

Welcome to LCS Pathfinder

WhiteStone
A MASONIC & EASTERN STAR
COMMUNITY  EST. 1912

Pre-tour meeting
7.28.26

Agenda

- I. About design4age strategic advisors
- II. Action Plan review and discussion
- III. Master Planning Process
- IV. Existing community snapshot
- V. Tour campus
- VI. Master plan discussion
- VII. Next steps



Where insight meets impact.

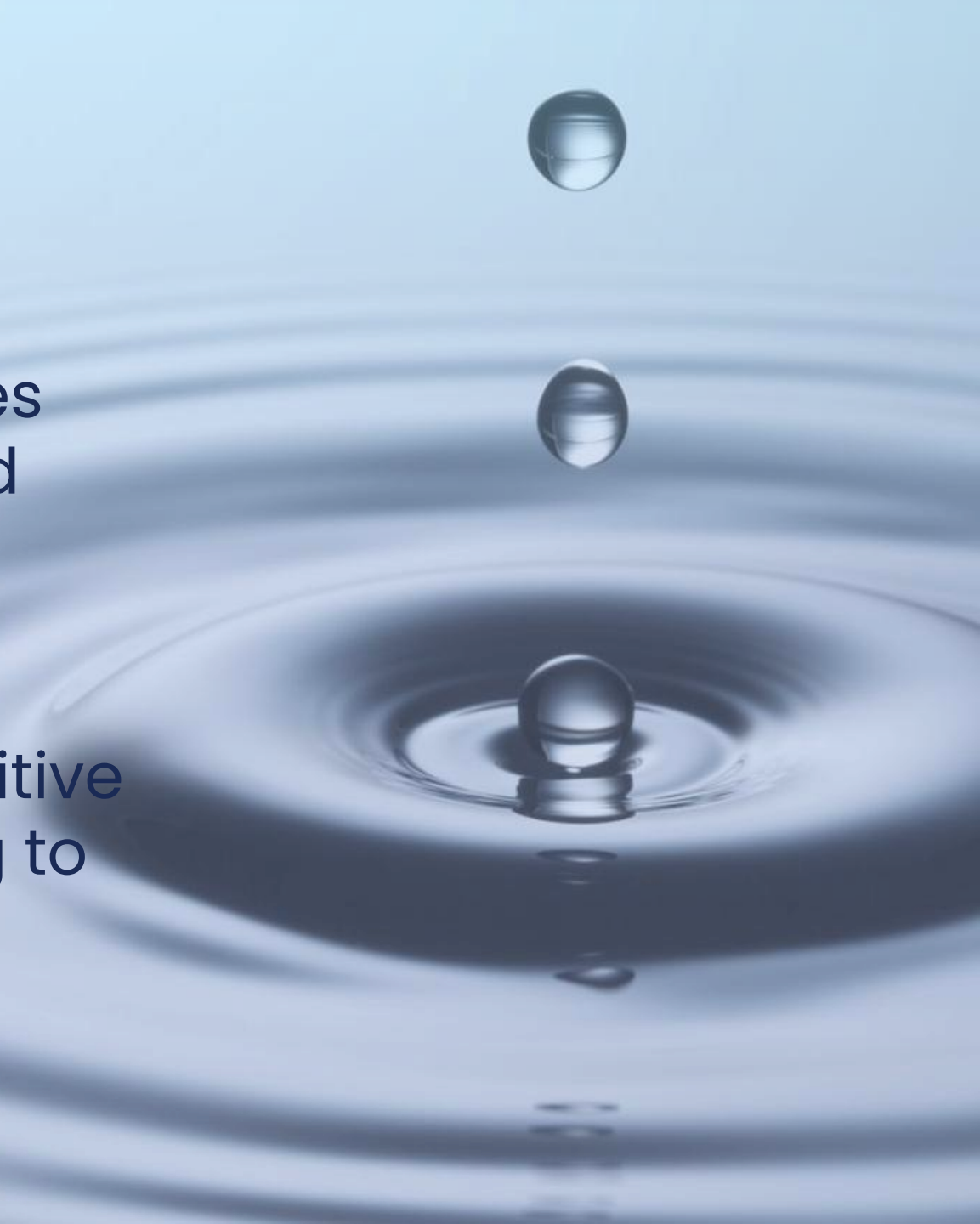
Strategic planning for senior living
success

www.d4a-sa.com



Like a ripple in water, the choices made early in planning expand outward, affecting the lives of residents, staff, and families.

