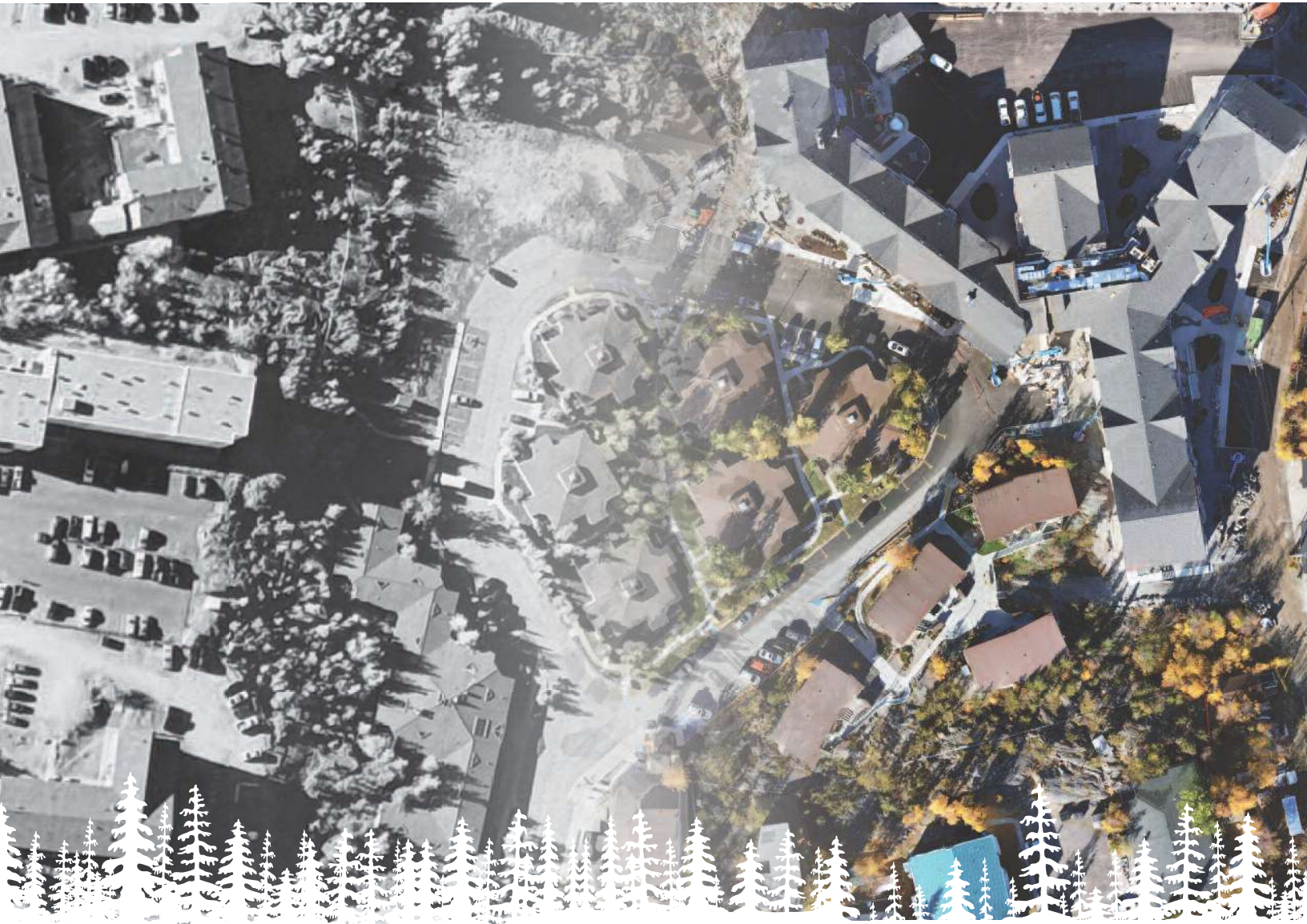




HOW FAR WE'VE COME



CIRCA 1997 - 2024



A Community for Seniors

2025-26 ANNUAL REPORT

AVENSSENIORS.COM



STRATEGIC PLANNING



Leading to
our vision
and mission.

VISION

AVENS envisions a caring community
where seniors thrive, empowered by choice.

MISSION

AVENS delivers quality services to seniors so they can make choices about how and where they live.

Bringing
value
to our
stakeholders.

