has emerged as an organization with

a 'federal-type' structure. The system is neither a loosely affiliated network of independent organizations nor a tightly controlled multi-site organization. Rather, it is a system that recognizes autonomy while upholding mutual accountability and a deep sense of shared purpose. The strength and reputation of the system as a whole, and the strength and reputation of each of the members within it, are very much linked. The Kendal Corporation has certain responsibilities of leadership within the system and seeks to enhance the performance of each of Kendal's operating entities. The Kendal Corporation and Kendal communities continue to be engaged in refining how the structure works and how best to support and enhance our mission."

The Kendal Corporation statement of mission reads as follows:

"The mission of the Kendal Corporation, a not-for-profit organization, is to develop, support, and lead communities and services for older people, in accordance with the principles of the Religious Society of Friends."(KENDAL ANNUAL REPORT 1997/98)

In the same annual report, Core Commitments were as follows:

"To fulfill our mission, we will:

- assure the vitality of existing operations, with a continuing view toward enhancing the quality of life of those served and those employed;
- develop and sponsor options that make our services more effective, affordable, and efficient;

- stimulate improvements in services to older people through education, innovation, and advocacy;
- seek ethnic, cultural, and economic diversity among those we serve and the staff and boards of our organization;
- pursue careful growth; and
- collaborate with other organizations.”

The 1997/98 Annual Report listed the Kendal communities: Kendal at Longwood, Crosslands, Coniston, Cartmel, all in the Kennett Square, Pennsylvania, area; Kendal at Hanover, New Hampshire; Kendal at Oberlin, Ohio; Kendal at Ithaca, New York; and Barclay Friends, West Chester, Pennsylvania. New communities were being developed at Kendal at Lexington, Virginia; and Kendal on Hudson, Westchester County, New York.

Why the Name ‘Kendal?’

The first Quaker communities in the northwest of England were located near England’s Lake District in the southern part of the county of Westmorland. George Fox, the founder of Quakerism, first came to Kendal in June 1652, where he spoke. He left many followers who started a meeting for worship. (The Religious Society of Friends was founded in England in about 1648.)

“Kendal, England, is built on both sides of the river Kent, in the dale of the River Kent, hence the town’s name Kendale, shortened to Kendal.”(*Our English Names* by Eleanor S. Clarke)

“Kendal was also the name given to the first collection of Quaker monies put together to help alleviate the ‘sufferings’ of those early Friends who were travelling under religious concern. The Kendal Fund was raised by Margaret Fell ‘to meet any expenses over and above those which could be borne by the pioneers themselves’.” (*The Birthplace of Quakerism* by Elfrida V. Foulds, London: Bannisdale Press, 1954)

When Kendal at Longwood was being developed, the concern for those in its community who might not be able to cover costs they could encounter over time was an important issue. An Assistance Fund was established to help those who might suffer financial reverses. In naming Kendal at

Longwood “The use of that name - Kendal,” says Lloyd Lewis, “seemed perfect for this new venture.” (The above quotes are from *Our English Names* by Eleanor S. Clarke.)

In January 1996, a mechanism was set up to help those in need of financial assistance at Kendal at Ithaca after entrance. Tax-deductible funds were collected and by 1998 the total was approximately \$80,000.

Admission or entry fees have never been subsidized with Kendal funds. Residents may have received help from children, other family members, and/or friends at the time of entry. Only those who have suffered financial stress during residency have been helped.

When the Kendal at Ithaca Resident Reserve Fund was established, the question was how to maintain confidentiality and yet grant approval for assistance. This will be an ongoing and carefully supervised project.

Representation on Kendal Corporation Board of Trustees

KENDAL TOPICS, June 1998, lists the names of Kendal Corporation Board of Trustees. One of the members is Marguerite J. Johnson of Ithaca who also serves on the Kendal at Ithaca Board of Trustees. She has served her

community as a nurse and for several years as a Health Care Administrator most recently at Ithacare (now known as Longview).

Sibyl Martin, who has worked as a teacher and a paralegal, played a particularly important role during the period when the new governance structure of Kendal at Ithaca was evolving. She served on the Kendal at Ithaca Advisory Committee from June 1992 to March 1996. She was Ithaca's first representative on the Kendal Corporation Board of Trustees but resigned from both boards when she moved with her husband from Ithaca, to Cambridge, Massachusetts.

Interior Design of Kendal at Ithaca

A committee of five was assigned the responsibility of planning the interior design of cottages, apartments and the Community Center as construction progressed. This committee, composed of Mary Curtiss, John Munschauer, Norma Munger, Dolly Robinson, and Barbara Bayer as chairwoman, worked closely with a decorator from Ewing Cole Cherry Architects and later with an interior design firm specializing in senior housing from St. Paul, Minnesota, Arthur Shuster, Inc. The firm's decorator brought with her quantities of samples - draperies, carpeting, floor coverings for service areas and entryways, and paint. Working cooperatively,

the decorator and committee made decisions that resulted in attractive and pleasing public spaces and private quarters.

The original plans for living quarters called for no choice in design or color. The Interior Design committee felt strongly that a choice was essential. Therefore, all Founders, after selecting their cottage or apartment and before construction was very far along, were asked to make a choice: Colonial Traditional or Modern Contemporary. If Colonial Traditional was selected the color was warm/beige in wall paint, carpeting, draperies, and kitchen, foyer, bathroom, and storeroom floor covering. The cabinetry in the kitchen had raised panel doors and was finished in Pickled Oak. If Modern Contemporary was desired the color was cool/gray. Walls - off white, draperies white, carpeting gray, kitchen, foyer, etc., floor covering white and gray. Cabinetry in the kitchen had flush doors of white plastic.



“Flip” Phillips’ Living Room
(One Bedroom & Den Cottage)

The Interior Design committee had input, to a degree, in the location of outlets for electricity, telephone and TV.



Cindy Noble & Ethel Sampson's Living Area
(Two Bedroom & Den Cottage)

Paulette Yost, Associate Director for Dining Services with the Kendal Corporation, selected all the china, silverware, napkins, table cloths, style and fabric of chairs in the dining areas. The woodworking shop at Kendal at Oberlin can be thanked for the ease with which dining room chairs slide toward and away from dining tables. Adjusting the chairs' front legs to allow for rollers, many will agree, was a welcome benefit.

