



HONORING OUR LEGACY

# Choosing Our Future

2025 IMPACT REPORT

 EBENEZER

# From Our Leadership

## A Message from the CEO and the Board of Directors' Chair

As we reflect on the past year and look to the future, we have gratitude for our history, mission, and the individuals who have shaped Ebenezer into what it is today.

Our story began on May 7, 1917, with the founding of Ebenezer Gamlehjem. Inspired by Sister Caroline Unhjem's vision, our organization was created to care for older adults and those facing disadvantage at a time when few safety nets existed. She believed in the inherent dignity and worth of every person. That belief became our foundation.

More than a century later, that same foundation sustains us. While the needs of older adults have evolved, our purpose has not. We remain committed to ensuring that the older adults of today—and tomorrow—receive the services, support, and connection that empower them to live their best lives.

In 2025, we continued laying the framework for growth: not simply for expansion's sake, but rooted in impact. We strengthened our operational foundation, invested in our people, advanced strategic partnerships, and sharpened our focus on innovative service models. Each of these efforts ready Ebenezer to respond to changing demographics, rising expectations, and the increasing complexity of senior care.

Growth requires both courage and stewardship. We are committed to honoring the trust placed in us by residents and families, team members, donors, and community partners. Our work this year has been intentional: building systems that scale with integrity, fostering cultures that attract and retain mission-driven talent, and ensuring financial sustainability that supports long-term excellence.

None of this happens without the dedication of our team members and the support of our broader community. Every caregiver, staff member, volunteer, and supporter carries forward Sister Caroline's vision in tangible ways.

We move forward with humility and determination. Our history gives us strength. Our mission gives us direction. Our responsibility to future generations compels us to act boldly.

Thank you for being part of this enduring story. We are building on a legacy more than a century strong—ensuring that older adults can live with dignity, purpose, and joy for generations to come.

**With Gratitude,**



**Brett K. Anderson**  
President and Chief Executive Officer



**Scott Wordelman**  
Chair, Board of Directors

# Over a Century of Care

Founded in 1917 by Norwegian Lutherans in Minnesota, Ebenezer began with a Christian mission to provide compassionate care to homeless older adults and those in need. Today, as Minnesota's leading senior housing operator, we continue to be committed to our faith-based mission, innovating senior living, and combining our experience with a commitment to individualized care. We proudly uphold our founding vision which remains at the heart of everything we do.



## Ebenezer Executive Team



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President and  
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# Expansion Through Development and Acquisition

Ebenezer continues to expand its ministry by thoughtfully growing our portfolio through both new development and strategic acquisitions. In partnership with mission-aligned organizations, we create and enhance communities that meet the evolving needs of older adults, ensuring high-quality housing, services, and care across the regions we serve. This growth reflects our commitment to extending service while strengthening the long-term sustainability of our organization.



## Terralume Signature Memory Care

Minnetonka, MN

[TerralumeMemoryCare.com](http://TerralumeMemoryCare.com)

Terralume Signature Memory Care on Wayzata Boulevard is set to open in the summer of 2026. Terralume is a purpose-built community developed by Greco and dedicated to individuals living with Alzheimer's disease and other forms of dementia. The community features approximately 40 Memory Care suites and provides a highly specialized environment focused on dignity, safety, and engagement.



## Fox Ridge at The Pillars

Hermantown, MN

[PillarsSeniorLiving.com/Hermantown](http://PillarsSeniorLiving.com/Hermantown)

Fox Ridge at The Pillars is a first-of-its-kind senior living community in Hermantown, Minnesota, offering 20 age-restricted townhomes designed for adults seeking Independent Living today with the assurance of future care options. Each residence features approximately 2,000 square feet of single-level living with two bedrooms, two bathrooms, and an attached two-car garage, combining comfort, accessibility, and convenience in a private, residential setting.

## Oak Meadows Senior Living

Oakdale, MN  
Oak-Meadows.org



Oak Meadows Senior Living joined the list of Ebenezer-owned properties in January 2025. This community offers a range of living options including Independent Living, Assisted Living and Memory Care with 122 residences designed to provide comfort, independence, and personalized care.

## The Sycamore of River Falls II

River Falls, WI  
TheSycamoreSeniorLiving.com



The Sycamore II is an expansion of The Sycamore of River Falls, which has Independent Living, Assisted Living and Memory Care options along with Villa Townhomes. The expansion will include 24 additional Memory Care suites and eight twin townhomes, and was developed in partnership with Frisbie Companies.