We bring foresight, long-term positive effects and people-first planning to every project we engage with.



Our Why



Our Why



Select Project Experience



The Cedars

Portland, MA

Scope: Campus Strategic Master Planning, Repositioning & Rebalancing



Holy Family Senior Living

Bethlehem, PA

Scope: Campus Strategic Master Planning, Repositioning & Rebalancing



Laurel View Village

Davidsville, PA

Scope: Campus Strategic Master Planning, Repositioning & Rebalancing



Cobbdale Assisted Living

Fairfax, VA

Scope: Site Analysis, Zoning Support, Due Diligence, Planning & Conceptual Design for New Memory Care Assisted Living Cottage Neighborhood Site



Brice Point at Carolina Colours

New Bern, NC*

Master Planning of Greenfield Site, New Construction Memory Care, Assisted Living, Skilled Nursing, Independent Living, Community Center



Taylor Glen

Concord, NC*

Scope: Master Planning, Repositioning, New Construction / Expansion, Independent Living Apartments, Main Street, Dining Venues, Wellness Center, Indoor / Outdoor Entertainment, Memory Care Assisted Living Household, Skilled Living / Rehab Renovations

Select Project Experience



Ardenwoods

Arden, NC*

Scope: Campus Strategic Master Planning, Repositioning & Rebalancing



Carol Woods

Chapel Hill, NC*

Scope: Campus Strategic Master Planning, Repositioning & Rebalancing



Westminster Canterbury Richmond

Richmond, VA*

Scope: Major Campus Expansion, Master Plan, New Independent Living, New Community Center, New Wellness Center, Hybrid Villas



Bay Village

Sarasota, FL*

Scope: Master Planning, Repositioning, Renovation & Modernization of Dining Venues, Common Spaces, New Wellness & Fitness, Memory Care



Givens Estates

Asheville, NC*

Angel Hospital Repositioning Study*
Lake Junaluska Master Plan*



Carolina Meadows

Chapel Hill, NC*

Campus Master Planning, Independent Living Expansion



Rolling Green Village

Greenville, SC*

Scope: Phase III Master Planning, New Independent Living, Commons & Community Spaces, New Assisted Living



Salemtowne

Winston Salem, NC*

Master Plan Expansion Studies



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Pathfinder Action Plan Review

Whitestone: Key Strategic Pillars

Fundraising for Future Development

- Engage a fundraising expert
- Target Public \$, Grants and fraternal partnerships
- Evaluate current fundraising model
- Develop a flexible fundraising plan

Financial Optimization

- Evaluate investment strategy for improved returns
- Adjust pricing of monthly fees
- Identify revenue-generating opportunities
- Analyze semi-private rooms

Master Plan Execution

- Establish Steering Committee
- Develop new master plan through collaborative meetings
- Obtain Board Approval
- Initiate Feasibility study

Revenue – Generating Healthcare

- Assess home care needs
- Review pricing structure
- Align AL & MC pricing by level of care
- Capture supply costs – bundled pricing
- Optimize bed count

Workforce Strategy

- Identify needs by dept.
- Implement retention strategies
- Explore dual employment opportunities
- Introduce Employee Navigator role
- Develop recruiting plan
- School partnerships

Strengths

S

Strengths

Legacy & Mission
alignment
Occupancy &
Demand
Recent investments
Partnerships
Financial Position
Culture & resident
engagement

Top Strengths:

- 100 years of service; strong brand identity
- Deep fraternal ties is a unique differentiator
- 95%-97% occupancy + strong waitlist
- Renovated Care and Wellness center, dining venues and expanded wellness spaces
- Strong affiliation with LCS & LCS Signature Experiences
- Solid DSCR and healthy reserves
- High resident satisfaction & strong culture
- Programming aligned with consumer expectations



INTERNAL

Weaknesses

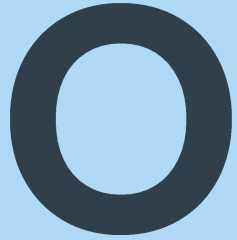


Top Weaknesses:

- High turnover in Healthcare & Dining
- Difficulty recruiting CNAs & clinical staff
- Legacy buildings require replacement or repositioning
- Parking constraints
- Home Health operating at a loss
- Limited technology integration
- *Health Center viewed as Institutional?*
- Need for stronger marketing
- Decision-making process can be slow; risk of mis-alignment



Opportunities



Opportunities

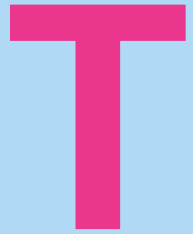
Market Growth
Expansion Potential
Technology Integration
Healthcare innovation
Charitable giving &
Partnerships
Consumer Trends

Opportunities

- 23-24% projected population growth over next 5 years; A/A+ Market Viability Rating
- Adjacent land available for development
- Mixed-use development to diversify revenue streams
- Smart Home features, telehealth, passive monitoring, Ai-driven staffing
- Value-based Care partnerships
- Grants & public funding opportunities
- Collaboration with colleges for CNA pipeline



Threats



Threats

Labor Market
Constraints
Economic Pressures
Competitive
Landscape
Healthcare
Reimbursement Risks
Charitable Giving
Decline
Technology Risks

Top Threats:

- Shrinking workforce & growing demand
- Immigration policy reduces access to foreign-born workers
- Rising construction costs and inflation
- Interest rate volatility
- Active Adult and Rental model competition
- Nearby community expansions
- Medicare Advantage Plans offer lower reimbursement
- Generational shift away from philanthropy
- Cybersecurity threats





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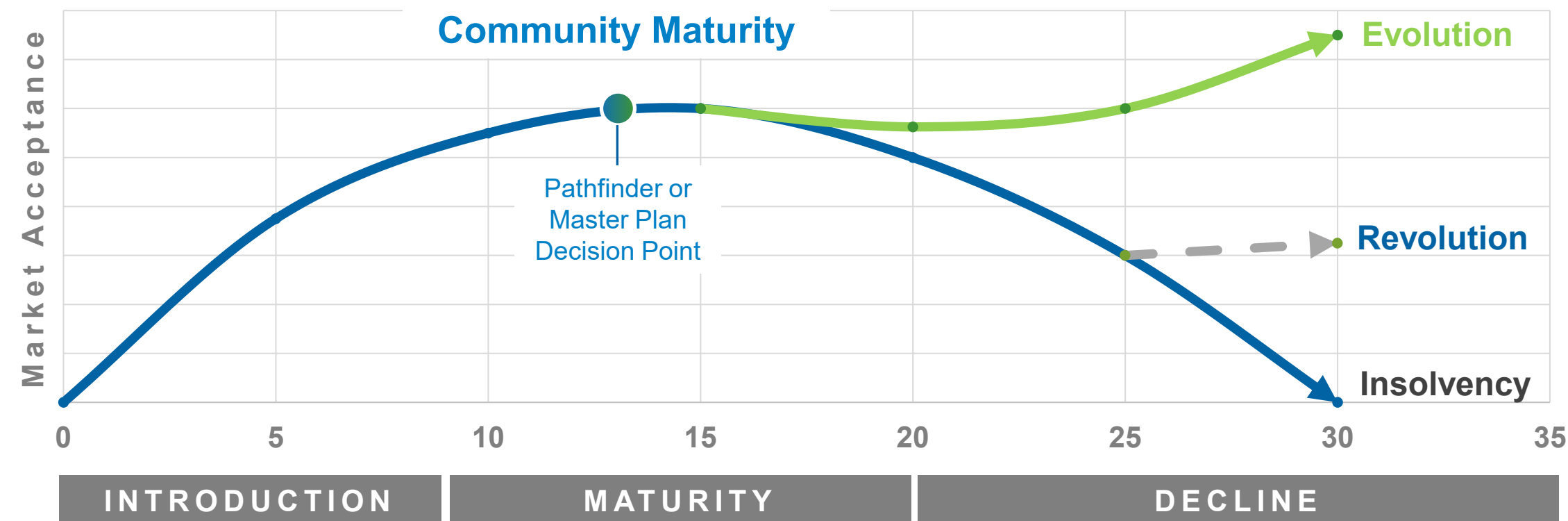
Master Planning process

Strategic Planning vs. Master Planning

Strategic planning focuses on long-term organizational goals.

Master planning is a long range, holistic look that focuses on the physical aspects of the community and identifies improvement and expansion opportunities that can be undertaken in over time and meet the goals of the strategic plan, while ensuring each is achievable within the constraints of the competitive and financial markets.

