

WESTMINSTER QUARTERLY

SUMMER 2025



Residents' Choice Award Winner "Tulips on Velvet" by Linda K. Blackburn of Westminster Woods on Julington Creek.

Residents' Choice Award Winner Announced!

The Residents' Choice Award in the Westminster Communities Foundation's 31st Annual Resident Art Show goes to "Tulips on Velvet" by Linda K. Blackburn of Westminster Woods on Julington Creek!

This piece stood out among the 263 total entries submitted from artists within the Westminster family. Communities are celebrating their talented artists, showcasing the incredible creativity. Keep an eye out for the 2026 calendar, which will feature the winning works from the show.



Scan the QR code to view
all the amazing artwork!

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Westminster
Communities
of Florida

We serve from the
heart and inspire
older adults to enjoy
**happy, healthy and
purposeful** lives.

FROM THE CEO

Infrastructure Initiatives

We're making great progress on our infrastructure initiatives and capital improvements. Construction on the Cultural Enrichment Center at Westminster St. Augustine is set to begin in August, now that we've received all necessary approvals from St. Johns County. At Westminster Winter Park, exterior work on the tower building is underway, and we hope to break ground on a new Cultural Enrichment Center this fall. Next month, we meet with the City of Bradenton to discuss plans for Westminster Bradenton's redevelopment. For more infrastructure updates, see the "Pardon Our Progress," "Focus on Focus 5," and "Community Connections" sections of this issue.



Chief Executive Officer
Hank Keith

COMMUNITY TABLE

Summer Dining Shaped by You

Did you know menu development starts with resident input? The summer menu is being finalized, and resident input was key! We gather valuable information about menu preferences through comment card responses, Dining Committee collaboration, and daily interactions with our dining team members. Up to 50% of the menu can be customized to fit specific community tastes and preferences using this feedback. Resident satisfaction is threaded through the entire process of seasonal menu creation.

We pride ourselves on our scratch-cook



A hand-crafted burger from the kitchen at Westminster Towers.

kitchens. Chefs prepare fresh, wholesome meals daily, from house-roasted meats and fresh vegetables to scratch-made soups and sauces. We even start with whole, fresh potatoes and enhance flavors naturally with herbs, not excess sodium. By preparing food this way, we ensure every meal is flavorful, wholesome, and delicious, because fresh truly tastes better.

Don't forget our hand-formed hamburgers, cooked to perfection from fresh ground beef. Served on a toasted bun with your favorite toppings, these juicy, flavorful burgers offer a satisfying, freshly made experience.

SUMMER ADVENTURES

From Festivals to Florida Waterways

The spirit of adventure swept through our communities, as residents and team members alike eagerly embraced opportunities to explore. From lively local festivals brimming with culture and entertainment to serene excursions on Florida's beautiful waterways, our communities have been actively engaging with the vibrant local scene.

FESTIVAL FUN

Embracing local festivals, we enjoyed the vibrant energy and showcased the creativity within our communities.

- Team members from Westminster Towers, Westminster Winter Park and Community Support Services attended the Winter Park Sidewalk Art Festival, sharing resident artwork on posters for festival-goers.
- Residents and team members from Westminster Lakeland, our Rental Retirement Communities, the Foundation and Community Support Services had a “berry” good time at the Florida Strawberry Festival.

ON THE WATER

What better way to boost mood, ease stress, and even support balance and mobility, than by boarding a sailboat, kayak or pontoon boat to cruise the waterways?

- Residents of Westminster Shores sailed Boca Ciega Bay in St. Petersburg, hearing local history and enjoying breathtaking views.
- Westminster Winter Park and Baldwin Park residents along with members from Community Support Services kayaked the Wekiva River through stunning scenery.
- Residents at Westminster Woods on Julington Creek in Jacksonville took a pontoon boat ride along the Saint Johns River.



From the Winter Park Sidewalk Art Festival and Florida Strawberry Festival (top) to sailing on Boca Ciega Bay, kayaking the Wekiva River (middle) and boating on the Saint Johns River (left), residents and teams took to their greater communities to explore!



Chief Operating Officer
Garry Hennis

Preparing for Hurricane Season

We are steadfast in our commitment to your safety and peace of mind. Together, we can build a more resilient environment, and your support this hurricane season can make a meaningful difference. As an Independent Living resident, would you consider opening your home to fellow residents from communities under evacuation orders? If you have an extra bedroom and are willing to volunteer to provide temporary shelter, please contact Community Support Services at (407) 839-5050. We will connect these generous volunteers with evacuating residents to offer support during a critical time. Our Westminster family has always been stronger together, and we deeply appreciate your willingness to assist your fellow residents.

EXCEEDING EXPECTATIONS

Sales Summit Success

Sales and marketing teams gathered to explore surpassing expectations for residents, our mission, teams, and tools, sharing best practices and exploring innovative process evaluations. We hosted various insightful speakers, including Jack York, who shared his journey from corporate climb to mission-driven purpose, and Matt Reiners, who provided strategies on how sales teams can exceed expectations.

This focus on exceeding expectations isn't just a theme; it's a core principle that drove our remarkable 94% occupancy rate last year—significantly above the national average. This incredible achievement is a testament to the tireless strategy and dedication of these teams!