# The Best of 2025

31 communities received  
**U.S. News & World Report  
Best Senior Living Awards**



4 communities received  
**U.S. News & World Report  
Best Nursing Home Award**



16th consecutive year as  
**Star Tribune Top Workplace**



17 2025 Sun Newspapers  
**Reader's Choice Awards**



4 Ebenezer Child Care  
Centers receive **Generations  
United Awards**



5 communities recognized  
in **MSP Business Journal's  
Top Senior Living +  
Care Issue**



Organizational  
Employee Engagement  
2025 score of  
**84% favorable  
(13 points above U.S.  
healthcare norm)**



Customer Experience  
2025: **49 Net Promoter  
Score (9 points over  
industry benchmark)**



Customer Experience  
2025: **75 Customer  
Engagement Score  
(2 points over  
industry benchmark)**



# A Legacy of Innovation, A Future of Possibility

Nearly 50 years ago, Ebenezer pioneered a new model of living for older adults with the opening of 7500 York in Edina—the nation’s first age-restricted cooperative. That bold idea of combining home-ownership, community, and freedom from maintenance sparked a movement that has since grown to the management of more than 60 cooperatives across the Upper Midwest.



Today, Ebenezer is building on that legacy through Estoria Cooperatives, reimagining this proven model for a new generation seeking agency, connection, and choice.

In March 2026, that vision became reality with the grand opening of Estoria Cooperative Lakeville, welcoming member-owners into their cooperative community. Just months earlier, in fall 2025, Estoria Cooperative Oak Marsh in Oakdale broke ground.

Estoria Cooperatives offer home ownership that provides financial stability and equity while removing the burdens of home maintenance. Member-owners purchase a share in the cooperative, gaining not only a home, but a voice in how their community is shaped. The result is a lifestyle that emphasizes simplicity, flexibility, and connection.

At Estoria Cooperative Lakeville, residents are already experiencing the benefits: more time for travel, wellness, and relationships in a setting designed for ease and engagement. At Oak Marsh, that same promise is taking shape—bringing together future neighbors who are investing not just in a home, but in a shared way of life.

These communities reflect a growing shift in how older adults define the “good life”: one rooted in community and the freedom to live on their own terms. For Ebenezer, it is the continuation of a story that began decades ago: one that continues to evolve with every new cooperative, and every new member-owner who calls it home.

**Visit both communities on the web at:**  
[EstoriaLakeville.com](http://EstoriaLakeville.com) | [EstoriaOakMarsh.com](http://EstoriaOakMarsh.com)

# Ebenezer Foundation

FUNDS RAISED IN 2025

# \$661,000

# 547

Total Donors

# 267

New Donors

# 153

Planned Giving Donors



Leadership Team

# 100%

Donor participation from the Ebenezer Board of Directors & Executive Leadership Team



Fountains at Hosanna

# \$90K+

 Raised for their outdoor patio project

Corporate Sponsorships

# \$200K+



Employee Emergency Loans

# \$70K+

Provided in Employee Emergency SOS Loans for 79 employees

Music Programming

# \$250K+



Funded by Ebenezer and communities for programming from the MacPhail Center for Music



