

InSight

News about Emerald Communities,
Emerald Heights and Heron's Key



"Alone we can do so
little; together we
can do so much."
– Helen Keller



From the Board

Honoring Lisa Hardy's 18 Years of Service



With deep gratitude, we recognize Lisa Hardy for her 18 years of dedicated leadership at Emerald Communities. Lisa's vision and commitment have been foundational to the growth and success of both Emerald Heights and Heron's Key. Her impact can be seen and felt through the vibrant culture, strong values, and exceptional care that define our communities today.

We thank Lisa for her years of service, her compassion, and the lasting legacy she leaves behind.

CEO Search Update

Emerald Communities is making strong progress in the search for our next President & CEO, in partnership with national search firm Deffet Group. Since February, the Deffet Group has met with Executive Leadership, Resident Council representatives, and Board members to gain a deep understanding of our culture, values, and vision for the future.

After a thorough screening process, six top candidates were selected. First-round interviews were held in May, with final on-campus interviews recently completed in late June.

We're excited to be nearing the final stages of this important search. Thank you for your continued support—we look forward to sharing more updates in the weeks ahead.

Leadership in Transition: Thank You, Al Chambard

We're deeply grateful to Al Chambard for returning to Emerald Communities in 2024 to serve as Interim President & CEO. As our former Chief Financial Officer, Al brought steady leadership and deep knowledge during a key period of transition.

As our CEO search continues, Al remains involved and will provide oversight through the selection and onboarding process. His tenure will soon conclude as he returns to a well-earned retirement, and we thank him sincerely for his dedication and vision.

Looking Ahead to Future Growth

With both Emerald Heights and Heron's Key at 100% reserved, Emerald Communities continues to experience strong interest in our resident-centered model. In response, we are actively exploring opportunities to develop a new Life Plan Community, with locations in the Pacific Northwest and Hawaii under consideration.

Identifying the right site is a key strategic priority as we plan for the future. We remain committed to thoughtfully expanding our mission and bringing the Emerald Communities experience to more individuals seeking connection, purpose, and exceptional living.

Expansion Highlights: Growing to Meet Community Needs

Emerald Heights – FirView Assisted Living

After much anticipation, we welcomed residents to FirView this June!

This new building features 54 beautifully designed one-bedroom assisted living apartments, along with inviting common areas that support comfort, connection, and care. Residents and team members alike are excited to settle in and enjoy life in this thoughtfully crafted new space.



Heron's Key - Phase II

At Heron's Key, we've officially launched Phase II of our expansion plans. This next chapter will add 46 new independent living residences, allowing us to welcome even more individuals and couples into our community.

Planning and development are actively in progress, with an anticipated opening in 2028. Pre-booking efforts are off to a strong start, with 57% of the new homes already reserved.



Financial Stewardship & Sustainability

At Emerald Communities, we remain committed to sound financial management that supports both the everyday operations and long-term vitality of our campuses. Our focus continues to be on delivering exceptional resident experiences while investing in strategic growth and innovation.

Each community's financial update can be found on the pages to follow

Executive Summary

Emerald Heights and Heron's Key both maintain a **strong market position and exceptional financial performance**. As of May 2025, each community boasts outstanding occupancy and is **fully reserved**, a reflection not only of the marketing team's efforts but of the daily contributions of every team member across our campuses.

From Dining, Resident Services, Housekeeping, Nursing and Care, to Facilities, Human Resources, Administration, IT, and Finance, this success is truly a **collective achievement**.

Residents also play a vital role as active ambassadors, helping to share the story of our vibrant and welcoming communities.

Both campuses remain financially strong and well-positioned for a healthy, sustainable future. We thank our residents and team members for their continued support, dedication, and partnership in sustaining the strength of Emerald Communities.

We're thrilled to report that, for the **first time ever**, both Emerald Heights and Heron's Key are **fully reserved**.

While this milestone came after the May financial reporting period, it marks a powerful moment for our organization—and one we're proud to celebrate.



**Big News:
100% Reserved!**

Emerald Heights – Financial Highlights

as of May 31, 2025

Year-to-date as of May 31

Operating Revenue

\$14.9 million

Monthly service fees & other revenue

Operating Expenses

\$12.7 million

Salaries, Employee Benefits, Food, Utilities, Supplies,
Professional and Purchased Services, Management fees

Net Operating Income

\$2.2 million

- Emerald Heights has an excellent Operating Income ratio.
- Operating Income is used to pay a portion of debt service.