Community Life Cycle



Why should you Master Plan?

**Protect your
enduring
Mission**

**Stay relevant
and competitive
in your market**

**Meet the
expectations of
today's
residents**

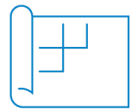
**Opportunity to
right-size
healthcare if
needed**

**Formulate a
roadmap for
your future**



Master Planning Activities

04



Master Plan
Approval

01



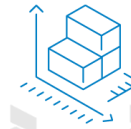
Discovery

03



Collaboration

02



Assessment



Phase 1 Cycle

Master Planning Process

At Meeting 1:

- Presentation assessment findings
- Brainstorming session with committee

At Meetings 2 and 3:

- Iteratively review and revise scenarios with committee
- Agree on preferred direction/priorities

At Meeting 4:

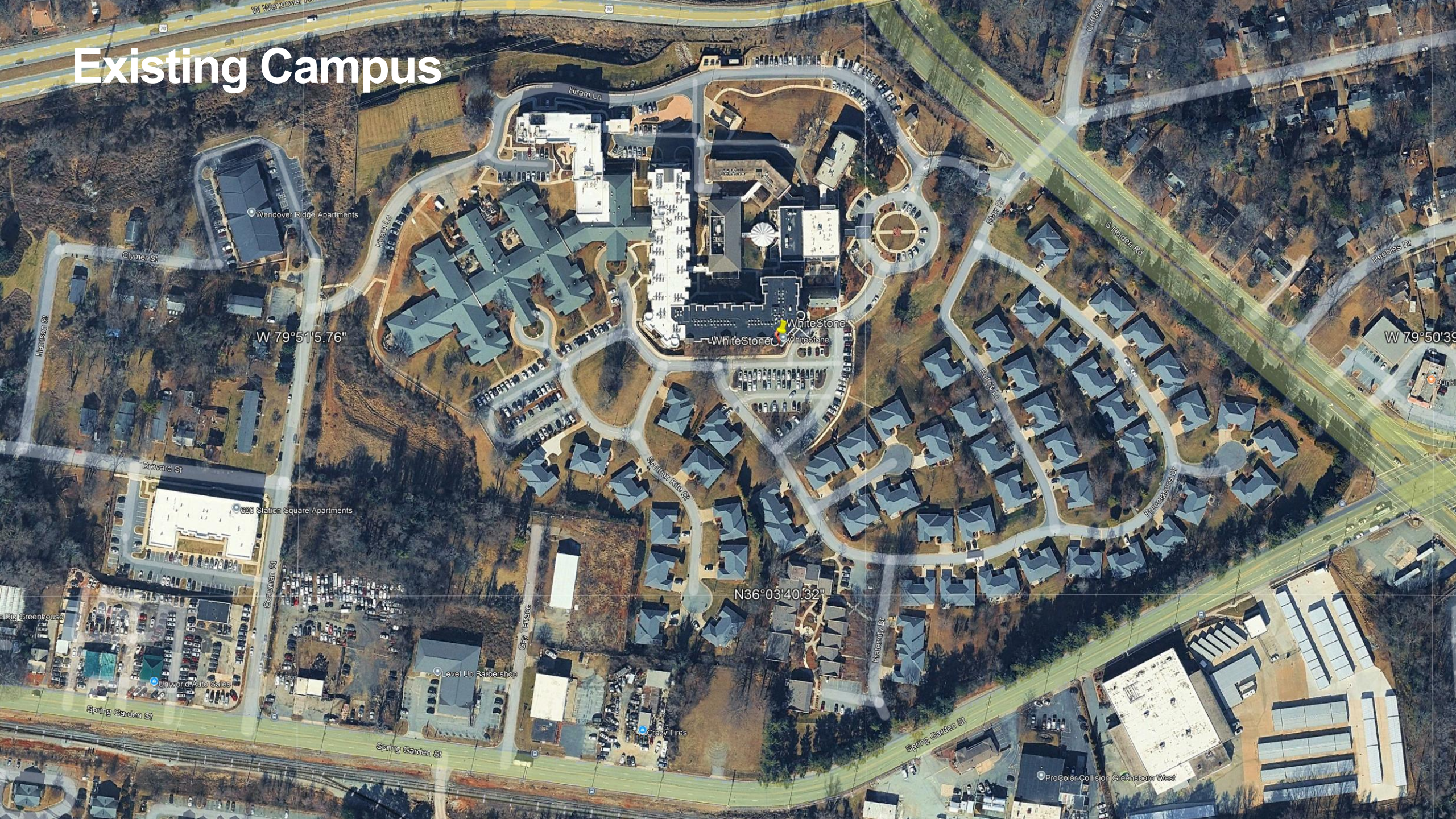
- Present to stakeholders and agree on plan