OUR SENIORS

A uniquely satisfying, safe and respectful experience.

STRATEGIC PRIORITIES 2026-2031

Advancing A
Redevelopment
Strategy for
Infrastructure
While Aligning
Services for
Seniors

Strengthening
Community
Engagement
and
Connections

Establishing
Collaborative
Partnerships
Supporting
Growth
and Financial
Security

Cultivating
Workforce
Preparedness
and
Succession
Planning

Optimizing
Technology
Integration and
Expand Service
Offerings

To deliver
the strategic
plan.

We will
enable
our people

OUR PEOPLE OUR LEARNING OUR CULTURE

*Great place to work: As innovators in seniors care, we lead and partner to improve choices
for seniors, with the right people, the right skills and a culture of trust.*

OUR FOUNDATION OF CORE VALUES



Belonging

Belonging is the creation of an inclusive environment where everyone feels welcomed, valued, and accepted. It embodies a commitment to cultural humility, recognizing the complexities of individual identities and the historical context of colonization and systemic challenges faced by Indigenous peoples.



Respect

We treat everyone in a way that values their worth regardless of background, abilities or beliefs. We show due regard for the feelings, wishes and rights of others. We do not walk past, accept or create situations that we know are belittling or harmful to others.



Dignity

We recognize that every member of our community has something to contribute. We support and empower our seniors' right to choose wherever possible.



Collaboration

We work together with each other and our residents, community and stakeholders to achieve the best result possible. We share ideas, resources and best practices to make our work environment a place we can all be proud of. We support and encourage each other when we are struggling, and we ask for help when we need to.



Accountability

We admit when we are wrong, we make amends, and we learn from it. We do what we say we are going to do, and we fulfill our responsibilities.



Integrity

We do the right thing even when it's hard, or when no one is watching.

AVENS 2025-26 Board of Directors



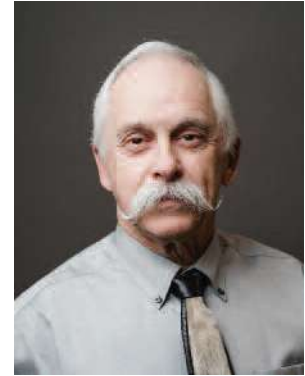
COLLEEN WELLBORN
Chair



MATT SPENCE
1st Vice Chair



LANI COOKE
2nd Vice Chair



RON ALLEN
Director



LYNDA KOE
Director



DEBBIE DELANCEY
Director



TAIG CONNELL
Director

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 Nùtlèè” 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.





Message from the Chair

The past year has been one of continued progress and exciting milestones for AVENS – A Community for Seniors. Building on the successful opening of the Aven Pavilion, we spent the year bringing our vision fully to life through the completion and opening of many new resident spaces, including the theatre, wellness room, yoga studio, library, administration area, the 'Up Here' Pub, and expanded foot care services. Together, these additions have strengthened AVENS as a place where seniors can live with dignity, independence, and connection.

Innovation continued with the successful launch of AVENS Eat, AVENS Touch, and AVENS Spin, expanding the programs and services available to our residents and the broader community. We also finalized our new 2026–2031 Strategic Plan, establishing a renewed vision, mission, and values that will guide AVENS over the next five years.

None of this would be possible without our exceptional employees. This year's employee engagement survey delivered outstanding results, reflecting the commit-

ment, compassion, and professionalism our staff bring to AVENS every day. We were also proud to celebrate 17 distinguished long-term service employees at our successful GEMS celebration, recognizing a combined 140 years of dedication to AVENS.

I want to thank our volunteers, donors, community partners, and government partners whose continued support makes our work possible. Highlights such as our Annual Town Hall, Tree of Giving, and the opportunity to welcome Minister Rebecca Alty remind us how fortunate we are to be part of such a caring and supportive community.

While this report reflects the 2025–2026 fiscal year, I would be remiss not to acknowledge several significant achievements that have followed. AVENS successfully achieved high status with Accreditation Canada. Ratified a new four-year collective agreement with the Union of Northern Workers, and secured an extension of our service agreement with the Northwest Territories Health and Social Services Authority. These accomplishments demonstrate the



strength of our organization and provide a solid foundation for the years ahead.

Finally, I am especially proud that the AVENS Board of Directors has been recognized nationally with a National Volunteer Award. While the recognition is presented to the Board, it reflects the dedication of everyone who contributes to AVENS and our shared commitment to serving seniors in the Northwest Territories.