Annual Debt Service (Principal and Interest) payments

\$7.3 million

Total debt outstanding

\$86.1 million

Interest rate on debt – fixed rate

5%

Cash and Investments balance

\$132.8 million

Although 2025 has had a lot of economic and political uncertainty and great volatility in financial markets, the investment portfolio has provided interest/dividend income and has a \$3.9 million gain in value through May.

Benevolence Fund balance

\$5.4 million

7 residents receive financial assistance

Upcoming Facilities Projects:

Planning for Corwin Center reconfiguration will begin soon.

Heron's Key – Financial Highlights

as of May 31, 2025

Year-to-date as of May 31

Operating Revenue

\$9.0 million

Monthly service fees & other revenue

Operating Expenses

\$7.4 million

Salaries, Employee Benefits, Food, Utilities, Supplies,
Professional and Purchased Services, Management fees

Net Operating Income

\$1.6 million

- Heron's Key, although a smaller community than Emerald Heights, has an excellent Operating Income ratio, which is slightly better than Emerald Heights.
- Operating Income is used to pay a portion of debt service.

Annual Debt Service (Principal and Interest) payments

\$4.6 million

Total debt outstanding

\$72.9 million

Interest rate on debt – fixed rate

3.9%

Cash and Investments balance

\$28.4 million

Although Heron's Key is much younger than Emerald Heights, it has been building good cash reserves. 2025 has had a lot of economic and political uncertainty and great volatility in financial markets, but the conservatively invested portfolio has provided interest income and has a small gain in value through May.

Benevolence Fund balance

\$379 thousand

1 resident receives financial assistance

Upcoming Facilities Projects:

- Reconfiguration of The Lighthouse (Memory Care) will be completed in July
 - o 13 rooms put back into service, enhanced common area

Marketing Update: Sharing Our Story, Growing Our Reach

Our teams have been busy helping individuals and families find their place in our communities. From first conversations to move-in day, each interaction is a chance to build a connection, offer guidance, and welcome new residents into the Emerald Communities family.

Here's a look at year-to-date activity as of May 31, 2025:



27

Move Ins

26

Apartment
Reservations

95%

IL Occupancy

356

Occupied
Apartments



7

Move Ins

8

Phase 1
Apartment
Reservations

26

Phase 2
Apartment
Reservations

97%

IL Occupancy

190

Occupied
Apartments

Shared
Statistics:

17%

33%

Move-ins from Word of Mouth Referrals

Move-ins from our website

Recent
Resident
Reviews



"The warmest welcome! Beautiful, great food, incredibly supportive. Residents and staff are super friendly. Happy to be here." — Emerald Heights

"Roger and I are so pleased and happy to be living with such fun and interesting people. We're always doing something engaging—love the lectures, enjoy the exercise classes, and the FOOD IS TERRIFIC!" — Heron's Key

Culinary

Elevating the Experience: Culinary at Emerald Communities

Our culinary teams continue to focus on building a strong foundation rooted in ingredient quality, creativity, and service. Across both communities, they bring new ideas to life through inventive menus, special celebrations, and thoughtful touches that transform everyday dining into meaningful moments. With a balance of variety, nutrition, and innovation, the team remains committed to enhancing the experience for both residents and staff.



A major milestone this year has been the implementation of new point-of-sale (POS) systems at both campuses, streamlining operations, improving ordering accuracy, and supporting a more efficient and personalized approach to dining service.

These efforts reflect the heart of our culinary teams: a shared commitment to creating community, showing care through service, and working together to make mealtimes something everyone can look forward to.



IT

Technology in Action: Powering Progress

Behind the scenes, IT continues to play a vital role in advancing the systems that support day-to-day life across both campuses. Under the leadership of Brad Beck, Corporate Technology Officer, the department is focused on modernizing our environment by implementing a strong foundation of systems, solutions, and hardware, laying the groundwork for future innovation.

This year's efforts have included major infrastructure upgrades, staff-wide system migrations, and the rollout of new platforms to improve operations and communication. These improvements are designed to streamline processes, enhance security, and better serve both residents and staff.

This work is an ongoing journey, and the team remains committed to identifying and implementing innovative solutions that support the evolving needs of our communities today and into the future.

Resident Life

Moments That Matter: Across Our Communities

At both Emerald Heights and Heron's Key, resident life is shaped by the creativity, involvement, and care of residents and staff. From large events to small gatherings, programming reflects the energy and lived experiences of those who call our communities home.