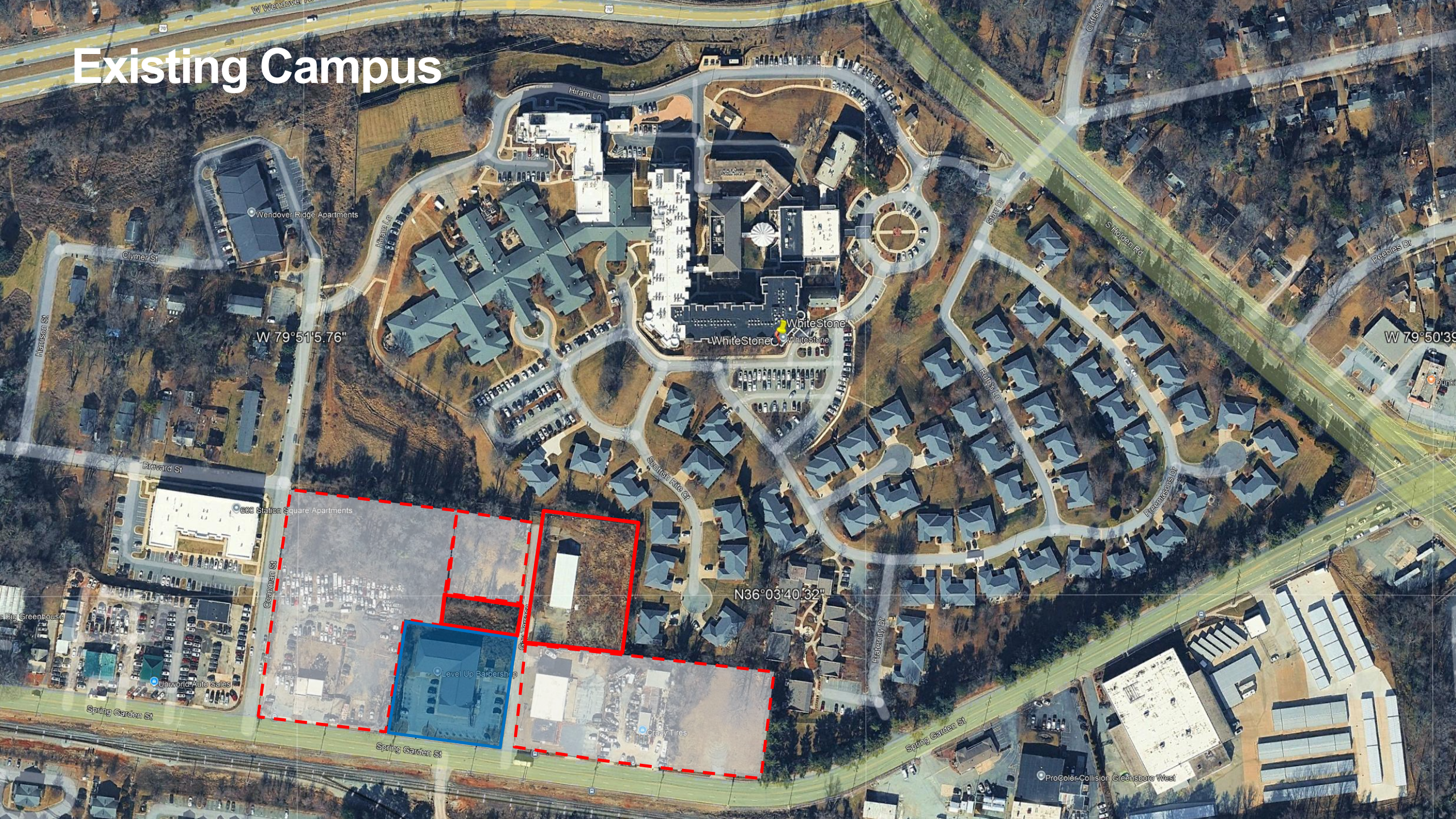
Existing Campus



Existing Campus



Existing Campus



Independent Living Units

Building Type	Qty.
Cottages	16
Villas	54
Linville - IL Units	8
Latham - IL Units	1
Bennette – IL Units	18
2010 Expansion – IL Units	46
2020 Expansion – IL Units	67
Total IL Units	210