Keynote speaker Jack York,
Co-Founder of It's Never 2 Late
and Founder of TaleGate.



THANK YOU!

A huge thank you to the residents and team members who participated in our recent photoshoots! Your genuine smiles will shine on our new website, launching this fall, and in upcoming marketing materials. We appreciate you helping us showcase the vibrant life enjoyed in your beautiful communities.

PARDON OUR PROGRESS



New exterior façade, windows and repainting at Westminster Palms (left) and residents walk by one of the 36 recently completed Southpointe townhomes at Westminster St. Augustine (right).

Moving from Plans to Progress

This summer, we're focused on improving our communities to better serve you. You'll soon see how these projects are elevating your experience and ensuring our standards remain top-notch, if you haven't already. Let's explore how we're building a brighter future, together:

RECENTLY COMPLETED PROJECTS:

- New exterior façade, windows and repainting of Palm View building at Westminster Palms
- Interior renovation of administration building at Westminster Woods on Julington Creek
- 10 new villas at Southwood at Westminster Woods on Julington Creek
- 36 new townhomes at Southpointe at Westminster St. Augustine

PROJECTS GETTING STARTED:

- Breaking ground on new Cultural Enrichment Center at Westminster St. Augustine
- 42 brand-new units at Westminster Woods on Julington Creek with dining, kitchen, fitness and multipurpose auditorium this fall
- Breaking ground on new Cultural Enrichment Center at Westminster Winter Park this fall

FOCUS ON FOCUS 5

Assessing Infrastructure for Success

We're strengthening our communities through a focused infrastructure initiative: renovating, repositioning, and rebuilding existing buildings. Throughout this issue, you'll find updates on projects at every stage—from development and planning to in-



progress and completed work. Some of these improvements you may have already seen, while others are still on the horizon.

To guide our future efforts, we've completed assessments of more than 30 buildings, which will help us prioritize upcoming projects.

ENGAGE & GROW

Exciting Enhancements to Programming

This August, you'll see updates to programming as we roll out standards that align with supporting individuals with aging well. We've created even more engaging and beneficial activities focusing on physical, emotional, social, and cognitive well-being. You can look forward to more opportunities to enjoy the outdoors, trips, family gatherings, and a wider variety of exercise classes.

We're also piloting programs designed to boost strength, balance, and mobility. "Memory Flex" is underway in Memory Support at Westminster Baldwin Park, and "Stand and Be Strong" is helping residents in Assisted Living at Westminster Palms. Regular participation in programs like these can lead to *improved mobility and balance, boosted mood* and *greater independence!*

We're thrilled about these new additions and can't wait for you to experience all the positive changes!



Westminster Oaks danced their way through Nashville, wrapping up our "Explore Culture" journey through the central U.S. Next up: The West Coast! Get ready for wine and coffee tastings, beach walks, Hollywood celebrations, and more.



Chief Financial Officer
Jennifer Martens

FISCALLY SOUND

Our Financial Health: Strong and Stable

We're dedicated to maintaining fiscal soundness, ensuring long-term stability. Through smart financial management, we prioritize efficiency, cost control, and strategic investments to enhance resident care and community services.

Our organization is currently trending toward our targeted operating margins of 3%-5%. This reflects mindful spending, strong occupancy, and efficient resource allocation. Our strategy is designed to withstand economic fluctuations, ensuring consistent, high-quality service. As the senior living industry grows, we're well-positioned for strategic expansions and partnerships to meet rising demand. Our proactive financial approach prepares us for potential economic shifts, ensuring continued stability.

BEYOND THE JOB DESCRIPTION

Amanda Birch Promoted to SVP of HR

We're excited to announce that Amanda Birch has been promoted to Senior Vice President of Human Resources. Amanda will now oversee the entire HR Department, leading key initiatives like self-insured health insurance and advancing benefits and technology.

Amanda has been with Westminster for more than a decade, previously serving as VP of HR, Executive Director, and Director of Culture and Mission Integration. She has significantly contributed to our workplace culture and training development.

Please join us in congratulating Amanda on this well-deserved promotion!



Senior Vice President
of Human Resources
Amanda Birch

COMMUNITY CONNECTIONS

Infrastructure and Expanded Access

We're dedicated to enhancing our Rental Retirement Communities through thoughtful reinvestment, sustainable upgrades, and expanded housing. These communities operate independently and are financially self-sustaining. Highlights include:

- **College Arms Towers:** A refinance brought new windows, updated plumbing and electrical systems, and campus beautification. This also secured more than 100 new housing vouchers, expanding affordable housing access.
- **Westminster Gardens:** A refinance preserved and expanded subsidies to more than 50 residents, and infrastructure upgrades.
- **Riverside Presbyterian House:** Refinancing is complete and construction is underway, including an electrical upgrade, 200+ new windows, and an expansion to subsidized housing.
- **Riverside Presbyterian Apartments:** Plans are submitted for new window installations and painting, sealing the façade and installing a new roof, which will begin soon.



College Arms Towers in DeLand recently completed a major refinance project that provided upgrades, and secured more than 100 new housing vouchers.