Whether trying something new or reconnecting with longtime passions, residents continue to embrace what it means to live fully.

Over the past year, common themes have emerged—educational opportunities, wellness and movement programs, and supportive connections—alongside unique milestones that reflect each community's evolving culture.

Educational Focus on Aging & Wellness

Both communities have hosted a series of expert speakers and presentations to support wellness education and informed aging. Topics have included fall prevention, understanding dementia, ageism, emergency preparedness, and more, designed to help residents stay informed, prepared, and empowered in their overall wellness.



Fitness & Movement

Physical wellness continues to be a priority, with programs tailored to different interests and mobility levels. Residents enjoy everything from seated fitness and strength-building classes to guided walks, monthly fitness themes, and seasonal outdoor activities that encourage movement and connection.



Support & Connection

Support groups and spiritual gatherings continue to offer space for reflection and shared understanding. Between weekly services and resident- or staff-led groups, including caregiver, Parkinson's, Alzheimer's, and cancer support, residents have multiple ways to connect with others navigating similar experiences



 **With so much happening across both communities, it's impossible to capture it all, but here's a small sample of the meaningful moments, memorable events, and exciting updates from the past six months.**

Emerald Heights Highlights:

Emerald Heights has enjoyed a vibrant start to the year, filled with meaningful programs, new connections, and memorable moments across campus. From long-standing traditions to exciting new additions, resident life continues to reflect the energy, creativity, and care of our community.

One highlight was the launch of *The View*, our new monthly campus newsletter. Brought to life by Communications Specialist Emma Geary, this refreshed publication brings campus news together in a streamlined, easy-to-read format—with bold visuals, larger fonts, and engaging stories designed for reader enjoyment.

Fostering a Culture of Belonging

This year, Emerald Heights was honored for its continued efforts to build a community where inclusion is more than a value—it's part of everyday life.

Emerald Heights Named LEI High Performer

Emerald Heights has been recognized as a **Long-Term Care Equality High Performer** by the Human Rights Campaign Foundation and SAGE through the Long-Term Care Equality Index (LEI).

The LEI is the first national benchmarking tool focused on LGBTQ+ inclusion in senior housing and long-term care. It evaluates communities on non-discrimination policies, inclusive services and support, staff training, employee benefits, and community engagement.

This recognition places Emerald Heights among a select group of senior living communities leading the way in creating welcoming, inclusive environments for LGBTQ+ residents and staff. It reflects our ongoing commitment to ensuring everyone who lives, works, and visits here feels respected, supported, and seen.



Ceremonies and Celebrations

From cherished traditions to heartfelt milestones, these recent gatherings brought our community together to reflect, honor, and celebrate.

Festive Moments & Merriment

From the tree lighting and gingerbread house competition to Holiday Spirit Week, the campus was full of warmth and cheer. With help from Elfis and the Grinch, residents and staff celebrated the season in style, sharing laughter, attending holiday services, and enjoying joyful moments of connection throughout the season.



Passover Seder

In the spirit of connection and tradition, residents came together to observe Passover with a special Seder. Led with care by our Jewish neighbors, this meaningful gathering brought the community together to share in reflection, culture, and celebration.



Volunteer Appreciation Breakfast

This year's breakfast honored the incredible dedication of our resident volunteers, who contributed **18,297 hours of service**. Special guest Paula Del Giudice, Executive Director of Little Bit Therapeutic Riding Center, delivered inspiring remarks on the power of volunteerism and shared the meaningful impact of Little Bit's programs.



FirView Resident Preview Party

Before the grand opening, residents were treated to a special sneak peek of the new FirView building. With guided tours, light refreshments, and lots of buzz, the event offered a joyful first look at the beautifully finished spaces. That early excitement carried through to June, when new residents officially moved in and began making FirView feel like home.



Noteworthy Events

From inspiring speakers to unique campus experiences, the past few months have featured a variety of standout events that brought residents together for learning, connection, and fun.

Chinese New Year: Mak Fai Lion Dance

To celebrate the Lunar New Year, residents enjoyed a vibrant performance by the Mak Fai Dragon and Lion Dance Association, a premier Seattle group founded in 1974. The traditional lion dance welcomed the year ahead with joy, energy, and wishes for good luck and happiness.



