



Celebrating **50** Years
1975 - 2025



WESTMINSTER CANTERBURY RICHMOND
and WESTMINSTER CANTERBURY FOUNDATION

Celebrating 50 Years

Westminster Canterbury Richmond's 50th anniversary year stands out to me as one defined by connection, remembrance, and shared purpose. What began in 1975 as a bold vision for a community rooted in compassion and excellence has grown into a vibrant home where generations have lived, worked, and flourished. This milestone allowed us to celebrate our history and honor the residents, staff, families, donors, and friends whose dedication has shaped our story and are carrying our mission of Living Life Well into the future.

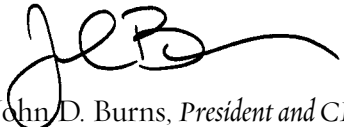
Our celebrations took many forms. Monthly Morning Mingles brought residents and staff together and we shared interviews with people whose experiences spanned all five decades through Canterbury Connect and on WCR Live. Every resident and staff department were invited to contribute to a memory book for our 50th anniversary time capsule, now buried outside the Vital Living Center. Some added photos, others wrote reflections, and some listed the names of neighbors who make this place feel like home. When the community of 2075 opens the capsule, they will discover a vivid snapshot of who we were and what we valued during this special year.

That time capsule was dedicated in July during a daylong celebration that united our entire community. Richmond Mayor Danny Avula joined us for the occasion, which included the group photo featured on the cover, a special performance in our Sara Belle November Theater, and festive meals for residents and staff. It was a day filled with pride, joy, and gratitude.

In September we commemorated the 50th anniversary of our Spiritual Center with a moving service of rededication to the mission of Westminster Canterbury. That service was timed to coincide with our annual Gratitude Day, when hundreds of residents and staff created gratitude flags that were displayed on our Ellipse, giving everyone the opportunity to reflect on the spirit of generosity that exists here.

That spirit of generosity was also demonstrated by the nearly 1,000 donors who supported Westminster Canterbury Foundation programs, enhancing the lives of residents, staff, and children in our Child Development Center. Your willingness to give reflects the strength and heart of this community.

In the pages of this Annual Report we celebrate the strength of Westminster Canterbury Richmond. We do so with deep appreciation for everyone who has contributed to our first half century. With your continued partnership, we look forward to building the next 50 years with that same spirit of fellowship, innovation, and care.


John D. Burns, *President and CEO*





WESTMINSTER CANTERBURY RICHMOND
 & WESTMINSTER CANTERBURY FOUNDATION

2025 ANNUAL REPORT

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Our anniversary celebration included honoring our WCR Legends. These dedicated staff members have been with us for 30 or more years. Pictured: Paulette Smith, Becky Harris, Shelby Curry, LaTanya Turner, Mary Wiltshire, Tina Shearer, Betty Seward, Mary Briggs, Stacey Nannery and Cheryl Jones. Not Pictured: Carol McGee; Louise McCray, Miles Young, Brendan Hayes, Barbara Thorpe, Dorothy Anderson, Janet Beavers, Nona Hutcherson and Penny Baskerville.

