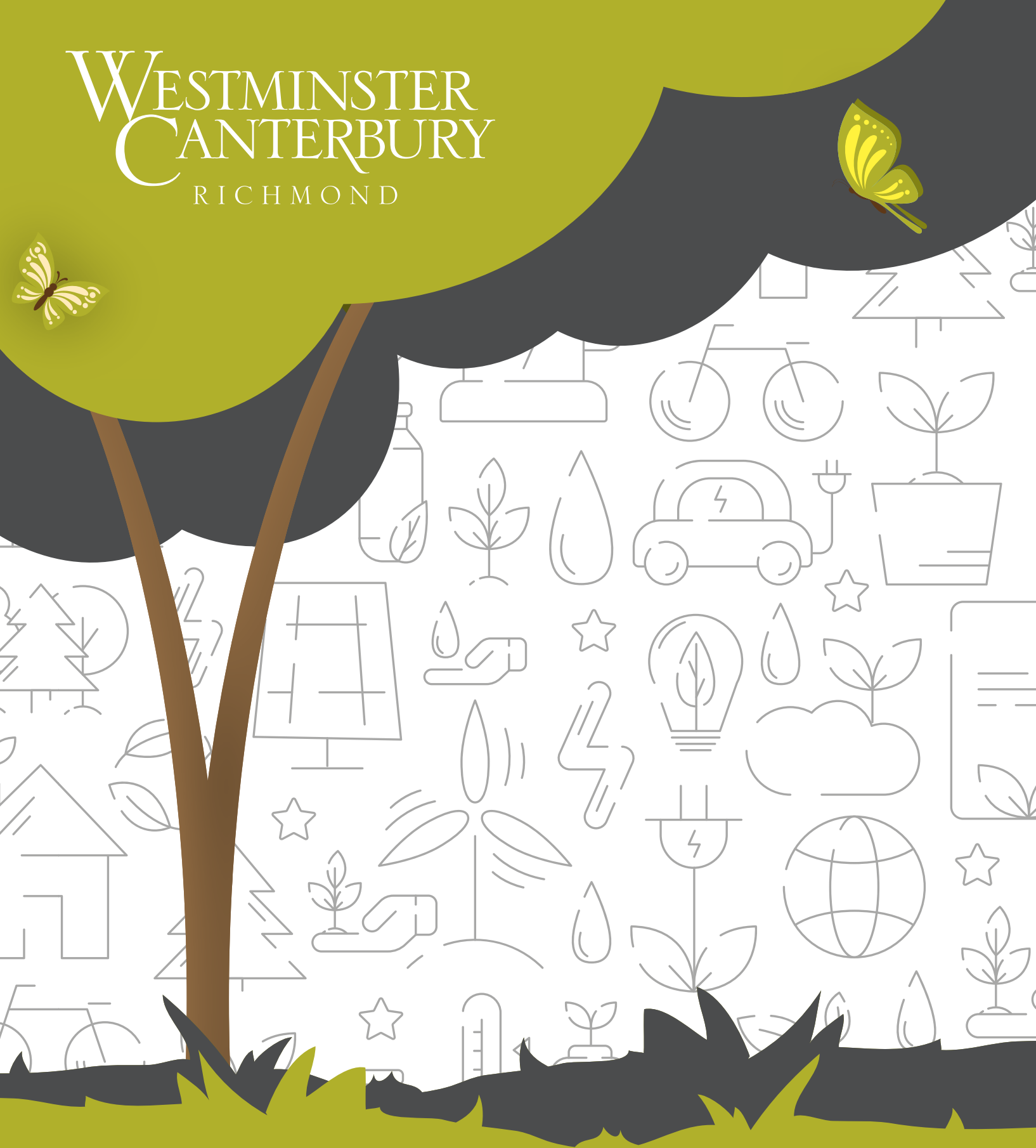


WESTMINSTER CANTERBURY

RICHMOND



Sustainability Plan | 2023-2033

Letter from the President & CEO

In recent years, we have seen a growing awareness of the need to protect our environment and promote practices that ensure a healthy planet for generations to come. At Westminster Canterbury Richmond, we recognize our responsibility to provide a comfortable and enriching atmosphere for our residents and to make significant strides in sustainability efforts to foster environmental stewardship. Sustainability is not just a trend. It is an essential part of our mission and values.