On behalf of the Board of Directors, thank you for your continued trust and support. Together, we are building not only exceptional care, but an exceptional community.

Colleen Wellborn
Chair of the Board



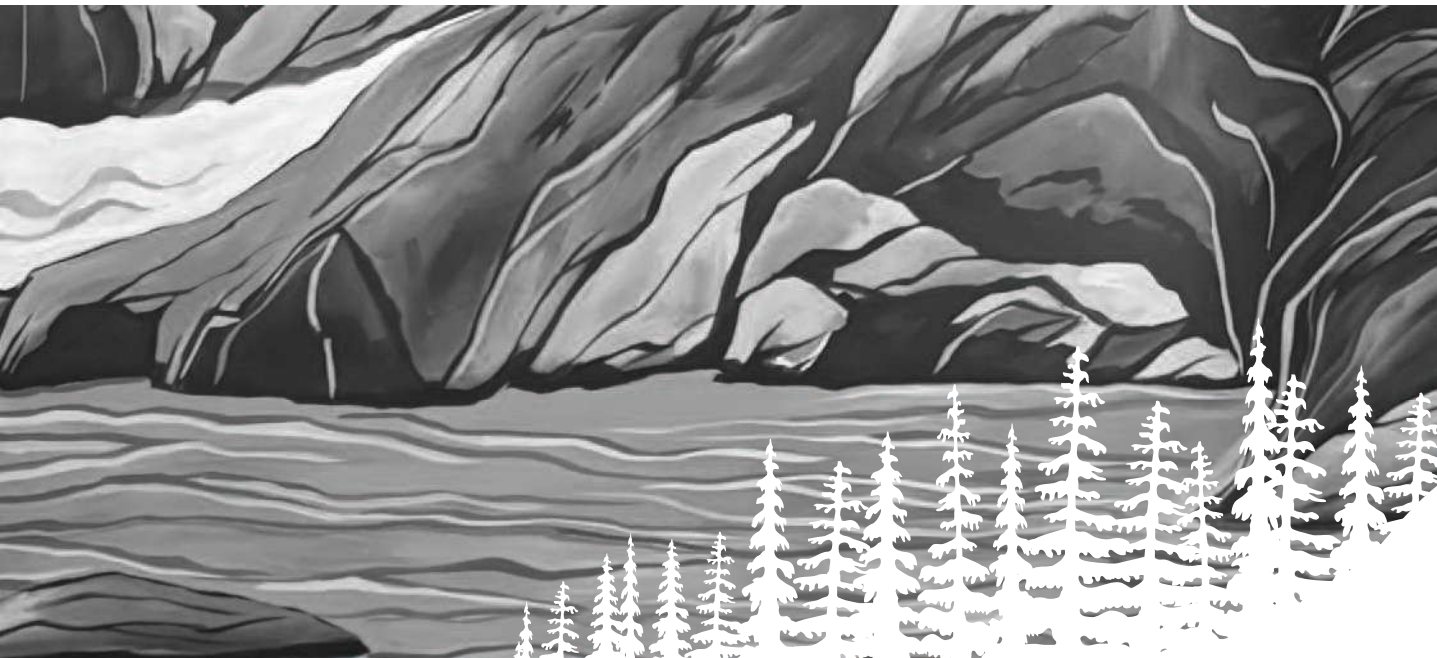
Message from AVENS President and Chief Executive Officer

As I reach out to you once again as the President and CEO of AVENS - A Community for Seniors, I am filled with profound appreciation for our resilient residents, dedicated staff, supportive families and our respectful tenants. This year has marked an exceptional chapter in our ongoing journey, aptly themed "How Far We've Come" This theme resonates deeply as we take a moment to reflect on our past, celebrate our achievements, and look ahead to the future.

The completion of our strategic plan, initiated in 2020, has been pivotal in guiding us toward our goals. We are thrilled to unveil our new strategic plan, designed to carry us through the next five years and beyond, ensuring that our vision continues to evolve and adapt to the needs of our community. This revitalized plan reflects our commitment to innovation, resident-centered care, and the promotion of choice within our community.

Our journey has been shaped by the contributions of many: our dedicated staff who embody our core values of compassion and community, our board members whose guidance and support have been invaluable, and our residents and their families who continually inspire us. I extend my sincere gratitude to our tenants, stakeholders, and volunteers for their ongoing efforts and support. Together, we have created an environment where seniors can thrive, feel safe, and access the choices that enhance their quality of life.

