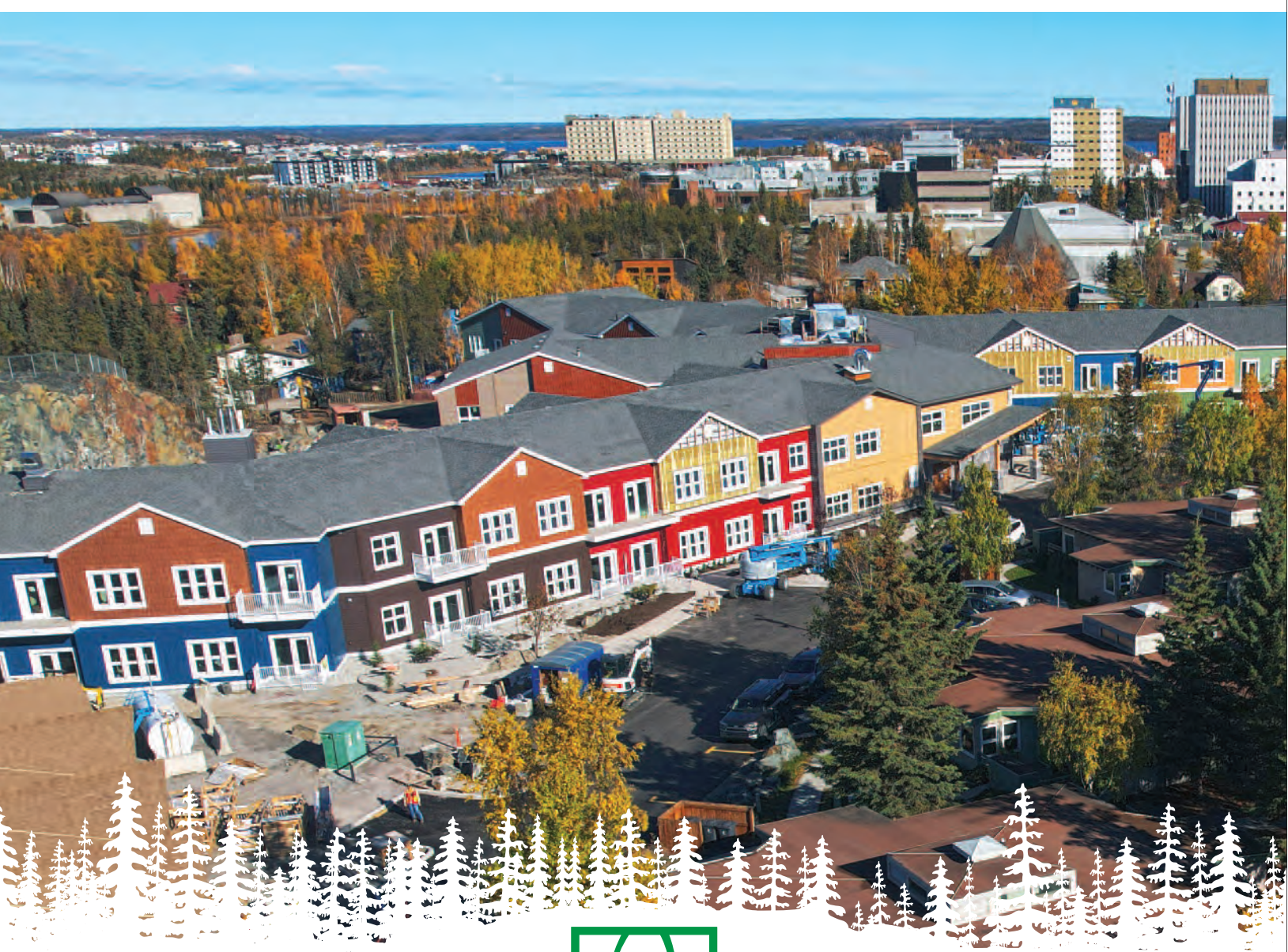


A VISION REALIZED

THE PAVILION AND OUR JOURNEY FORWARD



A Community for Seniors

2024-25 ANNUAL REPORT

[AVENSSENIORS.COM](https://avensseniors.com)

Land Acknowledgement

AVENS acknowledges that our facilities are located in Chief Drygeese territory, which is the traditional territory of the Yellowknives Dene, the home of the North Slave Métis, and part of the “Mqwhì Gogha Dè Nìtłèè” area included in the Tłıchǫ Land Claims and Self-Government Agreement. AVENS honours and respects the histories and cultures of all traditional Indigenous occupants of this land, and we are grateful to be welcomed to live and work here today.

Vision

AVENS ENVISIONS A FUTURE WHERE SENIORS AGE WELL AND HAVE CHOICES, WHERE THEY ARE CONNECTED TO A SAFE AND CARING COMMUNITY FOR LIFE.

Mission

AVENS DELIVERS QUALITY SERVICES TO SENIORS SO THEY CAN MAKE CHOICES ABOUT HOW AND WHERE THEY LIVE.