Health Care

Building Type	Qty.	Occ.
Skilled Nursing Units (88 Beds)	86	88%
Assisted Living Units	24	98%
Memory Care Units	12	94%
Total Health Care Units (122 Beds)	122	





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Campus Tour



Focus of Next Phase of Plan

Master Plan Scope & Focus

Not previously renovated – resident rooms, private baths, match what has already been done

New North IL – ~56 units
Fine Tune Overall Unit Mix / Type etc.

HC Assessment / Right Sizing

Complete full program of commons amenities

Delineated wetland area – 50' riparian buffer req'd at streams
SW Parcel Corner development

Oldest villas to be replaced

Maintenance – to be relocated?

Next Phase of Master Plan

- New North Independent Living Building – fine tune apartment unit designs
- Complete Full Commons Amenities – Dining Expansion, Auditorium, other (movie?)
- SW Parcel Corner development
- HC Assessment / Right Sizing

Existing IL Amenity Spaces

- Chapel
- Salon & Spa (2020 bldg.)
- Arts & Crafts (Linville)
- Coffee Shop (Linville)
- Game room (Linville)
- Lounge (Linville)
- Library (Linville)
- Activity Room (Linville)
- Store (Linville)
- Dining
- Rotunda Pub
- Fellowship Hall (Linville)
- Conference Room (Linville)
- Outdoor Dining (Dining Bldg.)
- Indoor Pool (CWC)
- Group Fitness (CWC)
- Cardio & Strength (CWC)
- Physical Therapy (CWC/AL)
- Resident Health Services (2020 bldg.)

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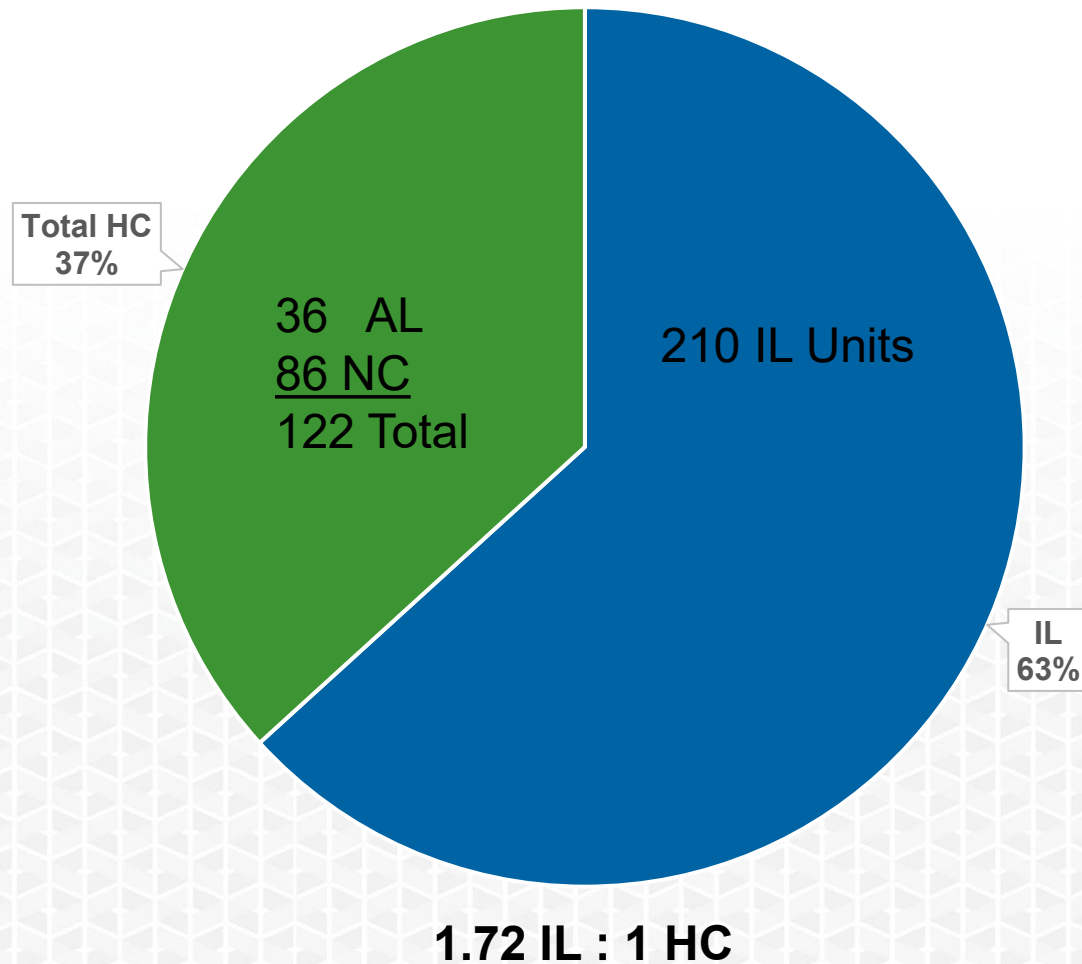
IL to Health Care Ratio Comparison