Westminster Canterbury Richmond's Sustainability Plan provides a framework for creating a more sustainable future for our organization. Our forward-thinking approach to every aspect of the plan considers how it will be integrated as a community and as individuals. The plan lays out clear steps to bolster sustainability in the management of our campus, promote a culture of sustainability, and further integrate stewardship into administrative policies and procedures. The time frame for the goals, strategies, and actions articulated in this plan are from 2023-2033.

The importance of sustainability goes beyond environmental stewardship. It also encompasses the well-being of our community. A commitment to sustainable practices enhances the health and happiness of our residents, contributes to a vibrant community and fosters a sense of purpose. As we move forward, I invite each of you to engage with us in these efforts. Whether it's participating in programs, sharing ideas, or simply making small changes in your own lives, every action counts.

Thank you for your continued support and commitment to making Westminster Canterbury a wonderful place to live and work. Together, we can build a sustainable future for ourselves and for generations to come.

A handwritten signature in black ink, appearing to read 'JDB', with a long, sweeping horizontal line extending to the right.

John D. Burns, President and CEO

A stylized illustration of a tree with a brown trunk and a large, rounded canopy. The canopy is split into two colors: a light olive green on the left and a dark charcoal grey on the right. Two butterflies are perched on the canopy: a white one with black markings on the left, and a yellow one with black markings on the right. The tree's trunk extends down to a base of dark grey, jagged shapes representing bushes or rocks, set against a light olive green ground.

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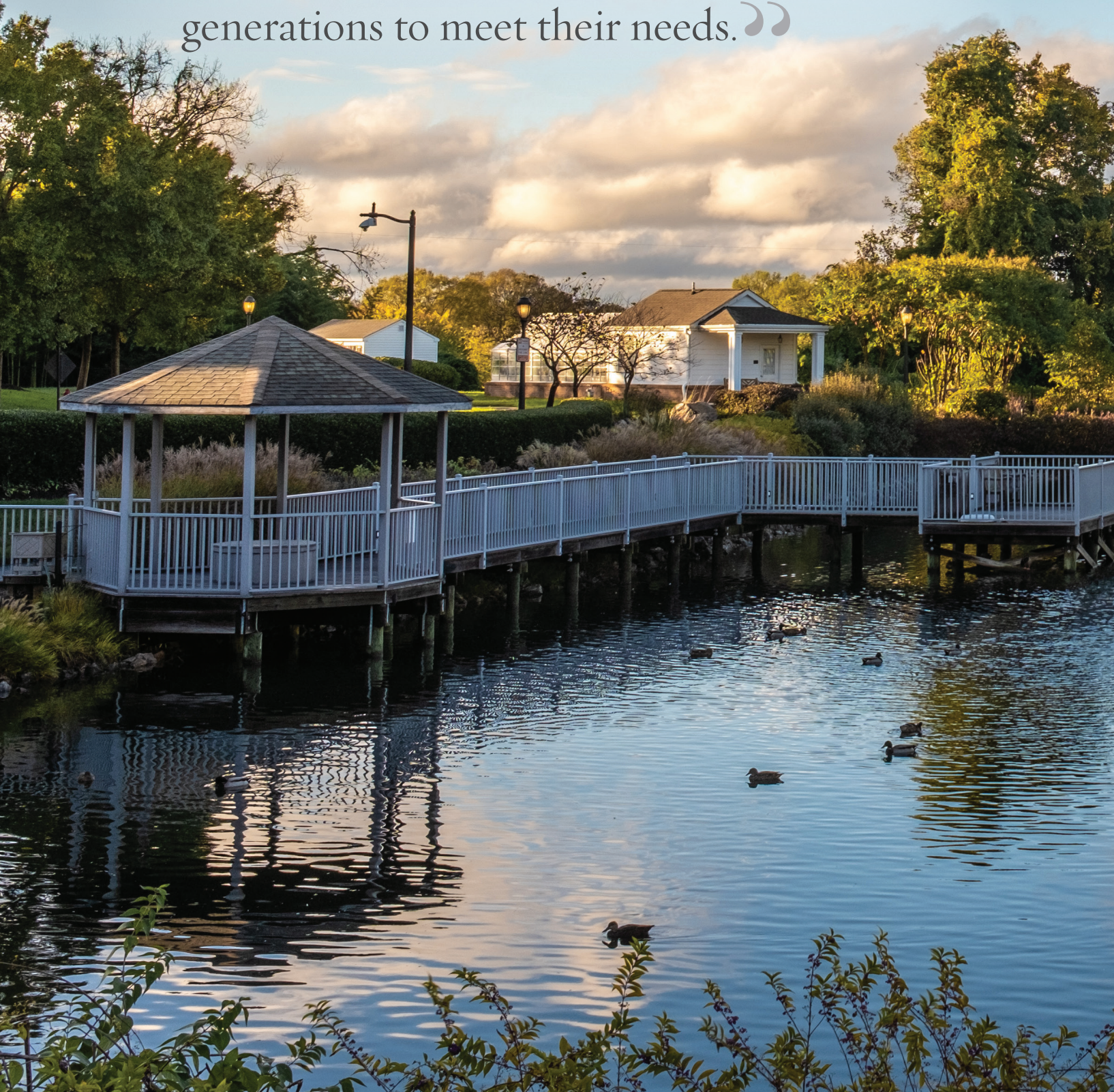
Strategic Plan Connection