All Health Center decorating was carried out by the Kendal Communities Development Company.

According to KENDAL AT ITHACA FOUNDERNEWS, July 1995, Barbara Bayer and Sibyl Mar-

tin coordinated the furnishing of the two-bedroom and den unit selected as a model unit. They 'scoured furniture stores,' obtained some of Dale Corson's photographs, paintings by local artists, and received some donated plants. Ready for Cornell Reunion Weekend in June 1995, the model cottage was an attractive welcoming space for all who visited.

The Property Committee of Kendal at Ithaca reported at a meeting August 17, 1994, that changes in design were required by a new New York State Law (April 1994) regarding handicapped access. As a result there was a need to increase the size of one bathroom in each unit. This affected one-bedroom and den units, two-bedroom and two-bathroom units, as well as two-bedroom and den units. Storage areas in all except two-bedroom and den units were 9" shorter in length. In the latter, master bedroom closets were smaller.

Founders' input in design resulted in studio kitchens being enlarged by including space from the foyer area.

Committees

The Interior Design Committee was only one of many committees formed to benefit future residents. A Library Committee, chaired by Bob Wehe, was organized in September 1994. The members began by researching the libraries in other Kendal communities. Thanks to several talented volunteers, Kendal at Ithaca now enjoys an excellent library facility.



In the Library
Ethel Lesser, Betty Markees, Arthur Lesser

Elmer “Flip” Phillips and Jim Spero began forming a Winemaking group in the fall of 1994 with plans to use the cellar of the farmhouse for their winemaking. Since 1997 a Wine Tasting event has been held in the Windows Lounge area for all interested Kendalites.

Founder Reeshon Feuer drew plans for community garden plots and invited others interested in gardening to form a Gardening Committee. A fenced-in garden area located south of Savage Farm Drive now provides space for several garden enthusiasts.



The garden was dedicated in 1997 and named in honor of and called the Reeshon Feuer Community Garden. An engraved stone that is inscribed “Reeshon Feuer Gardens” and a bench next to the stone have been placed near the walk in the garden as a memorial to Reeshon Feuer.

Several cottage and apartment residents have developed their own gardens around their dwellings. Using shrubs, trees, and flowers amidst stone walls, patios, raised beds, etc., gardeners have created beautiful and colorful displays that everyone can enjoy in their walks or drives within and around the facilities.



Garden at Carol & Dan Sisler's Cottage



**Patio Extension & Garden at
Robert & Marion Raymond's Cottage**

Bob Kirk began organizing a Woodshop Committee well before Kendal opened its doors. That committee has been working diligently for the benefit of Kendal and its residents. Details will be found later in this report.

The community leaders were all Founders who were actively involved in the development of a Kendal at Ithaca community as early as 1994. A Craft Room Committee was drawing up plans for the use of the craft room as early as April 1995. Liese Bronfenbrenner chaired a five-member committee.

Tennis Anyone?

In 1995 an informal group interested in tennis at Kendal organized to raise funds to build tennis courts on the property. Joyce Munschauer, a Founder, is to be credited for her efforts in gathering like-minded Founders to make contributions toward the construction of two tennis courts. Kendal designated the location of the courts but the construction was hired and supervised by members of the Tennis Committee. Tax-exempt gifts were allowed for these courts



as they were considered a health benefit to residents. The courts were built in the spring of 1997.

Resident's Association Annual Report

The first Annual Report of the Resident's Association of Kendal at Ithaca, dated 1996/97, lists twenty-six active committees. These included committees to meet the needs of the Association itself such as Budget, By-Laws, Audit, Nominating, and the Fund-Raising Committee. The Employee Appreciation Fund is a part of this last committee which requests funds from residents voluntarily twice each year. These funds are then divided among non-supervisory employees in appreciation of their efforts on behalf of the residents since no tipping is allowed at Kendal.

The following committees were organized well before Kendal at Ithaca opened: Library, Tennis, Wood Shop, Garden, Craft Room, and Winemaking. Their first Chairpersons have been listed previously. Additional committees and their leaders listed in the first annual report include the following: Fitness - Jim Rothschild; Pool - Jim Spero; Computer - Anthony Fratelli; Directory - Anthony Fratelli; Photography-Darkroom - 'Flip' Phillips and Dale Corson; Art Display -

Lois Yennie and Dale Corson; Special Events & Entertainment - Ellie Keil; Audio Visual - Dale Corson, Bob Allan, 'Flip' Phillips, Bud Hohmann and Earl Thomas; Bridge - Clarice Meijer; Food - Lois Yennie, Helene Murphy, and Alice Rivoire; Reeshon Feuer Community Gardens - Jack Stewart and Keith Kennedy; Horticulture - Clarice Meijer; Windows Display Cases - Jane Acton; Kendal BREEZE - Carol Sisler, Editor.



**Craft Room Leaders
Nancy Bond, Liese Bronfenbrenner,
and Jean Sherf**

Several other residents have served on some of these committees. Their names can be found in the Residents' Association Annual Report for 1996/1997.

Residents' Association Organized

The NEWS from KENDAL at ITHACA, dated October 1994, reports that a Residents' Association was evolving. The association was designed to "assist in the development phase of the community prior to opening, and will organize the first Annual Meeting of residents." This Organizing Committee, composed of ten members, all volunteers, was "convened to give guidance to Kendal staff about issues which affect the daily lives of residents." (KENDAL AT ITHACA FOUNDERNEWS, December 1994).

Members of the Residents' Association Organizing Committee on December 7, 1994 were as follows:

Ben Boynton	Gwen Bymers
David Curtiss	Bob Kirk
Jane McCarthy	Jim Rothschild
John Seeley	Jack Stewart
Bill Ward	Bob Wehe

Just under six months after Kendal at Ithaca opened its doors, the Residents' Association held its first Annual Meeting in the Kendal Auditorium. The date was Wednesday, June 12, 1996 at 7:00 p.m.

Bill DeWire, Administrator, presided at this meeting. Election of Council members (Board of Directors) was held, committee reports were given, speakers were introduced. Peter Vaughn, Chairman of the Board of Trustees of Kendal at Ithaca, and Ken Murdock, Director of Facility Services, provided comments and information.