Corwin Connection: New & Returning Activities

Corwin Center residents continue to enjoy a vibrant mix of new and familiar experiences. A new ASL interest group offers a fun and engaging way to learn sign language, while longtime favorites like trishaw rides, book club, and virtual travel adventures continue to inspire smiles and spark connections.

Campus Quilt Tour

Residents explored Emerald Heights through a self-guided quilt tour and scavenger hunt, featuring 36 artisan-made quilts created by 17 talented resident quilters. With each piece thoughtfully displayed across campus, the event offered a fun and creative way to meet neighbors, discover new spaces, and celebrate the artistry woven into our community.



UW Seismology Lab Tour

Residents explored faults, earthquakes, and regional seismic activity during a fascinating tour of the UW Seismology Lab. Interactive demonstrations on earthquake hazards and preparedness made this event so popular, a second trip was quickly added!

Rise & Dine: Stories from Space

Residents enjoyed an inspiring presentation from retired NASA astronaut Dottie Metcalf-Lindenburger, who shared highlights from her time in space and offered a fascinating glimpse into life beyond Earth.

Her engaging talk brought science, exploration, and curiosity to the breakfast table.



Anything Goes: Resident Talent Show

This crowd favorite hit the stage twice this year, showcasing music, poetry, skits, and more—all while celebrating the creativity and talents of our residents. A joyful way to spend an evening together, the show reflected the spirit and connection that define our community.

New Activities & Groups

This season brought a wave of fresh programming to Emerald Heights, offering residents new ways to explore interests, stay active, and connect with one another. From creative meetups and movement classes to new uses of technology and the reopening of the pool, there's something for everyone to dive into.

Aqua Aerobics

With the pool now back in use, residents have been diving into a refreshed lineup of water-based programming. New aqua aerobics classes and open swim times offer fun, low-impact ways to stay active and enjoy the many benefits of movement in the water.



Craft and Connect

This new Saturday morning group brings resident crafters together to create, share, and socialize. Whether working on a personal project, joining the paper mâché group, or trying something new, all are welcome to participate and connect through creativity.



Virtual Reality Meditation

This new class offers a peaceful end to the day through guided meditation, using virtual reality goggles or a calming video. Residents can sit comfortably and explore this ancient practice in a modern, immersive way, promoting relaxation and mindfulness.



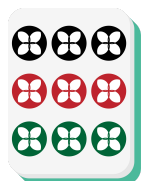
Dance Classes

Two new offerings have brought fresh energy to the calendar: **Folk Dance for Everyone**, a resident-led class, explores approachable line and circle dances set to music from cultures around the world. For those seeking a cardio challenge, **Dance/Step Aerobics** offers a high-intensity interval workout with upbeat choreography designed to get hearts pumping and feet moving.



Mahjong Learning Series

A new resident-led series offered a two-day deep dive into Mahjong for those eager to learn. With growing interest in the game, this thoughtful expansion helps newcomers build confidence, learn the basics, and join the beginners' table in a welcoming, supportive environment.



Heron's Key Highlights:

At Heron's Key, residents continue to shape a vibrant community grounded in movement, learning, and connection. From robust fitness offerings and creative interest groups to exciting outings and meaningful local involvement, there's always something new to explore. With open minds and active participation, fresh energy fills every corner of resident life.

Seasonal Celebrations

From festive parties to fun traditions, Heron's Key celebrates all year long. Residents, families, and friends gather to share laughter, creativity, and connection, turning every season into a time for lasting memories.

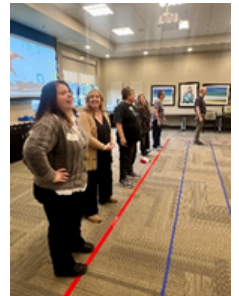
Photos & Cookies with Santa

From heartwarming traditions to playful winter games, Heron's Key residents embraced the spirit of the season with cheer and community. These festive gatherings brought residents, families, and friends together to celebrate, connect, and create lasting memories.



Winter Games

What better way to beat the winter blues than with some friendly competition? Residents and team members came together for a flurry of reindeer games—complete with cotton ball snowball fights and a spirited round of capture the flag. Laughter echoed through the community as everyone embraced the joy of play, proving you're never too old for a little fun and friendly rivalry.



Valentine's Day Celebrations

Heron's Key residents celebrated Valentine's Day with both flair and fun. At Penrose, a Fabulous 50s party brought out poodle skirts, leather jackets, and retro treats like cotton candy, while an elegant Afternoon High Tea offered classic charm with finger sandwiches, sweets, and curated teas. From vintage vibes to timeless tradition, the day was filled with joy, connection, and style.