Values



Respect



Dignity



Collaboration



Accountability



Integrity

AVENS 2024-25 Board of Directors



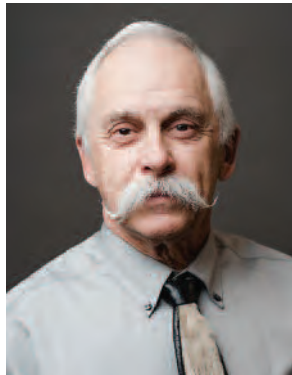
COLLEEN WELLBORN
Chair



DEBBIE DELANCEY
1st Vice Chair



MARION LAVIGNE
2nd Vice Chair



RON ALLEN
Director



MATTHEW SPENCE
Director



LYNDA KOE
Director



KELLY HAYDEN
Director

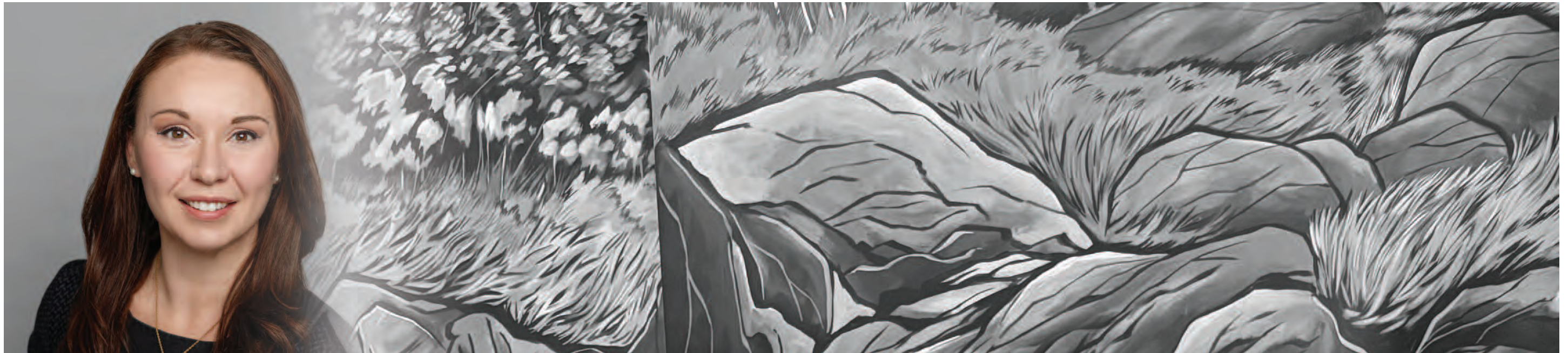


ADAM VIVIAN
Director

Strategic Priorities

- Continue to provide high quality services to AVENS residents.
- Demonstrate leadership, partner innovatively, and share knowledge, in the development and delivery of senior's services in the NWT.
- Proceed with construction and commissioning of additional seniors' housing.
- Explore, through dialogue with the GNWT, AVENS' future role in the delivery of long-term care.
- Begin planning and preparation for the delivery of aging in place services.





Message from the Chair

It has been another eventful and successful year at AVENS – A Community for Seniors, with many accomplishments to reflect on.

The successful completion and occupancy of the AVEN Pavilion stands as a remarkable milestone for our organization. This new building represents more than bricks and mortar—it reflects our long-standing commitment to serving the seniors of the Northwest Territories with dignity, respect, and care.

The Pavilion offers a modern, welcoming environment where aging in place is a reality. Residents now enjoy access to enhanced meal services, an on-site salon, a fully outfitted movie and media room, and many other unique amenities. These additions are already enriching daily life, fostering comfort, connection, and independence. We are particularly excited about the upcoming launch of the ‘Up Here’ Pub—a dedicated social space designed to bring residents together for special events, live music, and relaxed gatherings. Seeing the Pavilion come to life, with residents making it their home and staff bringing it to life

with compassion and professionalism has been deeply rewarding.

These successes would not have been possible without the tireless dedication of our staff and board, the steadfast support of our community partners, and the generosity of our volunteers. Whether through daily caregiving, administrative coordination, or lending a hand during events, the people behind AVENS consistently go above and beyond. Their passion and commitment are the heart of our community, and I extend my deepest appreciation to each and every one of them.

While we celebrate this success, we remain aware of the broader challenges facing long-term care in the NWT. Among them, the ongoing uncertainty surrounding government funding and support. As a non-profit organization serving a critical and growing need, our ability to sustain and enhance our services relies heavily on stable, predictable partnerships with all levels of government. Without long-term commitment and clarity in funding, the future of high-quality senior and elder care in the North remains at risk.

At AVENS, we continue to advocate for the resources, recognition, and systemic change needed to ensure that seniors and elders in the North receive the care they deserve. We remain steadfast in our mission, and committed to working collaboratively with our partners to build a future that honours and supports the generations that blazed the trail for us all.

Thank you for your continued trust, support, and belief in our mission.



Colleen Wellborn
Chair of the Board



Message from AVENS President and Chief Executive Officer

As I address you once again as the President and CEO of AVENS - A Community for Seniors, I am filled with immense pride and deep gratitude for our dedicated team and the resilience of our residents and their families. The past year has been a transformative journey, culminating in the realization of a vision we have nurtured for many years—the completion of The Pavilion. This year's theme, "A Vision Realized - The Pavilion and Our Journey Forward," speaks to not only the \$45 million-dollar physical structure but also the new opportunities it presents for our community.

Reflecting on our recent experiences, particularly the challenges we faced during the wildfire evacuation in the summer of 2023, I am reminded of the strength and commitment that our staff displayed in the face of adversity. They ensured that our 57 residents felt safe, cared for, and connected, regardless of the circumstances surrounding them. Their unwavering dedication during such trying times showcased the core values of AVENS: compassion and community.

It is in these values that inspired and guided the final completion of our campus housing project.

It is without question, one of our proudest achievements in the past 5 years has been the development of our affordable housing project, The Pavilion, alongside the upcoming launch of aging-in-place services for our seniors. These initiatives embody our promise to provide safe and comfortable choices for residents, affirming their ability to age gracefully within a community they know and love.

With The Pavilion now at 100% occupancy, we are excited to shift our focus towards these comprehensive support services that will empower our seniors. Yet, our journey is just beginning, as our commitment to providing affordable, subsidized, and market housing options on campus is more critical than ever and will continue to drive our organization forward.

We also reaffirm our mission to deliver excellent,

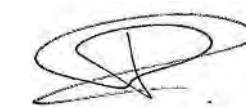
accredited care, and I am proud of our staff's ability to create nurturing environments where residents and their families can thrive, no matter their circumstances.

As we close our current strategic pillars, we look forward to developing a new strategic plan that will guide AVENS into a future filled with innovation and continuous improvement. This plan will reflect our commitment to resident-centered care, and I am optimistic about the new insights and lessons learned from our recent challenges.

I would like to extend my deepest appreciation to our exceptional management and staff operations team. Your tireless dedication, compassion, and commitment are the heart and soul of our facility, and it is an honor to lead such an extraordinary group of individuals. Additionally, I wish to express my gratitude to our volunteer board members for their unwavering support and strategic guidance. Together, we have weathered storms and emerged stronger, more focused,

and united than ever.

In closing, I am humbled by the collective journey we have undertaken. Our experiences over the past year have reinforced the importance of compassion, resilience, and shared purpose. As we embrace our theme of "A Vision Realized," let us celebrate the connections we have made and the future we are shaping together at AVENS. As always, I am excited to continue ensuring that our seniors age well, have many choices, and are supported in a safe and caring community for life.



Daryl Dolynny
President and CEO

AVENS Stewardship

AVENS – A Community for Seniors is an independent, not-for-profit society governed by a volunteer Board of Directors. Our overall vision is that seniors will have a future where they can age well and have choices, where they are connected to a safe and caring community for life.