Council members elected to serve from June 1996 to June 1997, are as follows:

Robert Allan	Arthur Bratton
Liese Bronfenbrenner	David Curtiss
Barbara Holcomb	Barbara Payne
Marian Reeves	Jim Spero
Lois Yennie	

“At the annual meeting held on June 11, 1997, a new set of by-laws and incorporation of the Association were proposed. Both proposals were accepted. Subsequently amendments were suggested and discussed at three information meetings. A special meeting of the Association was held on October 29, 1997, when the new by-laws were accepted.” The articles of the Corporation and By-Laws may be found in The Residents’ Association of Kendal At Ithaca Annual Report 1996-97.

Robert Allan served as the first president of the Council. Marian Reeves was elected the second president (1997-98) and Don McPheeters was the third president, re-elected in 1999 to serve to June 2000.

New York State Life Care Communities Council

Bob Kirk, Kendal at Ithaca Founder, was appointed by Governor Mario Cuomo in 1994 to serve as the consumer representative on the New York State Life Care Communities Council. Sibyl Martin had served on this Council for a time before Bob Kirk. The Council is an interdepartmental group established by the State Legislature to regulate life care communities. Bob Kirk continues to serve on this Council, now called the New York State Continuing Care Retirement Communities Council (CCRC).

Naming Rooms and Areas

A notice appeared in the KENDAL AT ITHACA FOUNDERNEWS, July 1995, requesting suggestions for names of the various dining rooms in the Community Center. The request was made by the Residents' Association Organizing Committee.

Karen Smith, Director of Admissions, remembers a meeting of staff, future residents, and Board members when naming dining rooms and health center areas was on the

agenda. Lively discussions with numerous suggestions resulted in the following: “The Blue Heron” because there was great interest in birds and because a pair of blue herons had been seen on the grounds during construction. The Blue Heron became the more formal waited dining room. Naming the cafeteria dining room was more of a problem, until Karen Smith related having been recently to a restaurant with many large windows that was called The Windows. Consensus was quickly reached. Thus the less formal, cafeteria-style dining room, with full walls of windows at opposite ends of the room, was named The Windows.



**Residents enjoying a Bar-B-Q Picnic
outside “Windows”**

At other Kendal facilities, dining rooms were named for famous Quakers. It seemed appropriate that one dining room should be so named. After rejecting several names,

including Susan B. Anthony (the \$1.00 Susan B. Anthony coin wasn't a great success), the name of William Penn was agreed upon as the name for the Health Center dining room.

Naming the Health Center nursing care areas was next on the agenda. Members suggested that Indian names known in the Ithaca area would be appropriate. Cascadilla and Taughannock were chosen. Bill Miller recommended that they be called "Cascadilla House" and "Taughannock House" because that would give a better image of the facility as a 'home'. Taughannock House is the name for the skilled nursing area. Cascadilla House is the assisted living facility.

Marketing

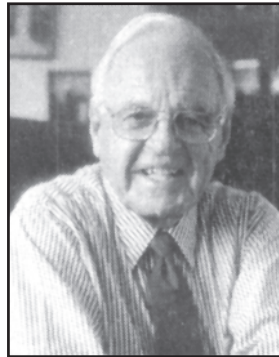
Informal “marketing” began early in the plans to establish a life care community in Ithaca. Dale Corson wrote two letters to thousands of Cornell Alumni residing in the northeast of the U.S. who were of the right age group informing them of the interest in pursuing such a facility. Jim Rothschild, Founder, wrote personal letters to his Yale alumni friends.

Michael Levengood arrived on the scene in 1992, as Project Director. He opened the Kendal at Ithaca office officially on July 6, 1992. Long lines of people formed to make their Priority List deposits the first days after opening. By September, according to the NEWS from KENDAL at ITHACA, 265 refundable deposits had been received from those interested in becoming a part of the Kendal at Ithaca community. As has been reported previously, not all those on the priority list were interested in entering Kendal at Ithaca on opening. Therefore, marketing was a major part of Michael Levengood’s responsibility as Project Director.

Jack Stewart, retired attorney and member of the Health Committee of the Tompkins County Senior Citizens’ Council, had been, for at least five years, a Counsellor at the Senior Citizens’ Center. He met with seniors by appointment to discuss features to look for in Long-Term Care Insurance Policies. He worked as a volunteer to provide information and to educate. In the process of these sessions, Jack Stewart re-

ported that he discussed Kendal at Ithaca with a number of citizens and some of them had joined the community.

Jack Stewart also offered his services to Kendal at Ithaca by helping Michael Levensgood in any way he could. He covered the office when Mr. Levensgood was away and according to Levensgood became his ‘right hand man’. Mr. Stewart was asked by the Advisory Committee to serve on the Marketing Committee because of his knowledge



and skills. Stewart and Levensgood worked as a team, going to meetings around the state educating people about life care. Mr. Levensgood reported that educating those in attendance was slow going. People didn’t understand life care. The Levensgood-Stewart team worked tirelessly, explaining and answering questions. During those meetings, Jack Stewart gave testimony about why he was moving to Kendal at Ithaca.

Karen Smith joined the small staff at Kendal at Ithaca as Admissions Director in August 1993. Other methods of marketing were tried along with the personal contacts through meetings. Small ads were placed in magazines such as *Adirondack Life*, *Cornell*, *Yankee*, etc. Generally Kendal Corporation did not advertise because it was not a “Quaker” thing to do and had not been necessary in Kendal’s Pennsylvania communities or at Kendal at Hanover in New Hampshire. Since Kendal at Ithaca would be the first such community in New York State to open, skepticism was understandable. A

different approach was required. The banks were concerned that the marketing department should meet its quarterly quota. Bank consultants were brought in and urged advertising.

Ads were large and in color - and at great expense. Consultants from Syracuse suggested aiming at focus groups, stressing health care and good ethics. Ads appeared in *Money Magazine*, *Time* etc., in the regional sections. They were very costly with results not commensurate with the expense.