Spiritual Care

# \$20K+



Employee Education

# \$10K+

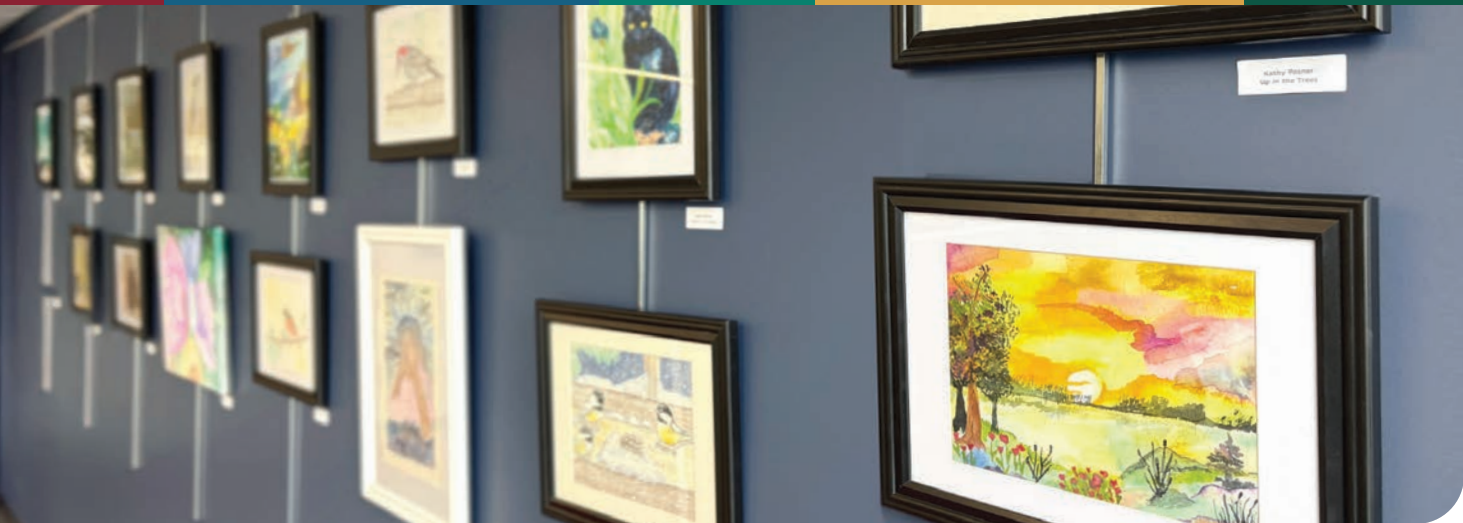
Raised in Employee Education Grants

Community Grants

# \$522K



Provided in grants back to Ebenezer communities



Resident art gallery located at Ebenezer Corporate Offices in Edina, MN

## A Journey of Creativity, Connection, and Purpose

### Ebenezer Cornerstone: Lifelong Learning

At Ebenezer, we believe in the power of lifelong learning to enrich the lives of older adults through creativity, connection, and self-expression. Our Lifelong Learning program at The Fountains at Hosanna, and across all Ebenezer communities, offers residents opportunities to engage in art, music, and other creative outlets. These activities enhance health, and provide residents with a sense of purpose and belonging, helping them lead fulfilling lives.

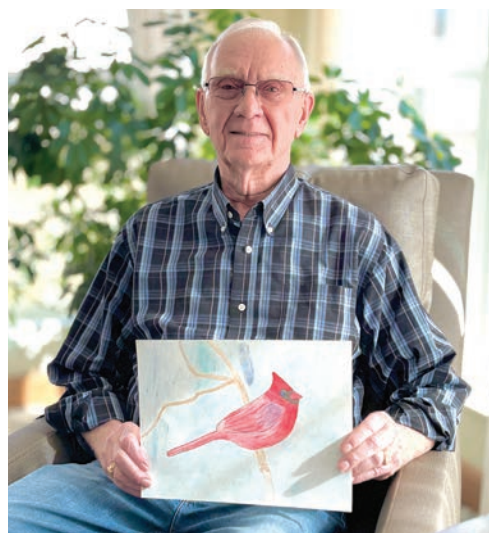
### Pam Lindemann's Artistic Awakening



Pam Lindemann, a former high school English teacher, never considered herself an artist. "I used to watch my uncle, who illustrated children's books. I always thought, 'I wish I could do that,' but I never thought I could," Pam shared.

When Pam moved to The Fountains, she was encouraged to try the art classes. Two years later, she continues to explore different artistic mediums, from drawing to watercolor. For Pam, the most important lesson has been to enjoy the process. "I'd say don't be nervous. Whatever you do can be right. You enjoy it."

### Dorian Grove's Journey Into Art



Dorian Grove, a former hydraulic sales professional, never imagined taking up art in his retirement. "I was really nervous when I started," Dorian admitted. "I'd never done this before." With encouragement from fellow

residents, including Virgil Beck, Dorian gained the confidence to try painting.

Now, Dorian is working on his first watercolor piece. "I'm picky, but I don't know yet what I'll do next. Maybe more watercolor," he said. Dorian has found a new sense of accomplishment through his creative work. "It's been nice meeting new people and getting support," he said. "We all talk about our projects, and it feels good to be part of this group."