Since we opened the doors to the Manor in September 1987, AVENS’ board and staff have stayed focused on providing safe, quality services for NWT seniors. We’ve

changed and grown a lot over our history. Starting out as the Yellowknife Association of Concerned Citizens for Seniors (YACCS), we have grown into a sophisticated organization offering not only housing options, but providing a sense of community for seniors from throughout the NWT.

AVENS is governed by an eight-person Board of Directors and is operated by a dedicated staff of over 125 individuals.

2024 – 2025 BOARD OF DIRECTORS

- **Colleen Wellborn**, Chair (September 2022 – current)
- **Debbie DeLancey**, 1st Vice Chair (Sept 2018 – current)
- **Marion LaVigne**, 2nd Vice Chair (February 2018 – current)
- **Ron Allen**, Director (September 2010 – current)
- **Lynda Koe**, Director (September 2018 – current)
- **Kelly Hayden**, Director (September 2018 – current)
- **John Hazenberg**, Director (September 2022 – current)
- **Matthew Spence**, Director (September 2016 – current)
- **Adam Vivian**, Director (October 2023 – current)
- **Daryl Dolynny**, President/CEO, Ex-Officio Member (Oct 2018-current)

EXECUTIVE COMMITTEE

- **Colleen Wellborn**, Chair
- **Debbie DeLancey**, 1st Vice Chair
- **Marion Lavigne**, 2nd Vice Chair

FINANCE COMMITTEE

- **Kelly Hayden**, Chair
- **Sara Fullerton**, Chief Finance and Technology Officer

GOVERNANCE COMMITTEE

- **Debbie DeLancey**, Chair
- **Lynda Koe**

- **Adam Vivian**
- **Matthew Spence**

DEVELOPMENT COMMITTEE

- **Colleen Wellborn**, Chair
- **Kelly Hayden**
- **Thomas Milan** (Contract Project Manager)

FUNDRAISING COMMITTEE

- **Marion LaVigne**, Chair
- **Lynda Koe**
- **David Gilday** (Member of the Public)

AD-HOC NOMINATING COMMITTEE

- **Ron Allen**, Chair
- **Kelly Hayden**

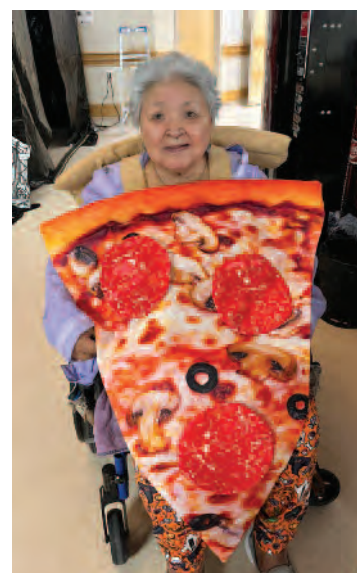
MANAGEMENT TEAM

- **Daryl Dolynny**, President and Chief Executive Officer
- **Frances Marshall**, Chief Nursing Officer
- **Sara Fullerton**, Chief Finance and Technology Officer
- **Lindsey Dwojak**, Chief People Officer
- **Steven Nicholas**, Chief Operations Officer
- **Catherine Travis**, Chief Housing Officer
- **Carol Norwegian**, Volunteer and Recreation Supervisor
- **Rick Marshall**, Maintenance Supervisor
- **Lawrence Malaque**, Food Services Supervisor
- **Randie Salaveria**, Housekeeping Supervisor
- **Tiffany Vannatter**, Executive Assistant



STAFFING NUMBERS

	FT	PT	Casual	Total
Administration	9	1	0	10
Care	32	13	44	90
Food Services	6	0	4	10
Housekeeping	6	2	7	15
Maintenance	4	0	0	4
Recreation	4	0	4	8
Total	61	16	59	136



Committee Reports

FUNDRAISING COMMITTEE

- Established through a board motion in late summer 2020, the Fundraising Committee has played a pivotal role in advancing AVENS' mission. In 2024, the Committee launched a new campaign titled **"Homes for Seniors – Choice Matters."** This initiative aims to enhance activity rooms that support physical health, mental well-being, and social engagement—enriching the lives of residents and fostering a vibrant community.
- The campaign includes **naming rights opportunities** for specific areas within the Aven Pavilion, offering donors a chance to invest in a lasting legacy. The soft launch took place on November 14, 2024, followed by the official launch on November 15, 2024, which raised an impressive \$280,000 in initial donations.
- A detailed proforma and enhancement list were drafted and approved, outlining over **\$1.3 million** in

naming rights opportunities. Campaign signage now welcomes visitors at the entrance of AVENS, and dedicated pages were created on both the AVENS website and Canada Helps platform to support online fundraising.

- To support the campaign's early momentum, AVENS hired **Carolyn Cronk** as a Fundraising Coordinator on a six-month contract. Carolyn worked to raise awareness and secure donations within Yellowknife and beyond.

GOVERNANCE COMMITTEE

- The Governance Committee recommended full Board participation in the accreditation survey and training to stay informed about the latest standards. All Board members took part in governance training sessions facilitated by **Lawson Lundell LLP**, where they explored liability and governance structures relevant to AVENS' expansion into housing.
- The Committee also conducted a comprehensive review of all governance policies, resulting in the

approval of GOV 001–017. A new formatting standard for policies was adopted to improve clarity and consistency.

DEVELOPMENT COMMITTEE

- The Development Committee oversaw the purchase and setup of all **fixtures, furniture, and equipment** for the Aven Pavilion. They continued working with auditors to assess the building's enclosure performance and ensure compliance with mechanical and electrical standards throughout each phase of construction.
- The Committee also managed the resolution of deficiencies, collaborating with the construction company and architects to develop solutions. A **mock-up room** was created to test and implement corrections before applying them Pavilion-wide.

EXECUTIVE COMMITTEE

- This year, the Executive Committee coordinated multiple letters to Ministers, Members of Parliament, and the Northwest Territories Health and Social Services regarding **outstanding funding** from the 2023 collective bargaining agreement, and the wildfire evacuation.
- In addition, the Committee proposed and secured Board approval for a reaffirmation of AVENS' commitment to providing long-term care. They initiated the exploration of **corporate restructuring**, engaging legal and accounting experts to assess implications related to taxation, liability, and employment.
- To ensure transparency, third-party auditors were hired to verify the payment of the **CBA retroactive amount** from NTHSSA. The audit confirmed in three separate scenarios that the retroactive payment had not been made and remains outstanding.