Probably the most successful marketing strategy was accomplished by holding a set of open meetings beginning as early as 1992 in churches, libraries, and homes from Orchard Park near Buffalo to Cazenovia, Rochester and Cortland, at St. Lawrence University, and in Syracuse. Later meetings were scheduled in country clubs at Penn Yan and Skaneateles, also at the Cornell Club in New York City. Jack Stewart and, Keith Kennedy, plus Michael Levensgood, Bill DeWire and later, Karen Smith travelled across the state of New York to introduce each audience to Kendal at Ithaca. It should be noted that Toni, Jack Stewart's wife, participated in several marketing meetings as well. Karen Smith reported that twenty-two units have been contracted for as a result of Jack Stewart's efforts. His participation in marketing has been entirely voluntary. The same can be said for all other Founders who have volunteered their services for the benefit of Kendal at Ithaca.

During this same period, from 1992 to 1995, informational meetings were held almost every month in Ithaca at the New York State Electric and Gas Auditorium, First Congregational Church, or Airport Ramada Inn. Dish-to-pass

picnics were held at Taughannock State Park, a dinner at the Ithaca Country Club, Holiday Luncheon (Dish-to-Pass) at St. Catherine of Siena Rectory, Holiday Tea at Cornell's Moakley House, etc. An open house was held at the Kendal at Ithaca Office periodically and there were tours of the site guided by staff and Board members.

By February 1, 1996 Kendal at Ithaca had two furnished "Try-It" cottages for guests who wanted a first-hand experience of life at Kendal. This provided an opportunity for those who were seriously interested in Ithaca's Life Care Community to gather information through direct contact with the facility and its residents.

Karen Smith reports that Kendal at Ithaca passed the "90% full" goal in the summer of 1999. Sixty names were on a waiting list for smaller units by September 1998, forty-five of them for studios. Kendal at Ithaca has been innovative in dealing with the demand for smaller units. For example, six two-bedroom and two-bath units have been converted to six one-bedroom and one-bath units at no cost to Kendal at Ithaca by sealing off one bedroom and one bath. One of the guest rooms in the apartment complex was converted to a studio apartment because of the medical need of one cottage resident.

State authorities have given permits for five one-bedroom and den units to be converted to ten studio units. The Kendal at Ithaca Board requires that contracts must be signed for both studio units before any one-bedroom and den unit can be converted. The speed with which the conversions take place depends upon the speed with which contracts are

signed. So far three such units have been converted into six studio units and have been occupied.

The admissions policy requires a 10% payment within 30 days of signing a contract. With that Kendal at Ithaca guarantees admission; ninety days are then allowed in which to pay the remaining 90% of the cost of a contract.

Kendal at Ithaca Dedication Day: June 20, 1996

Invitations were mailed. Flowers were planted. Green grass was replacing mud and puddles. Yellow bows were tied around the two columns on either side of the front portico of the Community Center. Hung between the bows, yellow ribbon was ready for the ribbon-cutting ceremony.

Red geraniums, white petunias, dusty miller and blue lobelia had been planted by the Horticulture Committee on either side of the cement walkway of the front portico only days before the dedication. The Landscaping crew planted trees, shrubs and grass, finishing touches to the Community Center area.

The day was gray with rain threatening. Thursday, June 20, 1996, between 3:00 and 5:00 P.M. the Ribbon-Cutting Ceremony and Dedication of New York's first life care retirement community took place. Kendal at Ithaca was making history.

The sun came out from behind gray clouds just as Ron Anderson, Mayor of the Village of Cayuga Heights, cut the yellow ribbon for Kendal at Ithaca. The estimated 250 guests responded with lively applause. Messages were heard from the Mayor; Peter Vaughn, Chair of the Kendal at Ithaca Board of Trustees; and Bob Allan, President of the newly installed Kendal at Ithaca Residents' Association.



**Dedication Day - June 20, 1996
(in foreground)
Eugene Murphy, Kathryn Walker, Ingrid Kovary, Liese
Bronfenbrenner, Alice Cook**

Following the brief ceremony outdoors, the visitors met in the Auditorium for the Dedication Program. Bill DeWire, Executive Director of Kendal at Ithaca, welcomed those in attendance. Dale Corson, Founder and one who deserves a great deal of credit for the successful establishment of Kendal at Ithaca, spoke of the history of Kendal at Ithaca. His story began as follows:

“The Kendal at Ithaca saga began, for me, on May 6, 1946, when I was in Ithaca for a brief visit prior to assuming a Cornell appointment in the fall. Housing in Ithaca was critical and I consulted the University’s housing czar, who took me to see the newly acquired Savage Farm. He told me that when I returned in August, a faculty housing project would be under construction on the site and I could look forward to moving into a house there.”

It worked out just as he said, except that the move-in was delayed-three months and 26 days short of 50 years. We made an attempt to develop a housing project on the site in the 1970s and there was another big push for a retirement community in the 1980s but all attempts failed. The modern era began in the summer of 1990 in the living room of Mrs. Ruth DeWire, Bill DeWire's mother."

Dale Corson then reviewed briefly the various steps that led to the opening of Kendal at Ithaca. His closing remarks were: *"Looking back now, I can see that we were going down a rocky road but with all the local support, with our legislators solidly behind us, with local institutions providing our venture capital, we had a lot going for us. In fact, we were able to do in five years, even in New York State, what some projects in other states did in ten years. We are forever grateful to everyone who helped us get where we are today."*

Remarks were also heard from Nancy Weber Sutter, Vice President for Development, The Kendal Corporation; and a Presentation of Mission Statement by John Diffey, President, the Kendal Corporation.

Following the program, there were guided tours of the Community and Health Center, and cottages; refreshments, and entertainment by members of the Ithaca Finger Lakes Recorder Society.

The Kendal BREEZE

The first issue of the monthly Kendal newsletter rolled off the presses in November 1996. The name “Kendal BREEZE” was submitted by resident June Nafis who had experienced considerable frustration over the manner in which the Kendal breezes flapped the colorful banners she and her husband, Bob, hung on the post outside their cottage door. Editor Carol Sisler commented on the pleasure of ‘shooting the breeze’ over dinner. She also related that “the hot air generated by the rumor mill has created some strong breezes.” (Kendal BREEZE, November 1996.)