Leadership 2025

EXECUTIVE STAFF

John Burns
PRESIDENT AND CEO

Russell Gardner
VICE PRESIDENT AND CFO

Anita Adkins
DIRECTOR STRATEGIC GROWTH

Evan Campbell
DIRECTOR DINING AND CATERING SERVICES

Jason Collins
VICE PRESIDENT FACILITIES MANAGEMENT

Rev. Dr. Faith Fitzgerald (starting February 2025)
DIRECTOR PASTORAL CARE

Debra Jacobsen (through February 2025)
ADMINISTRATOR RESIDENTIAL LIVING

John Loop
VICE PRESIDENT HEALTH AND WELLNESS

Robert Mann
VICE PRESIDENT INFORMATION TECHNOLOGY

Stacey Nannery
VICE PRESIDENT SALES AND MARKETING

Chelsea Naylor
VICE PRESIDENT WORKFORCE SERVICES

Daniel Stackhouse
VICE PRESIDENT RESOURCE DEVELOPMENT

Sloan Verlander (starting February 2025)
ADMINISTRATOR RESIDENTIAL LIVING

RESIDENTS ASSOCIATION EXECUTIVE COMMITTEE

Mary Murphy
PRESIDENT

Tucker Helmes
PRESIDENT ELECT

Lyn Hill
VICE PRESIDENT

Maureen "Mo" Riley
SECRETARY

Carol Ann Fuller
ASSISTANT SECRETARY

Malcolm "Mac" Hines
IMMEDIATE PAST PRESIDENT

Virginia McGehee
MEMBER AT LARGE

Lee Switz
MEMBER AT LARGE

James "Jim" Edge
MEMBER AT LARGE

WESTMINSTER CANTERBURY FOUNDATION

OFFICERS

Mary Frediani
CHAIR

The Rev. Stephen McGehee
VICE CHAIR

John Burns
PRESIDENT

Daniel Stackhouse
SECRETARY

Russell Gardner
TREASURER

TRUSTEES

Russell Aaronson III

Russell Aaronson III

Wyatt Beazley III, MD +

Arthur Brinkley III

Walter Bundy III, MD

Jonathan Chase

Katherine Duval

James Edge, Jr.

Mary Frediani +

Maureen Gallihugh

The Rev. Canon

Robert Hetherington +

The Rev. W. Ray Inscoe

A. Cecil Jacobs +

Susanna Jones, Esq.

The Rev. Stephen McGehee

Robert Priddy

M. Bagley Reid

Walter Robertson III

R. Scott Shaheen

Ruth Small

Elizabeth Stevenson

Amanda Little Surgner +

Marilyn West, PhD

David White

Cheryl Yancey

+ Retiring Officers/Trustees

In January 2026, the following were elected as Trustees:

R. Kennon Guerry, MD

Myfanwy Hall

C. Nelson Herring, DDS

Anne McElroy, MD

John Sherman, Jr.

2025 FOUNDATION VOLUNTEERS

E. Massie Valentine, Jr.



TOTAL STAFF

522

FULL-TIME

75

PART-TIME

123

AS NEEDED

WESTMINSTER CANTERBURY
MANAGEMENT CORPORATION

OFFICERS

James Kresge, CHAIR

Mary D. Ellison, VICE CHAIR

John Burns, PRESIDENT
PRESIDENT AND CEO

Russell Gardner, TREASURER
VICE PRESIDENT AND CFO

Jason Collins
VICE PRESIDENT FACILITIES MANAGEMENT

John Loop
VICE PRESIDENT HEALTH AND WELLNESS

Robert Mann
VICE PRESIDENT INFORMATION TECHNOLOGY

Stacey Nannery
VICE PRESIDENT SALES AND MARKETING

Chelsea Naylor
VICE PRESIDENT WORKFORCE SERVICES

Haley Wolford, SECRETARY
SENIOR EXECUTIVE ASSISTANT

TRUSTEES

Peter Alcorn

Brian Blount, PhD

Thomas Bowden, Jr.

Peter Bowles

Taylan Bozkurt

P. Frederick

Duckworth, Jr., MD

Mary D. Ellison

Thomas Hardy III

Darren Hays II

George Howell III

Laura Kottkamp, EdD

James Kresge

Clark Lewis

Anne McDonnell

David Rose

Yongim Tucker

Thomas Tullidge, Jr.

L. Birck Turnbull



TOTAL
RESIDENTS

736

INDEPENDENT
LIVING
RESIDENTS

56

ASSISTED
LIVING
RESIDENTS

60

MEMORY
SUPPORT
RESIDENTS

144

MARY MORTON
PARSONS HEALTH
CENTER
RESIDENTS

81

NEW RESIDENT
MOVE-INS

16

MEMBERS
CONTRACTED
AND

100+

ON THE
WAITLIST
FOR THE
NEW ASSURANCE
PROGRAM



0

VACANCIES IN
THE NEW VITALITY
APARTMENTS

6

VACANCIES IN
THE NEW VILLAGE
APARTMENTS

Financial data and some statistics are as of 9/30/2025. A copy of the complete Auditor's Report for fiscal year 2025 is available on request from the Business Office by calling 804.264.6056.