AVENS Facilities

AVENS campus comprises six distinct residential complexes, including its newest addition, the Pavilion is a three-story building offering 102 units of safe, energy-efficient, and affordable housing for seniors.

The oldest complex on the AVENS' property is **Aven Manor**, a long-term personal care facility serving Yellowknife and other NWT communities. The 37 year old facility houses a total of 27 permanent residents and two respite residents. This facility is in need of major retrofits and eventually replacement.

Aven Court is a 32 year old subsidized housing facility that provides 24 units of housing for independent seniors contained in six four-plex buildings.

Aven Ridge is a 17 year old market rate facility that has eight housing units contained in four duplexes.

13 years ago, the Government of the Northwest Territories constructed the Territorial Dementia Facility called **Aven Cottages**, this facility is operated by AVENS. It can accommodate up to 26 long-term care residents and two respite residents.

The fifth facility on the AVENS property is the **Baker Community Centre** which is 27 years old and was built with public donations. AVENS owns the property and the building, but the centre is operated by an independent group, the Yellowknife Seniors Society, which provides programs and services in support of wellness for Yellowknife seniors, including AVENS residents.

It should be noted that AVENS has long waiting lists for all four of its facilities, and this situation will continue, based on well documented future demand, due to aging baby boomers, more people choosing to retire in the NWT, and the limited availability of the units themselves.

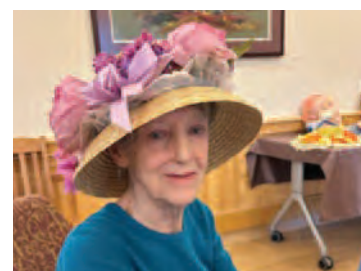
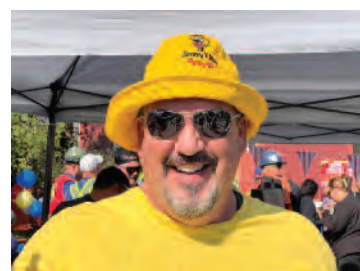
As long term care vacancies occur in the Aven Manor or Aven Cottages, the Territorial Admissions Committee (TAC) selects the individuals for these spaces. Respite bed vacancies are managed by AVENS Care Team. AVENS accepts residents from all NWT Communities.

AVENS' Housing Committee is responsible for assessing the independent housing applications and selection for a unit is determined by an audited scoring criteria based on current demonstrated need for subsidized housing. Market rate units are allocated on a first-come, first-served basis.

CAMPUS MAP



- | | |
|---------------------------------------|---|
| A Aven Manor Entrance | E Aven Cottages Entrance |
| B Greenhouse | F Support Services Staff Entrance |
| C Designated Smoking Area | G Pavilion/Housing Admin Main Entrance |
| D Care Administration Entrance | H Designated Smoking Area |



Annual Highlights

•• ADMINISTRATION

- AVENS actively participated in the City of Yellowknife's Annual Operation Clean Sweep, contributing to the beautification of one city site. We also hosted our Annual Town Hall meeting with residents of Aven Court and Aven Ridge, fostering open communication and community engagement.
- In support of staff engagement and transparency, AVENS held the Annual Operation Looking Glass—an in-person employee town hall—providing updates on organizational accomplishments and future plans. Facility tours were hosted for key partners including NTHSSA, the NWT Seniors Society, and the Yellowknife Seniors Society, strengthening relationships and collaboration.
- We were honoured to receive two prestigious awards from the Yellowknife Chamber of Commerce in 2024: the Community Impact Award and the Workplace Health and Safety Award, recognizing our dedication to both community service and employee well-being.
- In response to regional wildfire risks, AVENS organized a Wildfire Task Force to develop an

internal emergency preparedness document. Our Chief Nursing Officer now serves as a liaison on the Emergency Preparedness Committee with NTHSSA, ensuring AVENS is well-integrated into broader emergency planning efforts.

- To enhance cybersecurity, AVENS implemented multifactor authentication for email and drive access. Staff now use the DUO app to securely connect to new Wi-Fi networks.
- We celebrated our dedicated staff through the AVENS GEMS (Going the Extra Mile for Seniors) awards, recognizing long-term service, shining stars, and helping hands.
- AVENS leaders participated in the McLennan Ross LLP Year in Review, a legal case review process aimed at identifying employment-related risks and implementing safeguards.
- AVENS continued to support residents through the Community Volunteer Income Tax Program, assisting with standard tax returns.
- AVENS hosted a successful Staff Appreciation and Stakeholder Thank You BBQ, featuring a dunk tank

with participation from our CEO and Board Chair.

- Emergency preparedness remains a priority, with ongoing collaboration with partners and stakeholders to ensure our plan is accurate, executable, and supports smooth transitions for residents in the event of an emergency.
- On November 16, 2024, AVENS hosted the 5th Annual Tree of Giving, raising over \$10,000 to support resident activities throughout the year.
- AVENS welcomed new tenants of the Aven Pavilion with a festive "Jingle and Mingle" event, introducing the AVENS Management Team and sharing the journey behind the Pavilion's opening.

•• FINANCE & TECHNOLOGY

- This year, AVENS continued the implementation of **Yardi**, a new enterprise resource platform designed to automate financial transactions and enhance service delivery. Yardi's integrated CRM and electronic document storage have significantly reduced processing time and improved access to historical records.

- We launched the **Resident and Tenant Portal**, allowing Tenants to access accounts, view payment maintenance requests
- Vendor payments were transitioned to electronic transfers, with over 80% now processed online—ensuring timely and efficient service.
- A new **online booking calendar** was introduced for room reservations, streamlining internal scheduling.
- Over 40 financial processes were documented to support operational preparedness, particularly during emergencies or leadership transitions.

•• CARE

- At AVENS, we recognize that effective communication is essential to delivering high-quality, person-centered care. Clear and consistent communication reduces errors, enhances resident satisfaction, and supports smooth care transitions—whether during medical appointments or shift changes.
- To strengthen our communication practices, we introduced a **Report Audit Tool** that helps assess and improve reporting accuracy, highlighting areas of excellence and opportunities for growth.