This newsletter serves as a channel through which news and events are reported each month. Several new residents have been interviewed, news from the Residents’ Council, reports on the town meetings, Janice Dowd’s cartoons, reports from committees, Lyceum events, and the Kendal Calendar of movies, lectures, slide shows, sing-alongs, music for listening and dancing, are all at our fingertips because of the Kendal BREEZE that appears in our boxes on the first of each month. Several residents have contributed to the production of the newsletter.

Kendal BREEZE provides an up-to-date history of much of what is happening at Kendal at Ithaca.

A 'First' at Kendal

Our first big blizzard caught us unprepared on Tuesday, December 30, 1997. The day dawned with several inches of snow on the ground, snow still falling and blowing in the wind causing whiteouts. Authorities closed all roads in Tompkins County in the early morning. Snow was piled 3 to 6 feet high in driveways and roadways.



Community Center on a bright clear day.

Chef Bert Stewart was on duty from 6 a.m. to 7 p.m. Tina Vogt, in Health Care, arrived Monday night to report for duty in Taughannock House on Tuesday. Part-time employee Melanie Wille, who lived nearby, reported for duty in

the dining room. The Monday night shift Health Care personnel stayed on and during the State of Emergency, Medical Staff members were brought in by Police Emergency Service.

By lunch time several residents living in the apartments joined the staff in serving soup and sandwiches. Kitchen staff was in touch with Jerry Carr, Director of Dining/Nutrition Services, by telephone to plan the dinner menu. Linda Cole, Catering/Service Manager, and her daughter drove from Candor, a distance of about twenty miles, just as the County road emergency was lifted. It was her day off but she was here to help serve dinner. Paper plates and plastics were used that evening to help lighten the workload of the small staff.

Neighbors helped neighbors by shovelling snowbanks away from cottage doorways. Facility Services cleared walkways before the dinner hour. Savage Farm Drive was plowed out during the afternoon. By evening, when the State of Emergency was lifted, life began to have a semblance of normalcy.

Art Bratton, writing in *Kendal BREEZE*, February 1998, stated: “The December 30th storm is a demonstration of how the Kendal Community can cope successfully with emergencies.”

Woodshop Activities

A room in the lower level of the Community Center has been furnished by gifts from devoted woodworkers and made safe for woodshop use. The committee also has the use of a room in the carport area of Parking Lot 6 for finishing and painting projects. The woodworkers have made and installed coat racks in Kendal offices and elsewhere in the Community Center, built several shelves for the Child Care area and the Craft Room, as well as several projects requested and paid for by residents. Some of these included storage units in carports, storage drawers under refrigerators, and adding Formica surfaces to bay window decks. They have also made several beautiful wood articles too numerous to mention here.



Jim Decker, Bob Story, Phil Bond with their project — Building Shelving for the Craft Room.



**Jim Decker & Bob Wehe
Repairing a Pedestal Table**

The first of three sturdy wood bridges was designed by members of the Woodshop Committee and built in the fall of 1998. Two more were added to the Trails in 1999. The first Trails Footbridge crosses the spillway on the South side of Savage Farm Drive making it possible to walk the new Kendal Trails across the meadows on Kendal property. A second bridge on the West side extends the Trails northward along the tree-lined outer edge of Kendal property. The third bridge crosses the spillway on the Northwest corner of Kendal making it possible to walk the Kendal Trails along the woods edge rather than on the roadway for a good share of the perimeter of Kendal property.



Weaving with Marna McKay and Marge Decker

Craft Committee Happenings



A large, well-lighted room next to the Library is shared by quilters, oil and watercolor painters, and weavers. Space has also been provided for china painters. Any

**Weaver Marna Mackay
in the Craft Room**

other Kendal hobbyists are welcome to share in the use of the Craft Room facilities.

“Two sets of wall hangings were hung in the Windows Dining Room in March 1997 - “Winter” on the North wall and “the other season” on the south wall” (Kendal BREEZE, April 1997). Creating the designs were Kathleen Whyte, Jean Sherf, and Liese Bronfenbrenner. Sixteen women joined the team to help design the side panels, paint the fabric, applique, stitch, quilt and bind to finish the wall hangings.

The next project was begun almost as soon as the Windows wall hangings were up. Four wall quilts were made under the leadership of Peggy Hill. The blocks were arranged, stitched and quilted by the Craft Room quilters. A special tea was held in the William Penn Dining Room to honor those who shared in the construction of these hangings which now grace the walls of the William Penn dining room, adding interest, beauty and some sound deadening to the dining area.

In the spring of 1998 the Craft and Woodshop committees agreed to work on a project to decorate the walls of the Blue Heron dining room. The collaborative efforts of two Kendal artists, Liese Bronfenbrenner and Janice Dowd, created the designs for the project. Work began in the fall of 1998 under the competent direction of Janice Dowd. Four wall panels were covered with grass-like wallpaper. Skillfully painted wood blue herons and ducks were attached to the panels. Cattails and leaves out of wood completed the attractive display. About twenty-five different people from both committees cooperated in the process of completing this art-



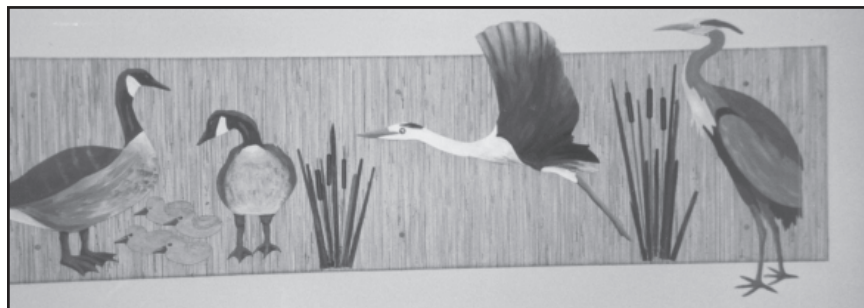
work that was hung in the Blue Heron dining room in January 1999.

Dedicating the Blue Heron Dining Room Decor

L to R Standing: **Ian Mackay, Jean Sherf,
Don McPheeters, Bob Dowd, Peggy Hill,
Liese Bronfenbrenner, John Burdick, Lil Kuppinger,
Ike Hathaway, Marna Mackay,**
Seated: **Francis Bruckner, Janice Dowd,
Horton Durfee**

Soon after the panels were hung, because dining tables and chairs were placed a bit too close to the newly decorated walls, the legs of one Blue Heron were broken. According to a report by Bob Dowd, a veterinarian was called in to repair the damage. Fortunately, Kendal had a veterinarian in residence by the name of Bob Kirk, who also happened to be a member of the Woodshop committee.