One of our proudest accomplishments remains the successful development and full occupancy of The Aven Pavilion, a testament to our ongoing commitment to providing affordable housing options. This initiative, along with our new aging-in-place services, not only affirms our promise to our NWT seniors' and elders' but also ensures they have the comfort and familiarity of a home as they age gracefully in our community.



As we move forward, our focus will remain on expanding the choices available to our seniors while fostering a nurturing environment that supports their diverse needs. The journey ahead is filled with promise and potential, and I am excited to embark on this next phase alongside our exceptional team.

In closing, I invite you to join me in celebrating our journey of change as to how far we've come and where our vision and new strategic direction are embracing a new reality. As I embrace my 8th year with AVENS, I continue to be honoured in leading such an incredible organization and I remain committed to ensuring that our seniors continue to have choices, support, and a safe, caring community to call home.

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 155 individuals.

2025 – 2026 BOARD OF DIRECTORS

- **Colleen Wellborn**, Chair
(September 2022 – current)
- **Debbie DeLancey**, Director
(September 2018 – current)
- **Ron Allen**, Director
(September 2010 – current)
- **Matthew Spence**, 1st Vice Chair
(September 2016 – current)
- **Lani Cooke**, 2nd Vice Chair
(September 2025 - Current)
- **Taig Connell**, Director
(September 2025 - Current)
- **Lynda Koe**, Director
(September 2018 – current)
- **Daryl Dolynny**, President & CEO, Ex-Officio Member
(October 2018-current)

EXECUTIVE COMMITTEE

- **Colleen Wellborn**, Chair
- **Matthew Spence**, 1st Vice Chair
- **Lani Cooke**, 2nd Vice Chair
- **Daryl Dolynny**, President & CEO, Ex-Officio Member

FINANCE COMMITTEE

- **Matthew Spence**, Chair
- **Sara Fullerton**, Chief Finance and Technology Officer

GOVERNANCE COMMITTEE

- **Debbie DeLancey**, Chair
- **Colleen Wellborn**, Director
- **Lynda Koe**, Director
- **Taig Connell**, Director
- **Ron Allen**, Director
- **Daryl Dolynny**, President & CEO

FUNDRAISING COMMITTEE

- **Lani Cooke**, Chair
- **Lynda Koe**, Director
- **Daryl Dolynny**, President & CEO

MANAGEMENT TEAM

- **Daryl Dolynny**, President & CEO
- **Tanya Doherty**, Executive Assistant
- **Frances Marshall**, Chief Nursing Officer
- **Sara Fullerton**, Chief Financial & Technology Officer
- **Lindsey Dwojak**, Chief People Officer
- **Steven Nicholas**, Chief Operations Officer
- **Catherine Travis**, Chief Housing Officer
- **Carol Norwegian**, Health and Wellness Supervisor
- **Rick Marshall**, Maintenance Supervisor
- **Lawrence Malaque**, Food Services Supervisor
- **Randie Salaveria**, Housekeeping Supervisor
- **Shawna Gillis**, Care Manager



STAFFING NUMBERS

	FT	PT	Casual	Total
Administration	9	1	0	10
Care	35	13	52	100
Food Services	6	0	6	12
Housekeeping	6	2	11	19
Maintenance	4	0	0	4
Recreation	4	0	6	10
Total	64	16	75	155



Committee Reports

FUNDRAISING COMMITTEE

The Fundraising Committee was established through a board motion and began working in the late summer of 2020.

The Committee launched a NEW campaign “Homes for Seniors - Choice Matters”. The funds raised through this initiative will enhance various activity rooms that promote physical health, mental well-being, and social engagement, while enriching the lives of our residents and fostering a vibrant community. Naming rights opportunities for specific areas within the Aven Pavilion, presenting a unique opportunity for donors to invest in a lasting legacy that will leave an indelible mark on both the Pavilion and the hearts of our seniors. The campaign soft launch was November 14th, 2024 and hard launch November 15th, 2024, “Homes for Seniors – Choice Matters” launched with \$280K in donations.

The Committee drafted and approved a proforma with enhancement list for “Homes for Seniors – Choice Matters” including over \$1.3 million in naming rights opportunities.