Strengthening Life Enrichment for Generations to Come

At Westminster Canterbury Richmond, Life Enrichment is more than a calendar of activities, it is connection and joy woven into daily life. This year, we are proud to announce the establishment of the Life Enrichment Endowment, a permanent source of support that will expand meaningful programming for residents, particularly in assisted living and higher levels of care.

Generous donor support has created a lasting funding source for innovative programming, sustaining music and art experiences, enhanced fitness initiatives, and specialized therapeutic recreation programs. For residents who may face increasing physical or cognitive challenges, these programs are not extras; they are essential pathways to dignity, belonging and vitality.

“The care areas here, assisted living, memory support, and health care, are such vital parts of our community. The Life Enrichment Endowment greatly enhances the activities offered there. Whether it’s yoga, chair dance, music programs, the Tovertafel Table, or other offerings, they provide engagement and stimulation that truly bring joy to residents. As a frequent visitor, I see the benefits of this endowment every day.”

— DICK WIGTON, RESIDENT

Research affirms that meaningful activity reduces isolation, supports emotional health and improves quality of life. This endowment ensures those opportunities remain strong and accessible now and in the future.

“Residents in Monticello greatly benefit from the social aspect of Life Enrichment programming. Having different activities just outside their door throughout the day helps prevent isolation and promotes a positive, interactive and communal experience for all.”

— EMMA PITTENGER, RECREATION THERAPIST, MONTICELLO

We are deeply grateful to the donors whose generosity brought this vision to life. Their investment will continue to enrich the daily lives of residents for generations to come.



Creating a Lasting Legacy

When George and Diane “Ziggy” Wright moved to Westminster Canterbury in 2011, they quickly developed special friendships and embraced an active lifestyle. They became generous donors to Westminster Canterbury Foundation’s Fellowship Program, knowing this has a tremendous impact for their neighbors who otherwise could not afford to live here or who have outlived their financial resources.



While looking to the future and planning their legacy, George and Ziggy knew they wanted to continue supporting Westminster Canterbury in this meaningful way. In her estate plans, Ziggy left a generous bequest to support the Fellowship Endowment, which helps ensure the program’s strength long into the future. After Ziggy’s death in early 2025, George chose to rename the Marketplace Garden “Ziggy’s Garden” in her loving memory, and to reflect the care and friendships she enjoyed. Ziggy’s Garden is a place where all residents and families may pause and enjoy nature’s beauty.



Many donors choose to support a cherished cause while planning for the future, just as Ziggy did. They know the programs and services that reflect their values will thrive long into the future. Over many decades, countless lives have been changed through donors including Westminster Canterbury in their estate plans. Gifts have benefitted the Fellowship Program, Child Development Center, W·E·A·V·E (Workforce-Education-Assistance-Volunteerism-Engagement), and Area of Greatest Need, among others. Donors of a specific level may elect to name a special place in memory of a loved one, such as George Wright did to reflect Ziggy’s generous bequest. All of these gifts strengthen our endowments, improve our facilities and programs, and enhance our employees’ excellence.

Donors who include Westminster Canterbury Foundation in their estate plans become members of our Heritage Society. Their planned gifts are a link to our past and a deep commitment to our future. We are deeply honored and grateful that these donors have chosen to treat us like family while envisioning an even brighter future for their neighbors.

**THANK
YOU!**

Your generous donations to Westminster Canterbury
Foundation make this possible.

\$2,369,125

GIVEN TO
THE ANNUAL
FELLOWSHIP FUND

79

SENIORS RECEIVED HOUSING,
MEALS, MEDICAL CARE
AND VITAL LIVING
PROGRAMMING.