What could possibly become an 'annual event' took place in the fall of 1997. All residents and staff were invited



to submit a piece of art work, photo, or craft project depicting “Kendal Skies”. These exhibits were displayed for several weeks on the walls in the corridor leading to the craft room.



**Janice Dowd & Peggy Hill
with their quilted wall hanging “Kendal Gardens”**

This project was so successful that in the fall of 1998 the theme was “Kendal Gardens”. The creative and artistic talents of many ‘Kendalites’ have been enjoyed by residents and visitors alike. The theme for January, 2000, is “Kendal Seasons” which provides a great deal of latitude for creative ideas.

A Fountain and Flowers for the Courtyard

The Horticulture Committee was responsible for the planting of 34 roses in two beds of the Community Center Courtyard in June 1998. Ian MacKay and Bud Stanton cooperated in ordering, delivering and planting the 17 different



**Ian Mackay & Bud Stanton
Planting Roses in the Courtyard**

varieties of roses. The colorful blossoms are a pleasure to view from the Windows Dining Room and from the corridor as residents and visitors walk by.

Three additional flower beds have been planted. “One of the perennial flower beds is composed of lavender, white, and gray colors while the other one has yellow, orange, and



green as its dominant color scheme.” (Kendal BREEZE, July 1999). A red Japanese, cut-leaf, weeping maple was planted in the spring of 1999 as were three Washington hawthorn trees near the Craft Room windows. Crocuses, daffodils and tulips, peonies and foxtail lilies were planted in the third flower bed.

The Courtyard water fountain, a gift of the John Seeley family, was installed in 1999.

Child Care Comes to Kendal

In the fall of 1998 the Ithaca Community Childcare Council and Kendal at Ithaca opened a day care center for infants and toddlers in rooms that were built for such a facility. Relatives of Kendal employees may enroll their children, as can parents in the surrounding community. Several Kendal residents have formed a Child Care committee with the hope of developing some inter-generational activities that may enhance the lives of the children as well as the residents involved.

Committees Continue and Committees are Added

Thanks to the Photography Committee a Dark Room located in an area of one of the parking lots is well-equipped and available for use by interested photographers.

The Computer Room is located on the second floor of the Community Center. The Kendal at Ithaca Directory of Residents has been produced in the Computer Room. Help has been available for those not completely comfortable in the computer world.

Committees formed after the Residents' Association Annual report of 1997 are Story Telling, Trails, Reception, Interfaith, Lyceum, History, Child Care, Emergency Preparedness, Environment, Pet, and Transportation Committees.

John Munschauer arranged for a story-telling/writing group to get together and share their stories. The group, in general, meets weekly. Some are recording their family history for future generations, others write about people who have made a difference in their lives. The group has even heard 'the musings of Brandy, the Ramstads' chocolate lab, who writes of her life and impressions of living at Kendal in a dog's world.' (Kendal BREEZE, March 1999)



Story-Telling / Writing Group
Enid Cruse, Richard Hutcheson, Eleanor Hathaway,
Edwin Moran, Art & Esther Bratton

The Trails Committee under the leadership of Mike Abrams and working with the Woodshop Committee and Facility Services has created the Kendal Trails which allow one to walk along the woods instead of on Savage Farm Drive. Bridges and benches have been built by the woodworkers, trees have been planted in the area of two benches on the south side of the Kendal property and five wooden benches have been placed at well-spaced distances allowing walkers to rest and relax along the way.

The Reception Committee, chaired by Dorothy Booth, maintains a presence at the Reception Desk during the weekday evening hours from 5:00 to 7:00 p.m. to welcome visitors, answer questions and to allow residents to pick up packages that would otherwise be under lock and key. This service is also provided from 1:00 to 1:30 and 4:00 to 6:00 p.m. on Saturdays, Sundays, and holidays.

The Interfaith Activities Committee plans and sponsors Sunday afternoon Ecumenical Services with guest speakers on the second Sunday of each month. The committee also sponsors monthly discussion groups on current economic and social issues, and is responsible for the weekly Quaker-style gatherings titled "Words out of Silence". The annual Kendal Interreligious Gathering for Thanksgiving and Remembrance on the Sunday afternoon before Thanksgiving is a well-attended event. At this time all Life Care and Per Diem Residents who have died during the previous twelve months are remembered.

The first annual Community Thanksgiving Offering was made in 1998. Gadabout was presented with a gift of

\$7,800 for the purchase of a new bus. The Thanksgiving gift given by Kendal residents through the Kendal Residents' Association is an example of how Kendalites participate in the greater Ithaca community. The 1999 gift of \$9,250 was divided equally between the Franziska Racker Centers and the Greater Ithaca Activities Center. Both agencies serve children and youth in the greater Ithaca area. Jack Lewis is the first chairman of the Interfaith Activities Committee.

The History Committee was formed in August of 1997 under the leadership of Barbara Payne. The following methods will be used to record the History of Kendal at Ithaca: Scrapbook of newspaper clippings, photographs, a book listing Memorial Gifts and Gifts in Honor of, other Special Gifts and Loans, an oral history maintained through taped interviews with Founders and other significant people in the history of Kendal at Ithaca, an 'In Memoriam' Book, and a narrative history.



The Lyceum, chaired by Marion McPheeters, was organized in January 1998. Most programs are presented in the afternoon. A wide range of topics have been offered. Founder Hans Bethe, Nobel Prize recipient in 1967, lectured on “The Interior of Stars”. Jim Rothschild spoke of Growing Up In Ithaca. Brian Magee, Director of Cornell Ovine Research Program, gave a demonstration on sheep shearing and then Kendal resident Marna Mackay showed us how the fleece is washed, carded and then spun.



**Making Tables for the Child Care Center
John Burdick, Bob Kirk, Don McPheeters**

Child Care Committee, chaired by Virginia Ainslie, seeks to help the Ithaca Child Care Council develop and participate in a volunteer intergenerational child care program for infants and toddlers at Kendal.