Mardi Gras & Mischief

March brought a double dose of fun to Heron's Key. At Penrose, Mardi Gras was celebrated with beads, festive trivia, and a surprise Duck Float parade that rolled through with music and treats. Later in the month, residents gathered in the lobby for a lively St. Patrick's Day party—complete with Irish-inspired bites, festive drinks, games, and a visit from a mischievous leprechaun.



Creativity & Expression

Heron's Key is alive with creative energy, from artwork and baking to writing, residents continue to express themselves and celebrate one another's talents.

Artist's Gallery

Heron's Key recently celebrated the grand opening of its Artist's Gallery with an evening of wine, cheese, and community. The ribbon-cutting marked the launch of this new resident-led space, dedicated to showcasing the incredible creativity found across campus. With rotating exhibits featuring a variety of mediums, the gallery is a vibrant reflection of the artistic spirit that thrives at Heron's Key.

The Heron's Key Great Bake-Off!

This year's bake-off swapped pies for spring-themed cakes, and the results were both creative and delicious. Residents and staff submitted homemade entries for judging, while others joined in to sample the sweet treats. With prizes, laughter, and plenty of frosting, it was a tasty celebration of community and creativity.



Book Publishing Today

Residents enjoyed an engaging presentation from Heron's Key's own Rick Bleiweiss—an award-winning author and publishing executive. Drawing from his role at Blackstone Publishing and his success as a bestselling writer, Rick offered insights into today's publishing world, answered questions, and shared stories from his journey as an author.

Community Connections

Giving back is part of life at Heron's Key. Through outreach, fundraising, and multigenerational programs, residents stay actively connected to the greater Gig Harbor community.

Supporting Backpacks 4 Kids

Heron's Key wrapped up its 7th Annual Food & Fund Drive for Food Backpacks 4 Kids, led by resident Anne D. and the Gig Harbor Community Volunteers group. The community collected over 500 pounds of food and \$6,000 in donations, with a friendly floor-by-floor competition adding to the fun. It's just one more way Heron's Key continues to give back.

School-A-Palooza

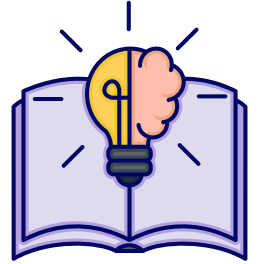
A lively morning of music and conversation brought together students from Swift Water Elementary and Heron's Key residents. The returning Student Council shared their energy and insight, while the 4th and 5th Grade Honor Choir impressed with a heartfelt performance, rehearsed during early mornings before school. Their enthusiasm and thoughtfulness left everyone feeling inspired.

Lifelong Learning & Wellness

Curiosity, movement, and connection fueled this year's programs—from engaging talks and outings to wellness activities that inspire growth and play.

Expanding Minds Through Lifelong Learning

This year, the Lifelong Learning Group introduced three dynamic series: a six-session course on hate speech led by UW Tacoma professor Chris Damaske, the Great Decisions world affairs discussion program, and A Sense of Place, exploring the cultural heritage of Gig Harbor. Each offering sparked thoughtful conversations and fresh perspectives.



Laser Tag Showdown

Residents and staff geared up for a high-energy day of laser tag, complete with laughter, friendly competition, and plenty of surprises. After several lively rounds, the group capped off the fun with a celebratory dinner and shared stories that kept the smiles going.



Wellness in Focus, All Year Long

Each month, Heron's Key highlights a new wellness theme like Balanced Health, Inner Wellbeing, and Peace of Mind—supporting a whole-person approach to thriving. From game nights and chocolate tastings to sound baths and thoughtful discussions on ageism and ableism, each theme brings new opportunities for connection, reflection, and fun.



New & Returning Activities

Heron's Key continues to grow and evolve with the interests of its residents. Several familiar favorites—like **yoga** and the **genealogy group**—have made a welcome return, while informal gatherings such as the **international tasting club** and **bird-watching** outings have added new layers of fun and connection.

Qigong

Heron's Key welcomed a brand-new wellness opportunity with the addition of a resident-led Qigong class. This gentle practice combines movement, breath, and mindfulness to support balance, relaxation, and overall well-being. Open to all experience levels, Qigong has been a calming and energizing addition to the weekly calendar.