Campaign signage welcomes visitors at the entrance of AVENS, a campaign page was created for the website and Canada Helps campaign page was created.

To assist with the initial raising of funds a six-month contract was established for a Fundraising Coordinator. Carolyn Cronk joined AVENS for a six-month term to raise awareness and funds in the community of Yellowknife and beyond.

GOVERNANCE COMMITTEE

The Governance Committee met four times from November 2025 through May 2026.

The Committee completed and brought forward for Board consideration the following:

Initiated planning for a Board Strategic Planning



Session and identified a facilitator to recommend to the Board. The session was held in March 2026.

Reviewed and updated the Board Code of Conduct Policy GOV 004, which was approved by the Board.

Developed a new Board Policy on Cultural Safety and Reconciliation, which was approved by the Board.

Recommended clarification of all policies that outline terms of reference for Board Committees, to specify that while any Board member can attend any Committee meeting, only Committee members will vote. This change was approved.

With support of staff, identified appropriate self-directed learning materials for Board members related to reconciliation and cultural safety, and recommended that all Board members complete the self-directed course within one year. The Board accepted this recommendation.

Considered outstanding recommendations from the 2024 Accreditation Process and brought forward recommendations for approval by the Board committing to:

Implement a Director self-assessment process in 2026,

Schedule as a quarterly standing item, quality improvement presentations from the staff, including orientation to and understanding of the Quality Key Performance Indicators, and

Have all Board Directors undertake self-directed learning on cultural safety and anti-racism in the health system.

Recommended to the Board the establishment of a Nominating Committee to recruit candidates to fill Board vacancies at the 2026 AGM, as outlined in the Governance Committee Terms of Reference (Board Policy GOV 007).

The following work has been initiated but not yet completed:

To fulfill the follow-up from the 2024 accreditation review, and in accordance with GOV 007, the Committee requested staff to research and bring forward recommendations on a Board Director self-



assessment process. Background information and a draft self-assessment tool were provided to members at the May 2026 meeting and will be considered at an upcoming meeting.

The Committee identified the need for an updated and expanded Board Conflict of Interest Policy. Previously, GOV 004 included both the Board Code of Conduct and Conflict of Interest provisions. Recognizing that the scope and complexity of AVENS' current operations require a more comprehensive approach to conflict of interest, the Committee undertook work to develop two separate policies. The updated Code of Conduct Policy was approved by the Board. An updated draft of a new Conflict of Interest Policy was reviewed by the Committee in April 2026 and is currently being revised to accommodate changes arising from that review.

The Committee identified the need to update Board Policy GOV 008, Capital Projects Task Force, to reflect the scope of current discussions regarding future campus developments. Staff are working on preparing a revised draft.

As per the recommendation from the 2024 accreditation process, the Committee has identified the need to develop a Board policy on Environmental Sustainability.



DEVELOPMENT COMMITTEE

The Committee supervised the purchase of all Pavilion fixtures, furniture and equipment.

Continued to work with auditors to audit the Aven Pavilion building enclosure performance and compliance, mechanical and electrical work completed during each phase of construction.

Continued to oversee deficiencies, with auditors collaborating closely with the construction company and architects to develop and implement appropriate solutions. A mock-up room incorporating the required corrections was established to address deficiencies, allowing proposed solutions to be reviewed, tested, and refined before implementation.

EXECUTIVE COMMITTEE

The Executive Committee met regularly throughout the year to provide strategic oversight and governance support between Board meetings, working closely with the President & CEO on a number of significant organizational priorities. A major area of focus was AVENS ongoing discussions with the Government of the Northwest Territories and the Northwest Territories Health and Social Services Authority (NTHSSA) regarding long-term service agreements, sustainable



funding, and the resolution of outstanding receivables. Throughout the year, the Committee reviewed available options, met with senior government representatives, and provided strategic direction on funding presentations and advocacy efforts designed to strengthen AVENS long-term financial sustainability.

The Committee also provided oversight of several key organizational initiatives that will position AVENS well for the future. This included monitoring progress on the organization's new Strategic Plan, reviewing updates on outstanding government funding, and supporting negotiations related to the long-term service contract. By March, the Committee noted the successful resolution of Pavilion invoicing and contribution matters with the Department of Health and Social Services while continuing to advance discussions on the broader service agreement. Additional governance responsibilities included oversight of membership matters and support for initiatives such as Canada's Volunteer Awards grant application.