- Nutrition is a cornerstone of resident well-being. With 57 individuals in our care, dietary needs vary widely—from allergies and swallowing difficulties to modified textures and thickened fluids. We work closely with a registered dietitian, who provides annual hands-on training and meets with each resident to ensure our practices remain current and personalized.
- Education is key to maintaining a safe and supportive environment. This year, we launched an **18-week Safety Huddle Program**, offering weekly briefings on topics such as back safety, responsive behavior management, safe transferring techniques, and mental health awareness. These briefings promote continuous learning and reinforce best practices across our team.

•• RECREATION

- AVENS was proud to receive continued funding from the **Albert Hall Seniors Enhancement Fund**, which supports meaningful engagement opportunities for our residents. Albert Hall's legacy of generosity continues to enrich the lives of Yellowknife seniors.

- With this support, our team organized outings that fostered connection and joy, including visits to the **YK Giant Mine Museum, Northern Roots Garden**, and participation in the **Alzheimer's Walk**. Residents also attended **Carnage in the Capital**, a local wrestling event, and explored the **Snowking's Winter Festival** - a magical seasonal experience.
- We were delighted to partner with the **Longshadow Music Society**, bringing live music to our home. Residents enjoyed a heartfelt 40-minute performance by the **Smith/King Duo** from Nova Scotia, demonstrating the powerful role music plays in creating shared moments of joy and connection.
- AVENS also partnered with the **YK Homeschooling Group** to create meaningful intergenerational experiences. Children and seniors engaged in shared activities such as cooking, reading, and playing board games—fostering mutual learning, laughter, and lasting bonds.

•• FOOD SERVICES

- With the opening of the Aven Pavilion, our Food Services team successfully implemented the new **Mealsuite** software, including a point-of-sale system in the Pavilion's main dining hall. This launch has enabled us to offer healthy, affordable meal options to tenants in a welcoming environment.
- The team transitioned operations to the new Pavilion kitchen, which features state-of-the-art equipment, including walk-in fridges and freezers. These upgrades have expanded our capacity and flexibility, allowing us to accommodate a wider variety of meals and dietary needs. Staff worked diligently to refine workflows and processes to ensure seamless meal service for both long-term care residents and independent housing tenants.
- As part of the transition, a new snack machine was installed in the Aven Manor dining hall, providing residents with fresh, high-quality snack options available 24 hours a day. Staff were also outfitted with new uniforms, enhancing professionalism and team identity.

- We are currently in the process of expanding the **Mealsuite customer portal** to all AVENS independent housing residents, further improving access to meal planning and service options.

•• HOUSEKEEPING

- Housekeeping operations transitioned to the new Pavilion Laundry Facility, which is equipped with advanced medical-grade equipment designed for effective disinfection and handling of heavily soiled laundry. This upgrade has significantly improved our ability to maintain high hygiene standards.
- We successfully launched contract laundry services for **Arctic Dutchess**, supporting a local business during a critical time and demonstrating AVENS' commitment to community collaboration.
- The addition of the Pavilion building brought modernized cleaning equipment, improving efficiency and effectiveness across our facilities. To enhance safety during waste disposal, staff were provided with new high-visibility vests and jackets.



●● MAINTENANCE

- The Maintenance team transitioned to the new Pavilion Maintenance Shop, outfitted with all-new tools and equipment to support expanded operations. A mass decluttering initiative was completed across the property, improving organization and safety.
- Staff have been developing the skills required to operate the Pavilion's mechanical systems, ensuring proper maintenance and long-term functionality. A new **Bobcat Skid Steer** was acquired to assist with landscaping and snow removal, and the entire team is now certified to operate it.
- Additionally, an **egress ramp** was added from the Aven Cottages courtyard, improving accessibility and emergency preparedness.

●● HUMAN RESOURCES

- In response to the sunsetting of our previous payroll provider, Deluxe, AVENS successfully transitioned to **Payworks**, a new system offering employees enhanced access to their pay profiles and payroll information.

- Senior leadership titles were updated from Directors to **Chief Officers**, reflecting a more strategic and modern organizational structure.
- AVENS supported professional development by sponsoring one of our nurses to complete an **Advanced Foot Care** course, expanding in-house care options for residents.
- AVENS increased recruitment efforts across nursing, food services, maintenance, and housekeeping departments to support the opening of the Aven Pavilion.
- We also partnered with local gardening organizations specializing in northern food production to enhance the productivity of our greenhouse. A produce-growing plan and water solutions were implemented, allowing us to grow and maintain fruits and vegetables from seed to harvest throughout the year.
- Staff appreciation remained a priority, with our annual **Employee BBQ** featuring food, fun, and a dunk tank with participation from the AVENS President and CEO.

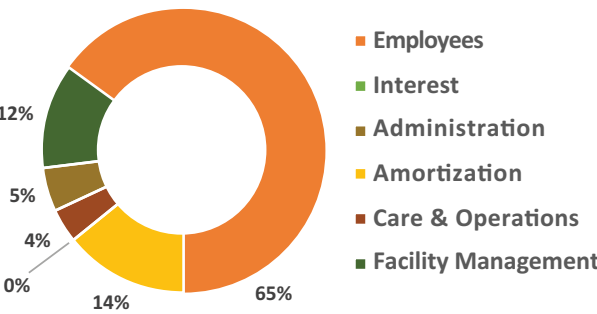
●● OCCUPATIONAL HEALTH AND SAFETY (OHS)

- AVENS celebrated a successful **NAOSH (North American Occupational Safety and Health) Week**, achieving record participation. As part of the initiative, we partnered with Fire Prevention to offer **fire extinguisher training**, successfully certifying 44 employees in safe usage practices.

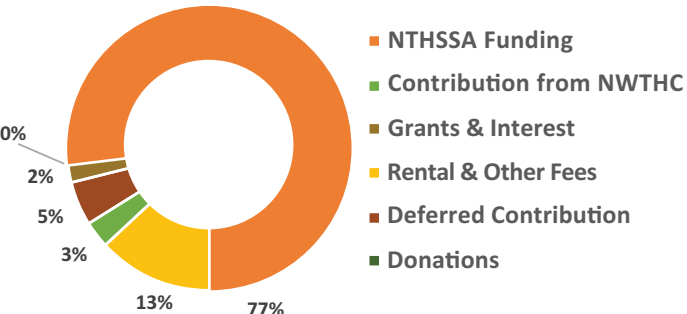


Financial Highlights

OPERATING EXPENSES BY CATEGORY 2024-2025



OPERATING REVENUE BY SOURCE 2024-2025



AUDIT COMMITTEE NOTES

As the chair of the AVENS Audit Committee, I am pleased to provide an overview of AVENS financial statements for the year ended March 31, 2025.