Starting in June 2021, a group of 77 Westminster Canterbury Richmond Trustees, staff and residents worked collaboratively to form a Strategic Plan to guide the organization through at least 2027. The work proceeded in three stages: DISCOVER-DISCUSS-DECIDE. Nine work groups focused on the topics that are key to our future success. One work group focused on Sustainability. A series of training, listening and planning sessions were held, leading to the creation of goals and objectives to guide the work to come.

Five Strategic Themes define our Strategic Plan. We aspire to become an evermore Vibrant Community, characterized by excellence, compassion, inclusivity and collaboration among all members. We intend to be a Destination Employer, recruiting and retaining talented, dedicated people to build their careers and thrive in their work. Ours must be a place where residents experience Active, Healthy Living at every phase of life. We value Purposeful Growth as a key component of organizational health. We build Dynamic Stewardship in every aspect of resource stewardship, leadership and governance. Sustainability efforts are key components of the Dynamic Stewardship theme.

From the written plan, leadership implemented a detailed accountability tool to track progress against the goals and objectives, showing measurable progress against the work identified as most important to focus on in the years to come.

“Westminster Canterbury Richmond will become a leader in Sustainable practices by focusing on meeting the needs of the present without compromising the ability of future generations to meet their needs.”





Westminster Canterbury's Commitment

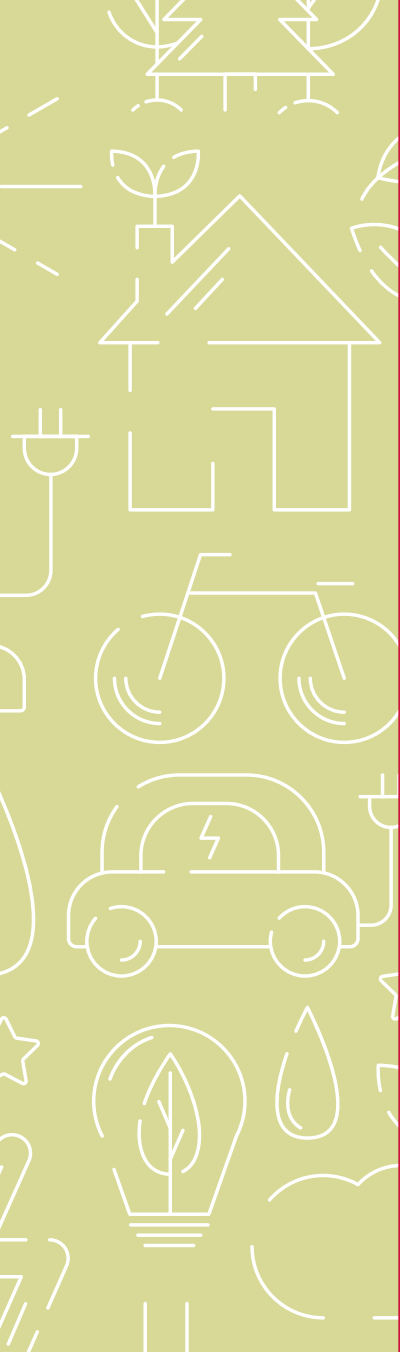
As early as 2007, Facilities Leadership reviewed opportunities for energy reduction and improved efficiencies. The first project was to replace the dual gas/oil fired hydronic boilers in older areas of the community, including Mary Morton Parsons Health Center and the Independent Living apartments in the Tower and Garden. New gas fired high efficiency boilers and hot water storage tanks were installed. Heat exchangers were utilized for improved efficiencies to reduce the number of boilers required. The team installed new hydronic hot water circulation pumps with redundancy to minimize failure. The project was executed without any lost service or issues. The return on investment (ROI) on this project was seven to eight years. The removal of the gas/oil fired boilers also presented the opportunity to reduce underground fuel storage. The team closed a 20,000-gallon underground storage tank (UST) that fully supported our plan to reduce environmental risks.