The Emergency Preparedness Committee, Ben Boynton-chairman, brings together volunteers who are ready to assist the staff in case of emergencies when requested and directed by the Administration.

The Pet Committee has developed a Pet Registry for dogs and cats and put together an information guideline for pet owners that includes the local area requirements for pets. The Kendal community was introduced to pet dogs and cats with a neat photographic display located in the Community Center in the summer of 1999. Judy Mearig is the committee's chairwoman.

The Transportation Committee, chaired by Betty Weneser, has surveyed the needs of residents, met with various governmental agencies as well as the Kendal administration to make them aware of the transportation needs of the Kendal community. They also hope to prepare a handbook with details of all available transportation options available to Kendal residents. A new public bus schedule and route came into effect on August 22, 1999, thanks in part to the efforts of the Transportation Committee - which also, by the way, put Kendal at Ithaca "on the map" - of the schedule and route.

Cayuga Heights Fire Department

In September 1997 the Cayuga Heights Fire Department arrived at the Community Center to practice rescue of residents on the second floor of the apartment building. Concern had been expressed that several residents were in wheelchairs and would have difficulty exiting the building in case of fire. The Fire Department demonstrated the ability to rescue non-ambulatory residents.



Music, Singing and Dancing

In 1997 Dora and Anthony Fratelli gave to the Kendal Community a grand piano which is located in the Windows Lounge. The piano has been played by residents and employees alike, and there have been impromptu 'sing-alongs'. The piano has been played at several memorial services held in the Windows Lounge. This musical instrument has proven to be a fine addition to the community.

To celebrate the acquisition of the Baldwin concert grand piano for the Kendal Auditorium, a special dedication concert was held in the Auditorium in June 1999. This piano was purchased with contributions from many Kendal residents. The newly formed Concert Committee, formerly the piano/music subcommittee of the Entertainment Committee, sponsored the event which was very well-attended. Music was provided by three professional musicians: Michael Salmirs, Piano; Roberta Crawford, Viola; and Richard MacDowell, Clarinet. Joan Bechhofer is chairperson of the Concert committee.

Aside from having music for listening and ballroom dancing about once a month, a group of square dancers, with their caller, have met in the Kendal auditorium, inviting residents to join in. Several residents have enjoyed the opportunity to square dance again.

Speaking of music, Nancy Jones hosts a sing-along every Monday morning in the lounge area next to the William Penn Dining Room. Several residents of Cascadilla House and Taughannock House attend as do cottage and apartment residents and some of the children from the Day Care Center. Young and old alike benefit from the experience.



Health Center Features

Cascadilla House and Taughannock House each have an Activity Room and a Library-Lounge for residents. An Occupational Therapist is on staff to work with residents in the Health Center. A well-equipped Fitness Center located near the Health Center is used daily by Physical Therapists in their appointments with residents and by residents on their own.

Kendal at Ithaca Minibus

A minibus seating 14 people or 4 wheel chairs and 6 people not in wheel chairs arrived the day before Thanksgiving Day in November 1999. Aside from being used for twice weekly shopping trips for residents, the van will also serve the health center as needed. The minivan will also provide transportation to special events or activities as approved by the Transportation Committee and the Residents' Council.

Ombudsman Program

Two residents, Joan Bechhofer and Richard Hutcheson, have been appointed to the position of Ombudsmen by Kendal at Ithaca's Board of Trustees to serve residents and employees in a strictly confidential way.

The Ombudsmen are prepared to respond personally via confidential appointments by providing information, making referrals, engaging in fact-finding regarding a suggestion or complaint and, when necessary, to serve as mediators.

Both Ombudsmen are members of the Board of Trustees Quality of Life Committee. The mission of this committee is to consider and propose improvements to enhance the well-being and morale of all the individuals who make up the Kendal community. When issues are presented that are com-

munity-wide systems problems, the Ombudsmen would refer these issues to the chairman of the Quality of Life Committee for further consideration.

Kendal at Ithaca is the first of all the Kendal communities to initiate an Ombudsman program.

KAI TV13 Channel

Efforts are being made to provide a closed circuit channel via Time-Warner Cable TV for the benefit of all Kendal residents. The channel will be operating early in the year 2000. The initial committee includes Ike Hathaway and Earl Thomas. More members will join this committee when the channel is in operation.

Construction Forges Ahead

A Grounds Building was constructed in 1999 near the Tennis Courts. This building will be used to hold all grounds equipment: snow plows, mowers, extra parts and supplies that have been held in parking lots 5 and 3. Vehicle maintenance will be taken care of in the Grounds building. Facilities will be available for residents to wash their cars in the area as sources of water will be accessible.

Construction scheduled for completion in the year 2000 includes twenty-four assisted living units to be added to the twelve that currently exist in Cascadilla House. Two new

dining rooms and a lounge are included in this construction plan. The current William Penn Dining Room will be closed as a dining room, making the space available for other uses. Many possibilities have been suggested, no decisions made as of early January 2000.



Paths cleared after a snow storm.

Welcome 2000

A New Year's Eve Gala was held in the Auditorium with a dance band, champagne, hors d'oeuvres, noisemakers, hats, etc., to greet the new year, century, millenium. Which was it? A New Year, no doubt. For those purists who maintain the century and millenium begin in 2001, there will be good reason to celebrate at the end of 2000 as well.

The January 2000 issue of Kendal BREEZE reported that as of mid-December 1999, "Kendal at Ithaca includes 300 residents with 195 of the 214 units filled. This puts us at 92% occupancy. In the next five months, six more people are scheduled to move in." More reasons to celebrate.

Why Kendal?

Jack Stewart, founder, related an experience he had visiting Kendal at Longwood when Kendal at Ithaca was still in the embryo stage.

His party was given a tour of the facilities and when it was completed he realized he had not seen the nursing facility. When he raised the question with the guide he was informed that, in fact, he had seen the nursing area. He was taken back to that area and was impressed with what he saw. Nurses were not in uniform; rooms were private, some doors open, others closed; the area had the look of 'a living room', not a nursing home. There was a child care center nearby

which would surely be an attraction to some residents.