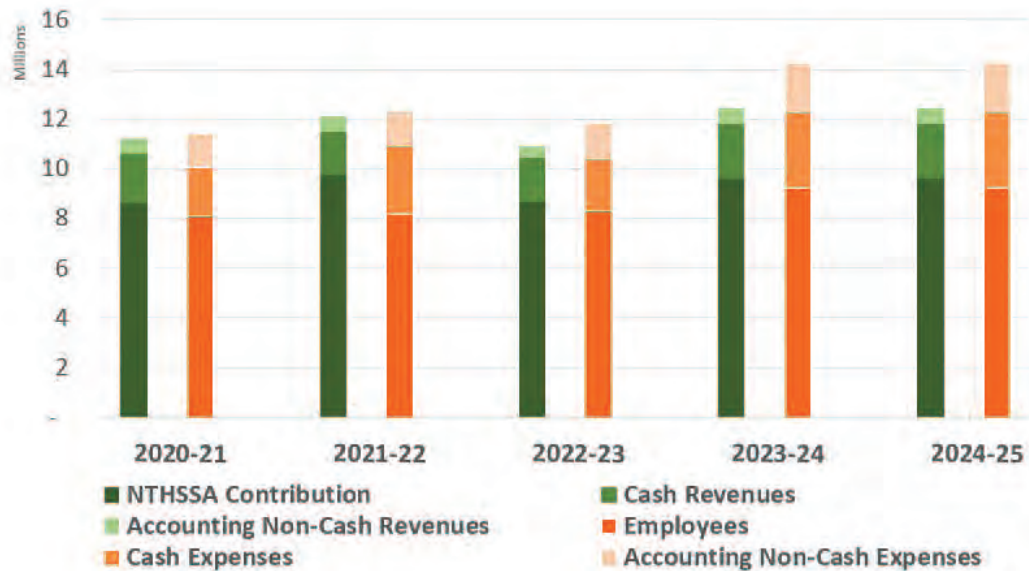
- **Unqualified opinion** from the auditors – the financial statements present fairly in all material respects the financial position of the organization.
- **Expenses surpassed revenues** resulting in a deficit driven primarily by inflationary pressures in excess of predicted budget and by commencing facility operations during the winter season.
- The Evacuation Costs from the previous fiscal year totalling \$405,000 have not been reimbursed by governmental agencies at year-end. AVENS continued to pay employees while evacuated and caring for seniors from Yellowknife, Hay River and other evacuated areas. AVENS will continue to seeking reimbursement options for the outstanding amount.
- AVENS participated in an expenses review with an external partner confirming assumptions and actual occurrences in variations of actuals to budget for Aven Manor and Aven Cottages.

RISKS/OUTLOOK

- As a not-for-profit entity AVENS needs to generate enough **revenues to cover expenses** from all deficits. AVENS remains at risk financially by running a deficit, driven through operations in long-term and dementia care facilities. AVENS will continue to **work with our funding partners** on a financial formula that ensures a strong future.
- There is an increased demand for seniors housing in Yellowknife, which suggests **the need to increase housing** on the AVENS property. The additional housing units in Aven Pavilion filled rapidly, and remains with a large waiting list.
- The **increasing population of seniors'** places demands on programs and available personnel. AVENS may face a staffing shortage at some point due to its limited financial flexibility, leaving it unable to compete.

Kelly Hayden
Chair of the Finance Committee

5 YEAR REVENUE & EXPENSES TREND



Selected Financial Information	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Total Revenues	10,526,007	11,249,495	12,129,023	10,935,307	13,440,611	12,443,042
NTHSSA Contributions	8,147,466	8,633,347	9,763,380	8,665,541	10,711,201	9,601,200
Total Expenditures	11,114,702	11,424,434	12,231,927	11,808,698	14,359,351	14,265,782
Employees	7,775,629	8,113,102	8,184,398	8,303,566	9,549,256	9,218,069
Cash Surplus(Deficits)	119,481	540,869	607,160	51,989	(3,273)	(483,617)
Non-Cash Surplus(Deficits)*	(708,176)	(715,808)	(710,064)	(925,380)	(915,467)	(1,339,123)
Overall Operation Surplus(Deficits)	(588,695)	(174,939)	(102,904)	(873,391)	(918,740)	(1,822,740)



NWT Wildfire Evacuation of 2023: Ongoing Financial Impacts

The 2023 wildfire evacuation in the Northwest Territories had a profound impact on AVENS, particularly regarding our financial management. In the face of this crisis, we were tasked with caring for 57 long-term care residents assigned to us by the GNWT, including several who had recently been evacuated from other facilities in Fort Smith and Hay River and placed in our care. The urgency of the situation demanded immediate action, and our team rose to the challenge, ensuring the safety and well-being of our residents and those from neighboring communities.

However, the aftermath has placed immense strain on our resources. Despite assurances from our funder that our costs would be covered, we have faced significant challenges in obtaining financial support for the related expenses. The GNWT has deemed some of these costs ineligible, leaving us with an outstanding amount of \$400,000. AVENS continues to find this response inexplicable, particularly given the circumstances under which we were forced to operate, and the lack of guidelines provided to us during this critical time.



To maintain operational stability since this evacuation non-payment, AVENS has been compelled to take on a second mortgage on one of our fully paid properties. This decision was not made lightly; it was

essential to ensure our ability to continue providing quality care. As of this annual report, we have yet to receive this promised assurance, and we continue in our advocacy for a resolution.

This situation is not only a moral obligation for our funders to address but also an ethical responsibility. AVENS is committed to seeking a positive outcome, as it is crucial for the sustainability of our operations and the care we provide to our residents. We hope to resolve this matter promptly, ensuring that such financial uncertainties do not hinder our commitment to serving our community.





A Vision Realized- The Aven Pavilion Unveiled

The Aven Pavilion reached substantial completion on November 14, 2024, marking a significant milestone in our commitment to enhancing community living for seniors in the Northwest Territories. This journey, navigated through a global pandemic and wildfire evacuation, has been one of resilience and dedication, positioning the Pavilion as a beacon of hope and innovation for the senior population of the NWT.