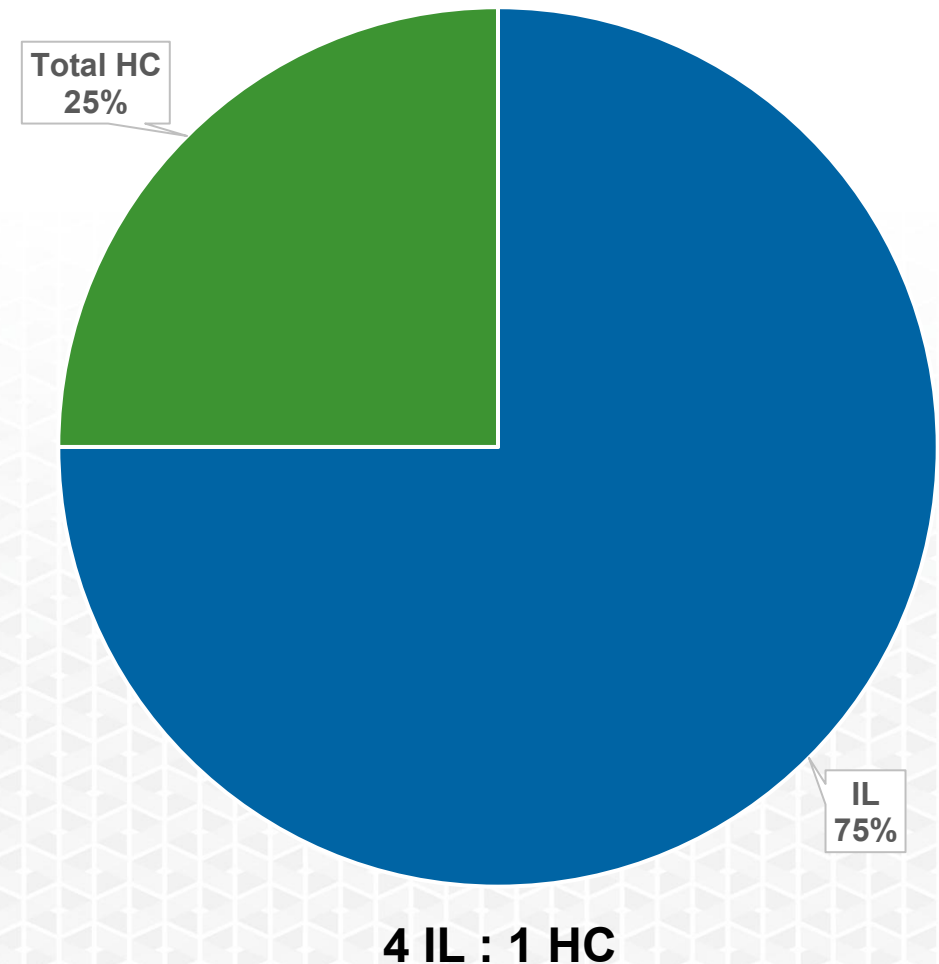
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Whitestone Existing Total IL to HC Ratio



Market Rate Total IL to HC Ratio



Wrap up – Thank You!



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