The Executive Committee remained focused on ensuring AVENS maintained a strong and collaborative relationship with its government partners while advocating for fair and sustainable funding that reflects the evolving needs of seniors' care in the Northwest Territories. Through ongoing engagement, strategic guidance, and timely decision-making, the Committee helped position the organization to achieve several important milestones during the year, including the extension of AVENS' service agreement with NTHSSA, continued financial stability, and a solid foundation to support implementation of the new Strategic Plan and future organizational growth.

CAR SHOW 2025

In June 2025, we hosted our first ever Car, Truck and Bike Show. We started this as a way to bring something new and fun to our residents, a way to bring our residents, tenants and families out together as well as opening the event to the community to enjoy.

We had an excellent turn out with approximately 70 vehicles and over 1000 participants. A great time was had by all. We hope to make this an annual event.

GREENHOUSE

This year in the greenhouse we were able to start early by transforming our storage rooms into an indoor greenhouse! This enabled us to start nearly all of our fruits, vegetables, herbs and flowers from seed. We are currently able to offer fresh selections from our greenhouse to the residents a few times per week.



AVENS Facilities

The oldest complex on the AVENS property is **Aven Manor**, a long-term personal care facility serving Yellowknife and other NWT communities. The 39 year old facility houses a total of 27 permanent residents and 2 respite beds. As it ages, it is in need of major retrofits and eventually replacement by a new facility.

Aven Court is a 34 year old subsidized housing facility that provides 24 units of housing for independent seniors contained in six four-plex buildings.

Aven Ridge is a 19 year old market rate facility that has eight housing units contained in four duplexes.

Sixteen years ago, the Government of the Northwest Territories constructed a territorial dementia facility called **Aven Cottages** on AVENS property. This facility is operated by AVENS. It can accommodate up to 28 residents and the long-term care or respite admissions are managed by the GNWT through the Territorial Admissions Committee (TAC). There are no plans to retrofit or replace this facility.

The fifth facility on the AVENS property is the **Baker Community Centre** which is 31 years old and was built with public donations. AVENS owns the property and the building, but the center 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.

Aven Pavilion is a new facility, offering a combination of market rate and affordable rental units, with affordable units priced at 80% of market value. The building includes 102 units in total—10 two-bedroom units and 92 one-bedroom units. Of the one-bedroom units, 28 incorporate enhanced accessibility features, including wider doorways, accessible kitchen and bathroom layouts, increased turning radius, lower counters, and transition-free design elements to support a range of mobility needs.

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

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 units are allocated on a first-come, first-served basis.

GITZEL ST.



FRANKLIN AVE.

CAMPUS MAP



Administration Highlights

RESIDENT CARE

Release of GNWT Long Term Care Continuing Care Standards

In early 2025, the Government of the Northwest Territories released an updated version of the Northwest Territories Long-Term Care Standards, outlining expectations for the delivery of safe, high-quality and resident-centred care across all long-term care facilities in the territory. AVENS is proud to be aligned with these standards and remains committed to integrating them into daily practice. These standards provide our team with a framework that guides our approach to care, supports quality improvement and helps ensure that residents receive compassionate, respectful and resident-centred care in a safe and supportive environment.

Connecting Hearts Family Day

AVENS Chief People Officer and Care Manager led Connecting Hearts: Family Fun Day, a special event designed to help families and staff gain a deeper understanding of the experiences of residents living with dementia. The day featured engaging games,

interactive experience rooms, and opportunities for participants to share stories and learn from one another. Through hands-on activities and meaningful conversations, attendees gained valuable insight into the challenges and strengths of individuals living with dementia. Events such as Connecting Hearts foster empathy, strengthen relationships, and support AVENS commitment to creating a compassionate and inclusive community for residents, families, and staff.

Influenza Vaccination Clinic

Every year, AVENS partners with Yellowknife Public Health to host an Influenza and COVID-19 vaccination clinic for residents living at AVENS. In 2025, we were pleased to expand the clinic to include residents living across the AVENS campus, as well as other seniors in the Yellowknife community. Preventative health measures play an important role in protecting the health and well-being of our residents, and we are proud to support broader community access to these important vaccines. By offering the clinic onsite, AVENS helps reduce barriers to care while promoting a safer and healthier environment for residents, seniors, and the community as a whole.