Following completion, our team diligently identified and addressed several minor deficiencies. To further ensure the energy efficiency and integrity of the construction, AVENS engaged Pinchin, who are building systems, sustainability, and resiliency experts, to collaborate with Stantec Architecture and Nahanni Construction Ltd with some of these deficiencies. This meticulous attention to detail ensured that the building not only met but exceeded high standards of safety, quality, and accessibility. With safety remaining paramount throughout the

entire project and with our operations team in a ready position, we proudly hosted the NWT Fire Marshal and Yellowknife Fire Department onsite to confirm that our emergency preparedness standards were not only met but surpassed.

The path to operational readiness progressed swiftly, culminating in the City of Yellowknife granting the occupancy permit on November 15, 2024.

In support of housing affordability, AVENS was actively working with Housing NWT to assist eligible residents in applying for the Canada Housing Benefit, making our ten full market rate units more affordable. To further encourage tenancy, we held a draw on December 31, 2024, offering one month of free rent to residents who signed leases by year-end. Our successful marketing efforts included the professional staging of select rooms by Yellowknife's Quality Furniture, enhanced by 360-degree virtual photography,





providing prospective tenants with a warm and inviting virtual experience. As a result, the Aven Pavilion achieved over 95% occupancy within mere months of its opening, surpassing all expectations outlined in our projected intake targets.

Under the creative direction of Charlotte Henry, select design projects resulted in thoughtfully curated spaces that contribute to a vibrant and engaging environment. Highlights include the Movie Theater/Chapel, the UP HERE Pub, and the Memorial Library, each designed to foster community and connection among residents. Additionally, the sewing room orientation and usage options, launched on December 30, 2024, adding another layer of creativity and social engagement for our tenants.

The Pavilion's Grand Opening, Grand Opening, featuring guided tours on January 16, 2025, was a resounding success, welcoming over 100 attendees, including community members, elected officials, and key stakeholders. This event celebrated the

Pavilion's role in the community and fostered meaningful relationships that will support its continued success.

The signing of the food establishment permit on January 20, 2025, allowed residents to indulge in our branded "AVENS Eat" meal service offerings within the Pavilion's new dining hall. This hallmark introduced the first of many aging-in-place support services aimed at helping seniors live longer with respect and dignity.

Today, the Aven Pavilion stands as a vibrant icon in the community of Yellowknife. Its bold colors and beautifully landscaped exterior create a welcoming atmosphere that reflects the spirit of the North. More than just a building, the Pavilion embodies a vision realized—offering seniors in the Northwest Territories the opportunity to live independently while having access to services that support their well-being and enrich their daily lives. As we look ahead, we embrace the journey forward, committed to providing safe, barrier-free, and affordable housing options for seniors.



AVENS – Going the Extra Mile for Seniors (GEMS) Program

AVENS Going The Extra Mile For Seniors (GEMS) program gives our employees, volunteers, residents and even their families an opportunity to be recognized for their contributions based on AVENS foundation of core values of: Respect, Dignity, Collaboration, Accountability and Integrity, our GEMS will be recognized annually and will receive a lapel pin on their name tag designating this heartfelt thank you.

GET SMART AWARDS

This award was inaugurated this year to honour the achievements of those who continue their learning and education while at AVENS. Five people received this award for their continued commitment to education both online and in person classes. The learning management system SmarterU, was incorporated into employee development three years ago and offers a diverse range of courses including healthcare care, software and stress management courses.

Get Smart

Tim Zoe-Martin
Rick Marshall
Ashlie Forget

Dulce Alferez
Raghad AlShahabi

RESIDENT CHOICE AWARDS

For many years, the recent pandemic challenged every one of us, none more than our residents and their families. During these years, we at AVENS found it very difficult to sustain our Resident Family Council. Thus utterly preventing AVENS from launching the newest of our GEMS award line-up. Our Resident Family Council is back, more vital than ever, and it is with their assistance and our residents we are blessed for the first time to be showcasing our inaugural Resident Choice Awards. These are the unsung heroes of our facility that, through the eyes of our residents, make a difference in their lives.



Resident Choice

Madelon Haener Prince Sharma
Indiana Harris Marian Temple
Geri Rocero

SHINNING STAR AWARDS

Our Shining Star awards celebrate the staff who go above and beyond to foster and strengthen the AVENS vision, mission, values, and culture. AVENS Senior Leadership Team sit down, and ten people are chosen for the Shining Star Award based on their commitment to upholding and exceeding AVENS vision, mission, values daily and input from colleagues by ballot.

Shining Star

Roxanne Casison Geri Rocero
Ashlie Forget Samantha Schuett
Jenna Gushue Christian Siguenza
Indiana Harris Lincy Thomas
Raymundo Jimenez Gellian Van Heerden



LONG-TERM SERVICE AWARDS

AVENS recognizes seventeen staff members with over 140 years of service this year in a long-term service awards ceremony on March 31st, 2025.

Long-term service awards

5 years

Juanita Crocker-Walsh Steven Nicholas
Sandra Crocker-Walsh Christian Siguenza
Sara Fullerton Maritaire Sotto
Raymundo Jimenez Genanaw Tamene
Lawrence Malaque Jessica Ewing
Fowsiyo Mohamud

10 years

Shirley Stewart

20 years

Nazbi Ukkhoy

15 years

Frances Marshall
Rubi Alacida
Nieves Dozon

30 years

Gena Samardzija

GRADUATION AURORA COLLEGE LICENCED PRACTICAL NURSE

Graduates of this program are educated in working with individuals and families from various settings and backgrounds. They are key providers of ethical medical care and healing. Congratulations!

Joubert Falcunitin

Renee Wiseman



Diane Lafferty, 2025 Sheila Broder Award Recipient and AVENS Care Manager, Sandra Crocker-Walsh

2025 Sheila Broders Award

Sheila Frances Broders was a compassionate and selfless Resident Care Aide at AVENS, beloved by residents and colleagues alike. Her dedication and warmth left a lasting impact before her passing on January 30, 2013. In her memory, the Sheila Broders Award was established to honor Personal Support Worker students who embody her values: professionalism, empathy, teamwork, and kindness.

This year, we proudly congratulate Ms. Diane Lafferty, the 2025 recipient. Diane has shown exceptional dedication, cultural sensitivity, and compassion throughout her training. Her ability to connect deeply with residents—especially through storytelling and speaking Tłıchǫ—has made a meaningful difference. She also uplifts her peers and fosters a positive learning environment.