### Virgil Beck's Transformation Through Art



Virgil Beck, a former tool designer, had never considered himself an artist when he moved to The Fountains in 2013. "I was looking for something to do, and I'd never done anything in art," he said. After joining the Lifelong Learning program, Virgil discovered the joy of creating art. "We've tried different materials—watercolor, pencil—and we choose what we like best," he explained.

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**Try everything. You never know until you give it a go.**

— Virgil

For five years, Virgil worked with other residents to create a handcrafted miniature house now displayed in the main lobby. "We all contributed different parts to the project, and it brought us closer together," he shared.

"We've become friends in the class," Virgil said, highlighting the community that has formed through the program.

Virgil's advice for others unsure about trying something new is simple: "Try everything. You never know until you give it a go."

### Dolores Rosenbrook's Creative Legacy



Dolores Rosenbrook moved to The Fountains nine years ago and was initially hesitant to try art classes. "I thought I couldn't even draw a stick man," Dolores admitted. But after seeing the impressive work of fellow resident Virgil, Dolores decided to give it a try. "I was impressed by what Virgil had done, and that motivated me to join the classes," she said.

Dolores has found a love for watercolor painting, which she describes as "forgiving." "If something isn't right, you can just add water and change it," she explained. Dolores also values the sense of community she's gained. "We've become friends in the class," she said. She now shares her art with her family, who proudly display her paintings.

### The Power of Lifelong Learning

Lifelong Learning is more than just a program—it's a transformative experience that enriches lives. As shown by the stories of Pam, Dorian, Virgil, and Dolores, the program fosters creativity, connection, and purpose. Through the arts, residents discover fulfillment and joy, proving that it's never too late to find your inner artist and the "fountain of youth" that creativity brings.



Above: Member-owners break ground at Estoria Cooperative Oak Marsh  
Below: TowerLight resident and child connecting



Above: Cheers! Willows Bend residents lift a glass  
Below: Martin Luther residents enjoying a beautiful day





Top: The Pillars of Prospect Park Dance Team  
 Middle: (L to R) Former Ebenezer CEOs: Jon Lundberg, Mark Thomas, Kent Ecklund; current CEO: Brett K. Anderson  
 Below: Estoria Cooperative Lakeville member-owners make selections for their new home

Top: Members of Team Ebenezer at the Walk to End Alzheimer's  
 Middle: Riley Crossing resident and child care kids learning together  
 Below: Resident and team member at Oak Meadows





*Henry Robertson and his friend, both former attendees of TowerLight Child Care, visit the kids in St. Louis Park, MN*



## HISTORY

**In 2002, Ebenezer Ridges campus introduced intergenerational programming with the opening of a child care center.**

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# Where Generations Grow Together

## Ebenezer Cornerstone: Intergenerational Programming

When Greg Robertson, Executive Vice President and General Manager at Notify, reflects on his family's experience at TowerLight, one memory rises above the rest.



Greg Robertson

"All the kids were invited to a resident's 100th birthday party," he recalls. "You had the 100-year-old, her child in their 80s, babies, toddlers and preschoolers all at the same party."

That moment of four generations gathered in one room captures what makes TowerLight's intergenerational childcare program so distinctive.

Through a partnership between TowerLight Senior Living in St. Louis Park and its childcare program, young children and older adults are in a stimulating, co-learning environment. The campus creates opportunities for interaction through activities such as read-along time, gardening, bingo, science programming, MacPhail Music for Life Side by Side™, special family events and shared meals. Connections like stopping to visit, or joining weekly programs are just as meaningful.

The childcare philosophy centers on learning through play and exploration. As children and older adults share stories, games and activities, bonds form that transcend generations.

Greg's son Henry was among the first to participate when the program began more than a decade ago. What started as a preschool experience became something that shaped their entire family.

"It was great right from the start," Greg says. "It kind of felt like home."

Henry spent nearly five years in the program, building friendships with other children and residents he calls his "grandfriends." The impact has lasted far beyond graduation.

"He's still friends with kids he met here, even though they never went to school together after

they left," Greg shares. "Even now, going into high school, they're best friends."

For children who may not live near their grandparents, these relationships are meaningful. Spending time with older adults helps them see beyond their own small worlds. They gain perspective, develop empathy and discover similarities. That understanding builds respect and a talent for celebrating differences.

Greg believes the benefits extend equally to residents.