Over the next 15 years, Westminster Canterbury completed additional green-energy savings initiatives. Multiple projects were implemented, which included replacing air handling unit (AHU) and upgrading to variable frequency drives (VFD). VFD is designed to ramp up or down based on demand load requirements, enhancing the efficiency of electric motors leading to reduced energy consumption and operating costs. Another area of focus is on building automated system (BAS) controls, the software program that works with mechanical controls to allow programming and monitoring equipment performance and efficiency. The team replaced multiple programs and now utilizes a singular automation platform, allowing the team to control most of the public lighting with after-hours setbacks.

Westminster Canterbury's journey into a formalized sustainable program officially began in late 2021. John Burns, President and CEO, was introduced to the University of Richmond's Sustainability Coordinator and initiated plans for establishing a Sustainability Plan for Westminster Canterbury. We engaged Edison Energy, a leading expert in the industry, to conduct an energy audit that resulted in a Master Energy Plan and Sustainability Road Map in May 2022. The plan provided oversight and analysis of current energy usage and opportunities to address and improve efficiencies for energy management and equipment performance and reliability. The road map was separated into quick and efficient low-cost measures as well as a long-term outlook. All utility usage was measured and assessed for reduction opportunities and improved efficiencies. Quick-fix items with HVAC and lighting schedules have produced very positive results. Leadership continues to pursue Edison Energy's recommendations and utilize their expertise to assist with the development of Westminster Canterbury's annual capital expenditure program.

Additional projects have included the installation of a new well pump to supply water to onsite Cochrane Pond that covers 80% of the campus irrigation needs. Our team met with vendors that have assisted in electrical consumption and metering. Some Dominion Energy meters have been converted to schedule 10 and are generating electrical savings of more than \$10,000 dollars per year. Campus-wide electricity usage per square foot continues to trend downward.

Westminster Canterbury's commitment to improving the sustainability of our infrastructure continues.



Our Vision

Improving the lives of those we serve every day

Our Mission

As a faith-based charitable organization, we will provide services, specific to need, in a compassionate, professional, holistic manner through an inspiring environment and dynamic leadership for our residents, employees and others we serve.

Our Values

CARING - compassion and empathy for those we serve

ETHICS - using wisdom and experience to do the right thing

LEADERSHIP - maintaining a position of excellence

TEAMWORK - working together to achieve common goals

INNOVATION - creative pursuit of excellence

COMMITMENT - steady focus on the Vision and Mission

STEWARDSHIP - prudent use of all resources



PURPOSE OF SUSTAINABILITY:

Sustainability at Westminster Canterbury Richmond focuses on meeting the needs of the present without compromising the ability of future generations to meet their needs.



VISION FOR SUSTAINABILITY:

To be the leader in senior living that is socially, environmentally and financially responsible for our residents, staff and communities where we live and work.