200+

VOLUNTEERS
AT OUR

7th

ANNUAL RAMP BLITZ BUILT

336

WHEELCHAIR RAMP
COMPONENTS
FOR SENIORS IN NEED



2,924

HOURS OF NURSE
PRECEPTOR
TRAINING

861

HOURS OF
CLINICAL EDUCATION

28

LICENSED NURSES AND

129

CNAS TRAINED

129

NEW HEALTH CARE
EMPLOYEE
ORIENTATION
TRAININGS
IN PARSONS
HEALTH CENTER



19

EMPLOYEES RECEIVED
EMERGENCY FINANCIAL
ASSISTANCE
AND

18

EMPLOYEES
RECEIVED



\$56,627

IN EDUCATION
SCHOLARSHIPS
THROUGH W•E•A•V•E

\$116,929

ALLOCATED THROUGH
INNOVATION GRANTS





LONGAN COMMUNITY CHOICE
AWARD HONORING

3 EMPLOYEES

EDNA NESBIT HOOKER
AWARD FOR
CLINIC EXCELLENCE
HONORING

2 NURSES



ELSIE ADLER
NURSING AWARDS
HONORING

1 LPN AND **3** CNAS

36

CHILDREN OF

26

EMPLOYEES
RECEIVED NEED-BASED
TUITION ASSISTANCE
TO OUR CHILD
DEVELOPEMENT CENTER

TOTALING

\$66,022



122

EVENTS IN THE SARA BELLE
NOVEMBER THEATER INCLUDING

63

LIVE PERFORMANCES



12

WEEKLY STUDIO ARTS
CLASSES AVERAGING

100

PARTICIPANTS EACH WEEK



\$2,674

IN ACTIVITIES ASSISTANCE
GIVEN TO THE
CHILD DEVELOPMENT CENTER

14,835

RESIDENT
ENGAGEMENTS
THROUGH
MEMORY SUPPORT
AND RECREATION
THERAPY



35

WEEKLY WELLNESS
CLASSES AVERAGING

150

PARTICIPANTS
PER DAY

2

SPAN CENTER
FRIENDSHIP CAFÉS
RECEIVED MONTHLY
PROGRAMING
TO SERVE

50

LOCAL SENIORS IN NEED

We appreciate all **YOU** do to bring joy to our residents, staff and local seniors!

Growth of a Vision

1975: The Story Begins Westminster-Canterbury House opens with 386 Independent Living Apartments, 120 Healthcare beds and 13 Assisted Living apartments.

1980: A Charitable Endeavor Westminster Canterbury Foundation is formed to raise and manage funds for Fellowship and other charitable purposes of Westminster Canterbury.

1984: Connecting the Generations Expansion adds 158 private healthcare rooms and 60 assisted living apartments. As well as, renovations to the Dining Room, and space for a Coffee Shop, Childcare Program, Galleria, bank and larger Echo Shop.

1987: Certified Quality Westminster Canterbury Richmond becomes the first Richmond-area retirement community to earn accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF). We continue to maintain that credential.

1995: Younger Retirees Expansion adds the Glebe Homes, Garden Apartments, Pool and Fitness Center, new laundry and refurbishment of Tower interior.

2000: The Next Chapter 25 acres adjoining the property are purchased, and over the next five years the Homes on the Green, Courtyard Apartments, Avalon and The Gables are built. New amenities include a theater, arts studio, woodworking shop, pond and expanded rehab and clinic spaces.

2007: A Vision to Live Life Well From the launch of the Vision 2007 campaign and the 2011 Live Life Well campaign, donors to Westminster Canterbury Foundation gave generously to enhance Performing Arts, Studio Arts, Health Services and Memory Support programming.

2025: A Year for Vibrancy! Expansion adds the Village and Vitality Apartments resulting in 118 more Independent Living Apartments, a best-in-class Vital Living Center with Fitness and Aquatic Centers, new dining and social spaces, improved parking and enhanced outdoor areas.





In Review

Fiscal 2025 was another successful year for Westminster Canterbury. Due to the strong 2025 operating results, the bond covenant has been exceeded. Our waiting list remains strong for all areas of independent living. Westminster Canterbury was affirmed an A-/Positive rating in March 2026 by Fitch and reported a positive outlook due to improving operating performance and overall balance sheet strength in fiscal 2025.

In fiscal year 2025, there were 150 new sales (includes 79 *Vibrancy!* sales), which yielded gross entry fees of \$83.5 million dollars (\$53.9 million of that is attributable to the *Vibrancy!* sales). This was a significant factor as Westminster Canterbury finished the year with a debt service coverage ratio of 7.48, exceeding the bond covenant. Days cash on hand was 1,310 days and the reserve ratio was 126.6% for fiscal year 2025.