"There's sometimes a stigma that senior living is lonely," he says. "But when you see the intergenerational care, everyone's face lights up."

The presence of children brings energy and purpose to the community. Residents attend preschool graduation, celebrate milestones, and share stories and wisdom. In return, children offer laughter, curiosity and a spark of joy.

TowerLight is one of four Ebenezer communities across the Twin Cities that offer child care. In addition to TowerLight, Riley Crossing, Ebenezer Ridges and The Pillars of Prospect Park each integrate early childhood learning into their senior living campuses. Even at locations

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**He's still friends with the kids he met here...going into high school, they're best friends.**

— Greg

without on-site child care, intergenerational programming is still an essential part of the experience, ensuring meaningful connections among all generations.

Years later, the experience remains part of Greg's family story.

"To have it still be a good part of their life," he says, "I think that's a testament to the people here."



Left to right: Chelsea Adney, Ashley Jackson, Tre Von McClellan, Angie Mwangi and Ageane Reed.

## A Culture of Growth

In this Employee Spotlight, we highlight the inspiring career journeys of several Ebenezer team members who have risen through the ranks within the organization. Their stories showcase not only their growth and dedication but also the opportunities for advancement available at Ebenezer. From starting in entry-level roles to taking on leadership positions, these employees demonstrate how internal career progression supports both professional development and the wellbeing of our residents. Their experiences reflect the value of promoting from within, creating a pipeline of talent that is deeply rooted in our mission and culture.

“

**Opening a new community gives me the chance to shape a culture that inspires our team to provide the best possible experiences for residents and their families.**

— Chelsea

### Chelsea Adney

*Executive Director of Resident Experience and Operations, Terralume*

Chelsea’s career began as the Life Enrichment Director at Trails of Orono and has evolved into her current role as Executive Director at Terralume. She has held various roles, including Sales Director, which allowed her to expand her understanding of operations. Chelsea believes promoting from within brings valuable experience to leadership, enhancing the quality of care for residents.

““

**The most fulfilling part of my journey is seeing the impact we have on residents' lives, and I'm grateful to be part of a team that values people above all else.**

— Ashley

““

**Senior living is more than a career for me. It's a chance to bring joy, comfort, and companionship to those who helped shape the world we live in.**

— Tre Von

““

**Senior living isn't just about care. It's about making connections and understanding the unique needs of each individual, whether it's a resident or a team member.**

— Angie

““

**I love the variety in my role. Whether I'm stepping in to help with activities or supporting residents in a new way, it keeps me inspired and connected to what really matters.**

— Ageane

### **Ashley Jackson**

*Executive Director, Amira Choice Roseville Communities*

Ashley started as a Certified Nursing Assistant while pursuing her Nursing Home Administrator license and now serves as the Executive Director at Amira Choice Roseville. Over time, Ashley moved through roles such as Project Manager and Human Resources, each helping her understand how to best support teams and residents. She believes internal mobility is crucial to fostering continuity and trust, creating stronger, more connected communities.

### **Tre Von McClellan**

*New Employee Orientation Coordinator, Corporate*

Tre began his career as a Resident Assistant at Riley Crossing in Chanhassen and now works as the New Employee Orientation Coordinator. Inspired by childhood experiences with senior living, he's passionate about supporting older adults. Tre's journey through roles like Lead Resident Assistant and Resident Services Coordinator has shown him the value of promoting from within, as it fosters trust with residents and strengthens leadership.

### **Angie Mwangi**

*Director of Health Services, Amira Choice Roseville Communities*

Angie's journey began as a Resident Assistant at Trails of Orono, and she's now the Director of Health Services at Amira Choice Roseville. Despite initially wanting to pursue a career in accounting, Angie's experiences caring for her grandmother and aunt led her to nursing. She believes promoting from within strengthens relationships and ensures continuity for residents.

### **Ageane Reed**

*Assistant Executive Director, Oak Meadows*

Ageane started her career at Oak Meadows after an unexpected job opportunity, and now she is the Assistant Executive Director. Although she didn't initially plan to work in senior living, she quickly fell in love with the work and has embraced a variety of roles, including prayer ministry and marketing. Ageane sees promoting from within as essential for building trust with residents, as familiarity fosters comfort.