Environmental Stewardship Committee

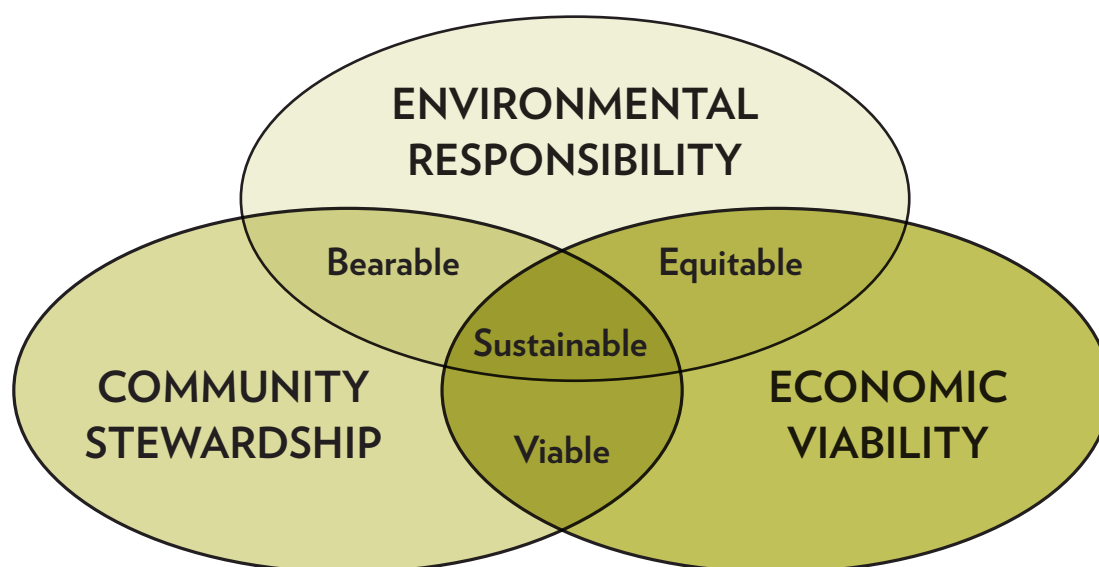
Westminster Canterbury Richmond's Residents Association created an Environmental Stewardship Committee that began meeting monthly to discover ways residents could support sustainability. To ensure the success of our efforts, the Facility Services division created a new position, Sustainability Coordinator, to assist with oversight of the sustainability platform. The role of the Sustainability Coordinator has since grown into Manager Facility Services, allowing these efforts to be at the forefront of all campus projects.

The primary focus areas for this committee involve oversight of recycling, water/energy management usage tracking and consideration of projects, programs and policies to create a sustainable culture at Westminster Canterbury. Progress is reviewed regularly. The committee looks toward the future with an eye on improvement and innovative ideas. Members of the committee are very passionate and want to ensure productive focus. Development of strategies and new programs is a collaborative effort between residents and staff.



Goal Setting and Evaluation

This diagram highlights our core categories of work with the internal rings noting the key concepts we use to guide us in new directions.



ENVIRONMENTAL RESPONSIBILITY

Environmental Responsibility encompasses our recycling efforts and the use of green materials. Westminster Canterbury chose to eliminate its use of Chlorofluorocarbon (CFC) refrigerants. Facilities leadership closed all but one of the underground storage tanks (UST) used to house fuel oil for emergency generators. The Manager Facility Services and team continually work on water and electricity reduction strategies. The recycling program supports the reduction of solid waste that goes into landfills. The team develops strategies for equipment selection to reduce consumption such as lighting, water distribution equipment, ENERGY STAR-RATED equipment and more. Capital investments have been made to replace domestic water pumps with variable frequency drives (VFD) to improve efficiency

and reduce electrical costs. The pursuit of renewable energy is important as the organization researches and implements opportunities in support of the overall sustainability platform.

ECONOMIC VIABILITY

Economic Viability requires us to make every decision with a long-range mindset. Development of a campus master energy plan set the team on a path for improved efficiencies and cost reduction opportunities. Goals involve the reduction of utility usage to generate cost savings. Good planning and product selection will extend the life of equipment and result in more efficient outcomes. The plan includes constant review and oversight of the buildings. The goal is to reduce the age of the campus's building envelope and the equipment used within by using a measured approach to infrastructure improvements. The continued capital investment into the building automation system (BAS) provides the team with the ability to manage temperature and lighting controls and monitor equipment efficiencies.

COMMUNITY STEWARDSHIP

Community Stewardship is our mandate to utilize resources well and responsibly by intentionally making choices that save energy and lower overhead costs. Stewardship is one of our Corporate values, which we define as a prudent use of all resources. It includes taking responsibility for the well-being of the environment and taking action to restore or protect that well-being. We also support our teams and volunteers that put this plan into action and make these goals achievable. We support this effort with our time, our talents, and our treasure.

Other considerations include the following questions. Will these choices be successful now and in the future? What will be required to maintain them? Will they have a continued positive impact on the lives of our current and future residents? We desire to not only take steps to benefit our own community but set an example of best practices for our surrounding neighbors and other communities, so together we can all do our part to work toward a better future.