Kendal at Ithaca can be similarly described. The day care center is located very close to the nursing area.

Residents of Cascadilla House and Taughannock House attend concerts, lectures, slide shows, dances and movies in the auditorium, eat in any of the three dining rooms and participate as much as they can and/or wish to in the day-to-day activities of Kendal at Ithaca.

Kendal at Ithaca is very fortunate to have many extraordinarily talented residents several of whom are willing to share their expertise. Opportunities abound for residents interested in pursuing hobbies, learning new skills, cooperating in efforts to make living at Kendal at Ithaca as attractive as possible.

Kendal at Ithaca continues to grow and expand, not only physically, but as a vibrant community as well.



Several Views of Kendal at Ithaca



Residents and guests watch as an Evening Primrose blooms.



A spring scene.



A view from a cottage window.



**A cottage view in
late afternoon.**

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Norma Munger	Terry Hoppenrath	
Linda Cole	Jean Jagendorf	
Dale Corson	Tom Niederkorn	
Karen Smith	Marguerite Johnson	
Enid Cruse	Keith Kennedy	
Bill DeWire	Robert Kirk	Jack Stewart

Tapes

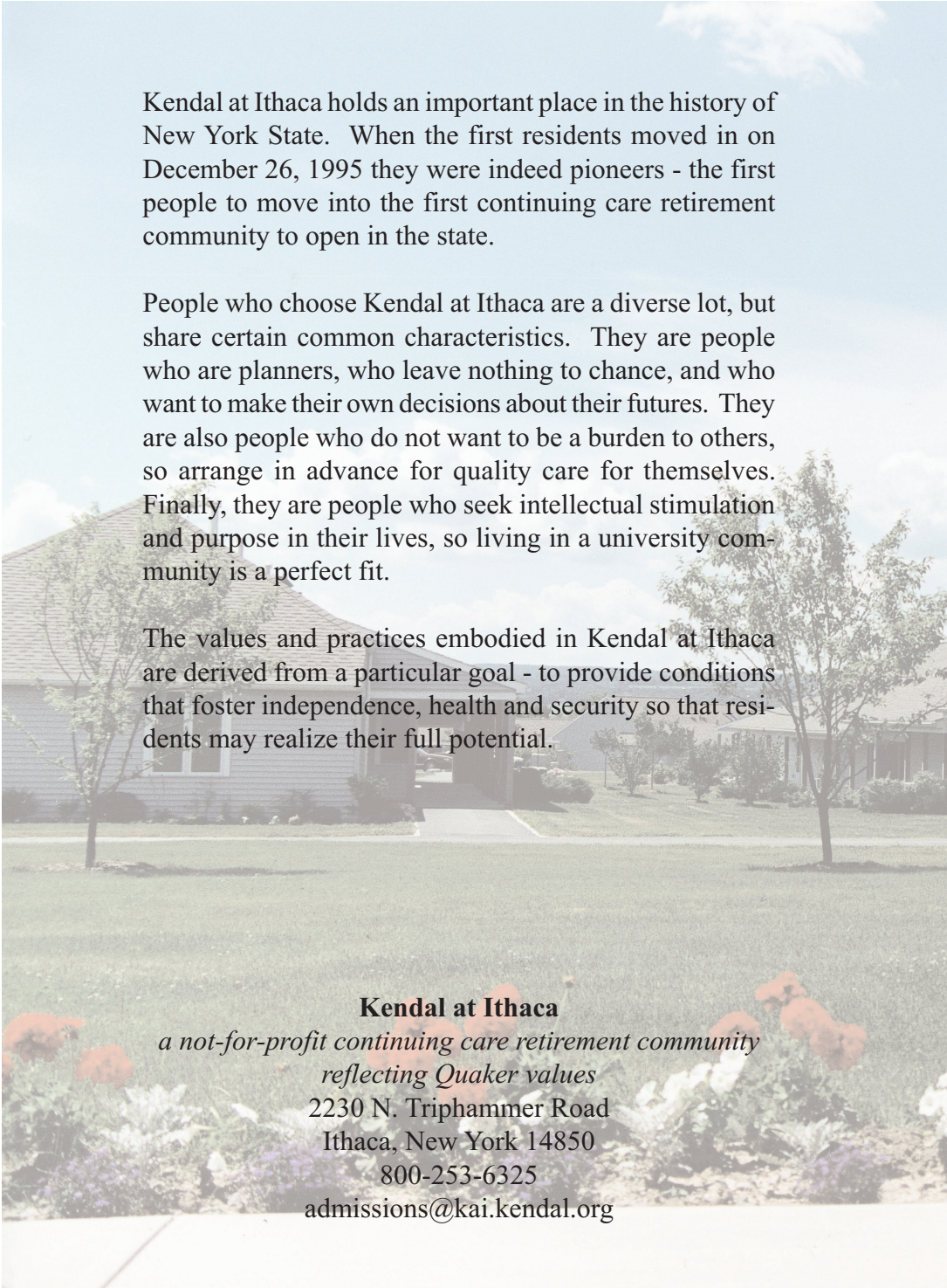
Interview by Judy Mearig with Michael Levengood
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Letter from William Yost, Director of Finance, Kendal Corporation, December 4, 1997

Letters and Files from Keith Kennedy and Norma Munger

Letters, Committee reports, minutes of Advisory Committee meetings from Dale Corson's Cornell office-Kendal Files



Kendal at Ithaca holds an important place in the history of New York State. When the first residents moved in on December 26, 1995 they were indeed pioneers - the first people to move into the first continuing care retirement community to open in the state.

People who choose Kendal at Ithaca are a diverse lot, but share certain common characteristics. They are people who are planners, who leave nothing to chance, and who want to make their own decisions about their futures. They are also people who do not want to be a burden to others, so arrange in advance for quality care for themselves. Finally, they are people who seek intellectual stimulation and purpose in their lives, so living in a university community is a perfect fit.

The values and practices embodied in Kendal at Ithaca are derived from a particular goal - to provide conditions that foster independence, health and security so that residents may realize their full potential.

Kendal at Ithaca

a not-for-profit continuing care retirement community

reflecting Quaker values

2230 N. Triphammer Road

Ithaca, New York 14850

800-253-6325

admissions@kai.kendal.org