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Board Member

**\***: Ebenezer Foundation  
Board Member

*Italics:* Executive Leadership  
Team Member



The Rev. Chris Beckman

## Faith Matters

### Ebenezer Cornerstone: Faith Foundations

Many folks take a spiritual journey each spring. Christians walk through the 40 days of Lent. Muslims observe Ramadan with fasting, prayer, and community. Jewish families celebrate Passover—remembering freedom and liberation. The spirit of renewal that comes with spring is all around us.

Do you know what these faith traditions have in common? They all believe in caring for their elders.

Faith guided the original Norwegian Lutheran immigrants who started Ebenezer. Setting aside their theological differences—and they had plenty—they agreed on one thing: caring for elders was essential. They built chapels into their communities and called chaplains to serve the spiritual needs of residents, families, and staff. Choirs formed, with residents wearing heavy wool robes. On Christmas Eve, carols filled the halls and each resident held a lit candle. One former chaplain even brought his children to help steady those candles. The original chapel had gleaming wooden pews and a sloped floor.

When a resident in a wheelchair couldn't manage the incline, the need for change was clear—so we leveled the floor.

Spiritual care has always evolved to meet each new generation at Ebenezer. Residents may not be able to stand in heavy choir robes anymore, but a 30-voice choir still sings at The Fountains at Hosanna, and many communities now have handbell choirs using lightweight chimes. We've moved from real Christmas Eve candles to battery-operated ones. Years ago, we didn't have children and daycares on site. Today, we are the largest provider of intergenerational care in the country. At Christmas, the Ridges Campus in Burnsville presents an impressive pageant with more than 70 costumed actors—children, residents, families, and staff.

We partner with Jewish Family Services to support residents' needs. We blow the shofar on Yom Kippur, light the menorah during Hanukkah, and share parts of the Passover meal to teach about Judaism. As Native American residents join us, we offer smudging ceremonies to prepare their spaces. Many communities have beautiful prayer walls crafted by a local artisan, modeled after the Wailing Wall in Jerusalem, where residents, families, and staff place prayer requests. During Ramadan, we support residents and staff as they break their fast with dates and tea.

As we prepare for future generations, holistic spiritual care will continue to grow. Chaplains are training in healing touch and using sensory tools like holding crosses and aromatherapy. Ancient and modern practices—meditation, centering prayer, Tai Chi, yoga, Lectio Divina, and beloved hymns—all have a place here.

At the heart of it all remains the sacred calling to care for our elders.

Blessings on the journey,

The Rev. Chris Beckman  
Corporate Director for Spiritual Care



# Support for the Mind, Body and Spirit

All Ebenezer Senior Living locations are built on six cornerstones that set a standard of care for residents.



## Lifelong Learning

Learning helps keep us young. Engage your mind, body, and spirit through individual and community activities. At any Ebenezer location, you'll always have something to do and something new to learn.



## Dimensions Memory Care

Unique to Ebenezer communities, our Dimensions® Memory Care program supports residents with dementia. Trained caregivers use evidence-based practices, including: relationship-based care, meeting the resident where they are, emphasis on nutrition, creating a calm environment, creative activities, and support for families.



## Crafted Culinary

Good food is good for the soul. Our meals are made from scratch and designed by 5-star chefs. We source local produce whenever possible and serve meals restaurant-style. You'll always have options with daily and seasonal specials.



## Faith Foundations

Ebenezer Senior Living was started on the belief that all people, without exception, are created in the image of God. We continue to hold that belief and offer faith-based programming to residents. Many communities reflect the Christian tradition while others represent religions of all kinds. All faith-traditions are welcomed across all our communities.



## Person-Centered Care

You are not an apartment number or a list of medical needs. You are a person. Our goal is to provide care that reflects your inherent value and unique experience. From the nurses to meal-time staff, we serve with care, compassion, integrity, and dignity.



## Intergenerational Connections

By bridging the gap between generations, we help residents form meaningful connections. Some of our locations have on-site child care, and all of our communities intentionally plan times for generations to make meaningful connection. Not only does this contribute to their social well being, but it can improve mental and emotional health.

**Mission:** Ebenezer Senior Living is driven to heal, discover, and educate for longer, healthier, meaningful lives.

**Vision:** Ebenezer Senior Living is driving a healthier future. A healthier future is realized when we innovate to provide choices for vibrant senior living.

**Values:** Dignity, Integrity, Service, Compassion, Innovation



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