Benchmarks

These benchmarks will measure/track targeted improvements toward sustainability goals:

ENERGY USE INTENSITY (EUI)

- A measurement to identify the energy efficiency of a building
- Measurement is based on energy per square foot per year
- Track monthly and target a lower EUI number

GREENHOUSE GAS EMISSIONS (GHG)

- Reduction in gases that trap heat in the atmosphere contributing to global warming
- Identify areas that address this concern
- Develop strategies and goals to meet initiatives

WATER CONSUMPTION

- Measurement of water usage and cost
- Desired results should trend downward
- Fixture selection for low-flow devices
- Irrigation improvements for increased efficiencies

RECYCLING

- Diversion of solid waste to landfill
- Identify waste minimization opportunities
- Track e-waste, recyclables, etc.
- Develop new strategies and resident/staff compliance

ELECTRICAL CONSUMPTION

- Track total cost and kWh use for facility
- Target strategy and reductions of usage
- Utilize Energy Manager software to track data
- Investigate third-party opportunities

CFC (R-22) REDUCTION AND ELIMINATION

- Track current reduction strategies
- Eliminate CFC usage on-site by 2028
- Review and select appropriate refrigerants for future projects





Objectives

These are the original five- and ten-year objectives identified in the 2022 Strategic Plan. Many of these objectives have been met ahead of schedule.

5-YEAR:

1. Reduce the gasoline fleet in our landscaping department by 50% - Achieved, will be 100% by 2026.
2. Increase recycling and diversion by 10% - Achieved
3. Achieve 95% LED lighting coverage campus-wide with lighting setbacks - Achieved
4. Reduction of EUI in current campus footprint by 5%
5. Reduction of domestic water usage by 5% - Achieved
6. Phase out all CFC refrigerants

10-YEAR:

1. Purchase electricity through a renewable energy source
2. Increase recycling and diversion by an additional 15%
3. Reduce gas powered fleet by 25%
4. Reduction of EUI by 10%
5. Reduction of domestic water usage by 10%



New Construction and Renovations

Prioritizing sustainability in the design of new construction offers the opportunity to optimize impact. Variable frequency drives (VFDs) are installed on all new equipment and motors to conserve energy. Fixtures are limited to those that support energy efficiency. This includes energy efficient lighting and control systems. As new projects are initiated, sustainability remains in the forefront of the design and budgeting process.

Renovations are the opportunity to move from old technology to new technology such as LEDs, low-flow fixtures and Energy-Star appliances. New resident selections are limited to those that are energy efficient. In our skilled nursing and assisted living areas, carpet is replaced with luxury vinyl plank (LVP) flooring that can be cleaned to a higher standard and eliminates the need to constantly replace carpet.

Ensuring sustainability in the design of new projects and renovations makes everyone accountable.



Outreach and External Knowledge-Sharing

EMPLOYEE/RESIDENT ENGAGEMENT

Westminster Canterbury's residents and team members are an important part of the success of the sustainability program. The plan is to educate employees through our online training program to introduce sustainability concepts and ways everyone can make a difference.

The team will also share information and recognize contributions at quarterly All Hands staff meetings. The Facility Services team partners with the Public Relations team to create content that generates interest and overall engagement with the program. For residents, updates are presented at the monthly Canterbury Connect resident town hall meetings. The goal is to generate excitement for participation while creating opportunities for all staff and residents to get involved.

COMMUNITY STEWARDSHIP/OUTREACH PROGRAM

Westminster Canterbury is committed to sharing our learnings and successes along our sustainability journey. This Sustainability Plan is just one way that we are sharing what we have learned. We are happy to host site visits and share our framework of program and goal setting opportunities. We take advantage of the many educational opportunities that are available to inform us on our journey. Gaining knowledge outside of the confines of Westminster Canterbury has been invaluable. Our leadership has taken classes, attended conferences and toured many organizations that provided insight to guide our path.

If you are interested in learning more, please reach out to the Westminster Canterbury Richmond Facility Services team.



Get Involved with Sustainability on Campus

RESIDENT OPPORTUNITIES

- Join the Environmental Stewardship Committee. Committee members suggest, discuss and vote on future sustainable changes.
- Help our recycling efforts by sharing flyers and information about what and how to recycle.
- Join the Landscape, Garden and Greenhouse Committee. Committee members improve gardens across campus to better benefit residents and pollinators.

STAFF OPPORTUNITIES

- Share your ideas of how to make our campus more sustainable with members of the Environmental Stewardship Committee. Lighting, the addition of native plants and moving to battery powered equipment vs. gas are changes being made thanks to suggestions.
- Work as a department to take part in campus recycling efforts.
- Take part in the Foundation's Innovation Grant process. The addition of bee hives to campus and a culinary garden came from this program.





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1600 WESTBROOK AVENUE • RICHMOND, VA 23227
1.800.445.9904 • WCRICHMOND.ORG