Diane truly reflects the spirit of Sheila Broders. Congratulations on this well-deserved recognition!

VOLUNTEER RECOGNITION

VOLUNTEERS AND HELPING HANDS PROGRAM

In the past year's Volunteer Helping Hands program, we recognized five individuals or teams for their selflessness and continued support to AVENS through the various services and volunteer programs they provide to the residents.

These last few years have been tough and challenging for everyone at AVENS, including our dedicated and devoted volunteers. However, some essential volunteers adapted to our lockdown protocols and emerged as true champions for our residents. We want to thank all our volunteers throughout our years, with them, it would be easier to function as an NGO.

- Marlene Bonnell: Elks Bingo
- Brennan Faickney: Volunteering
- Jane & Grace Fitzgerald: Bunny Care
- Valerie Janz: AVENS Growing Cooperative
- Ann Russell: Rosary Prayer

On behalf of the President & CEO's Office and the AVENS Board, we want to congratulate all those recognized at this special tribute. Together, we take pride in your accomplishments and your commitment to excellence. You have shown that we can make a difference in changing the world.





Our Partners

GOVERNMENT PARTNERS

AVENS is the main not-for-profit, non-government organization providing housing and long-term care to seniors in the Northwest Territories. It is the sole provider of memory (dementia) care in the territory.

AVENS relies on government partners to fund many of these services helping to keep costs affordable for residents. These services are made possible through a contribution agreement with the territorial government's **Department of Health and Social Services** and the **Northwest Territories Health and Social Services Authority**.

AVENS also maintains an agreement with the **NWT Housing Corporation** to operate the subsidized housing units in Aven Court. This agreement specifies the levels of rent AVENS charges and provides the ongoing housing continuum.

The funding from these government partners is critical to ensuring Northwest Territories seniors have access

to affordable, long-term care and subsidized housing. But we must further engage these partners and others to meet our mission.

The AVENS Board of Directors will work closely with the territorial government to ensure adequate multi-year funding levels to provide the necessary quality services that AVENS currently provides residents.

The AVENS Board wants to recognize the ongoing partnership with other entities, such as the **Canada Mortgage and Housing Corporation (CMHC)**. CMHC's National Housing Strategy (NHS) offers opportunities to groups such as AVENS to increase the available housing inventory.

AVENS believes all levels of government play a vital role in meeting the growing needs of our senior population.

OTHER PARTNERS

In addition to the government, AVENS also partners with several organizations to enhance its services.

Aurora College

Many nursing, social work and health care aide programs have completed practicums with AVENS and have helped AVENS supportive pathway model.

Alzheimer's Society of AB and NWT

The Alzheimer's Society and AVENS collaboratively provide programs tailored to those experiencing dementia. AVENS also supports students associated with the Society.

City of Yellowknife

AVENS is partnered with the Yellowknife Fire Department for fire management, emergency response safety and multiple fire safety programs and services.

Canadian National Institute for the Blind (CNIB)

Canadian National Institute for the Blind CNIB NT services AVENS residents experiencing visual impairment.

GNWT Education, Culture and Employment (ECE)

ECE provides Northwest Territories residents with resources and enriching programs to help residents ensure their basic needs are met.

Union of Northern Workers

AVENS continues to work towards a collaborative working relationship with UNW for the betterment of our residents and those who care for them.

United Way NWT

United Way is committed to building a strong and healthy community for all. The role of United Way is to match the resources of the community (the fundraising campaign) to those areas of greatest need. United Way agencies respond to health and social service issues in our community.

Yellowknife Community Foundation (YCF)

YCF holds a fund dedicated to recreation activities for residents of AVEN Manor and Cottages.

Yellowknife Seniors Society

Yellowknife Seniors Society operates the Baker Community Center on the AVENS Campus. It provides a range of wellness programs and services to seniors.

Yellowknife Women's Society (YKWS)

The Yellowknife Women's Society is a community-based not-for-profit organization that supports people to live in safety with dignity, purpose, and connection by providing shelter, housing, and other practical assistance.

Inclusion NWT

Inclusion NWT is a non-profit charitable organization that supports people with intellectual and other disabilities and their families across their lifetimes. They help them live meaningful lives and be active in all community life by assisting with various projects on the AVENS campus.

NWT Disabilities Council

NWT Disabilities Council exists to educate, advocate, and support the self-determination of all individuals with disabilities.

NWT Housing Corporation

Housing NWT is an agency of the Government of the Northwest Territories. They offer a wide array of housing programs and options for the residents of the Northwest Territories.

NWT Seniors Society

NWT Seniors Society provides information, acts as a resource and support for the seniors and elders across the NWT.



Our Donors

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INDIVIDUALS

Anonymous
Anon Anon
Anh Baker
Marylou Borero
Pat Braden
Valery Braden
Christopher Buchanan

We would like to thank everyone who made an anonymous donation. You know who you are.

MEMORIALS

*Always in our thoughts
Forever in our hearts*



James Eirikson
1949-2024

Marie Rose Drybones
1943-2024

Leonard Wright
1940-2024

Mary Power
1958-2024

Dinah Carnogursky
1945-2024

George Greyeyes
1936-2025

Mary Rose Enzoe
1940-2024

Henriette Gargan
1932-2024

Karl Schmidt
1943-2025

Thomas Balsillie
1944-2024

Francis "Sonny" Jenkins
1939-2024

Maralind Croizier
1936-2025

Edward "Xavier" Bonnetrouge
1937-2024

Ronald Lalonde
1936-2024

Sarah Lloyd-Walters
1951-2025

Karen Fells
1954-2024

Barbara Allen
1939-2024



EVERY DONATION MAKES A DIFFERENCE

People of the North are famous for their sense of community. We thrive in harsh winters and remote settlements because we care for and support every member of our community. Now, you can give back to the community in a way that will leave a profound and positive impact for years to come.

The number of seniors in the Northwest Territories and the need for accommodations and care for our seniors continues to grow. You can help AVENS in our mission to serve the needs of seniors.

Volunteer. Make a donation, large or small. Get involved.

YOU CAN HELP.

We are seeking corporate and private donors who want to help us meet the needs of northerners for many years to come.

FOR SPONSORSHIP OPPORTUNITIES, CONTACT:

AVENS President and Chief Executive Officer: 867.920.2443



To learn more about AVENS' plan to help seniors visit us online at: WWW.AVENSSENIORS.COM