Westminster Canterbury Foundation continues to be a vital element of our mission to provide financial support for seniors in need. By the end of fiscal 2025, a total of 79 residents were able to live at Westminster Canterbury because of the financial assistance they received from the Foundation's Fellowship support.

OCCUPANCY

As of September 30, 2025, the community includes 598 independent living apartments and houses, 65 assisted living apartments, 72 memory support apartments, and 158 health center apartments for a total of 893. Occupancy at September 30, 2025, for independent living residences was 91.5% and for the Mary Morton Parsons Health Center was 86.5%. Occupancy for the assisted living residences was 89.4%.

REVENUES

Revenues increased by \$51.0 million over prior year. This was due to a \$35.0 million increase in investment income, a \$9 million increase in resident services, a \$3.7 million increase in contributions and other income and a \$3.5 million increase in earned entrance fees.

EXPENSES

Expenses increased by \$17.0 million over prior year. This was due to a \$4.6 million increase in interest expense, a \$4.4 million increase in depreciation and amortization, a \$3.6 million increase in general services and utilities, a \$3 million increase in administrative, general and marketing and a \$822,000 increase in direct resident care.

Consolidated Financial Information

WESTMINSTER CANTERBURY MANAGEMENT CORPORATION AND SUBSIDIARIES

YEARS ENDED SEPTEMBER 30, 2025 AND 2024

	2025	2024
Assets		
Current Assets	\$69,575,002	\$51,863,563
Assets Limited As to Use, Less Current Portion	2,606,200	2,613,128
Investments	315,396,612	275,607,960
Interest in Perpetual Trusts	2,566,174	2,392,581
Pledges Receivable, Net of Current	218,926	594,065
Deferred Marketing Costs	343,583	336,350
Property, Plant and Equipment, Net	350,975,697	349,734,860
TOTAL ASSETS	<u>\$741,682,194</u>	<u>\$683,142,507</u>
Liabilities and Net Assets		
Current Liabilities	\$21,584,565	\$41,779,741
Bonds Payable, Less Current Portion	206,244,058	222,129,783
Entrance Fees	202,852,205	152,387,147
Other Liabilities	634,751	587,762
TOTAL LIABILITIES	<u>431,315,579</u>	<u>416,884,433</u>
NET ASSETS	<u>310,366,615</u>	<u>266,258,074</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$741,682,194</u>	<u>\$683,142,507</u>
Revenues, Gains, and Other Support		
Resident Services	\$62,490,019	\$53,510,559
Earned Entrance Fees	22,344,449	18,889,211
Investment Income	39,694,080	4,781,011
Contributions and Other Income	20,993,601	17,300,569
TOTAL REVENUES	<u>145,522,149</u>	<u>94,481,350</u>
Expenses		
Direct Resident Care	20,590,157	19,768,363
General Services and Utilities	24,349,428	20,727,536
Administrative, General and Marketing	20,427,275	17,406,670
Fundraising and Grants	666,905	572,125
Depreciation and Amortization	18,836,928	14,482,359
Interest	8,577,693	3,955,703
TOTAL EXPENSES	<u>93,448,386</u>	<u>76,912,756</u>
OPERATING INCOME	52,073,763	17,568,594
OTHER INCOME (LOSS)		
Unrealized Gains (Losses) on Investments	<u>(18,617,121)</u>	<u>28,649,908</u>
EXCESS (DEFICIT) OF REVENUES, GAINS AND OTHER SUPPORT OVER (UNDER) EXPENSES AND INCREASE (DECREASE) IN NET ASSETS WITHOUT DONOR RESTRICTIONS	<u>\$33,456,642</u>	<u>\$46,218,502</u>

Summarized information from 2025 Audit.

The Auditor's report for fiscal 2025 is available from the Finance Office by request at 804.264.6056.

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



WHO WE ARE

Westminster Canterbury Richmond was founded in 1971 by the Episcopal and Presbyterian churches and opened in 1975. An award-winning, fully-accredited life plan community, Westminster Canterbury is home to nearly 1,000 residents in independent, assisted, memory support and healthcare living, and employs more than 700 staff in a wide variety of professions.

Thanks to resident proofreaders John and Lucy Goode, and K. and Nancy Jo Smith.