HEALTH AND WELLNESS

Albert Hall Fund: Enhancing Intergenerational Connection

AVENS was honoured to receive funding from the Albert Hall Fund through the Yellowknife Community Foundation. We recognize the significant benefits and lasting impact of intergenerational programming, which fosters meaningful connections between youth and seniors while enriching the lives of all participants. The funding has supported the development of programs that bring together seniors and young people from across the community. Throughout the year, AVENS hosted several school visits and monthly gatherings with Chickadee NEST program, creating opportunities for learning, friendship, and shared experiences. Residents and youth enjoyed a variety of activities together, including cooking, crafts, and picnics. These connections have helped build relationships across generations, reduced social isolation, and created memorable experiences for everyone involved.

Barb Bromley Fund for Seniors and Elders: Let's Sing with Kerry Wheeler

AVENS was honoured to receive funding from the Barb Bromley Fund for Seniors and Elders, which enabled us to continue offering our Let's Sing program. This

valued initiative brings together AVENS residents and community members living with dementia to share in the joy, connection, and therapeutic benefits of music. Kerry Wheeler was able to lead singing and social engagement, allowing participants to experience meaningful moments that promote well-being, foster relationships, and enhance quality of life. In addition, funding from the Barb Bromley Fund has allowed AVENS to purchase Williams Personal Hearing Amplifiers, providing valuable support for individuals experiencing hearing loss. These devices help improve communication, increase participation in activities and conversations, and enhance residents' overall comfort and connection to those around them.

New Programming: Swimming

AVENS was excited to welcome the opening of the new Yellowknife Aquatic Centre in May 2025. In partnership with the City of Yellowknife Aquatic Centre team, AVENS staff completed specialized training to support residents safely and confidently in the water. This collaboration enabled residents to access the many physical, social, and therapeutic benefits of aquatic activities.

Beginning in May 2025, AVENS established monthly visits to the Aquatic Centre, providing residents with opportunities to enjoy swimming, exercise, and



recreation in an inclusive and supportive environment. The program continued through November 2025 and resumed in May 2026. Participation in aquatic activities promotes mobility, well-being, and social connection, helping residents maintain an active lifestyle while enjoying a valued community resource.

Prelude Cultural Outing

From July 17–19, 2025, AVENS organized a resident camping trip to Prelude Lake, providing an opportunity to enjoy the natural beauty of the Northwest Territories and create meaningful connections in an outdoor setting. The campsite was opened to community members, fostering community engagement and bringing people together through shared experiences.

The event featured a variety of cultural activities and learning opportunities, including frying pan bannock making, a fish-cutting demonstration, and dream catcher crafting. These hands-on sessions celebrated northern traditions, encouraged cultural learning, and created opportunities for residents, families, staff, and community members to connect. The camping trip was a memorable experience that promoted recreation, social engagement, and cultural appreciation while supporting AVENS commitment to enhancing quality of life for residents.

Let's Dance program

In the fall of 2025, AVENS was pleased to partner with Bella Dance Academy on a seniors' dance program made possible through funding from the National Ballet School. Instructor Katie Schauerte spent time with residents, introducing them to new dance movements and leading fun, engaging classes that encouraged physical activity, creativity, and social connection.

The program provided residents with an opportunity to stay active, build confidence, and enjoy the many physical and emotional benefits of movement through dance. Participation and feedback were overwhelmingly positive, with residents enthusiastically embracing the experience. Due to the program's success, AVENS is excited to explore offering the seniors' dance classes again in the coming year.

EDUCATION

Graduation Aurora College Bachelor of Science in Nursing

Graduates of this program are educated in working with individuals and families from various settings and backgrounds. They are masters of ethical care, healing and health promotion. Congratulations!



Mirian Sopuruchi Iwuji

Graduation Aurora College Personal Support Worker

Graduates of the PSW program possess the knowledge, skills, and compassion required to provide high-quality, person-centred care.

Raquel Cunanan

Graduation Aurora College Office Administration

Graduates of the Office Administration program will have the knowledge and skills for administrative careers in business and non-profit organizations.

Ketty Beaverho

Palliative Care for Frontline Workers in Indigenous Communities, Lakehead University

Several members of the AVENS team successfully completed the Palliative Care for Frontline Workers in Indigenous Communities course. This specialized training was delivered by Lakehead University in partnership with Aurora College and the Institute for Circumpolar Health Research.

The course provided participants with valuable knowledge and practical skills to support individuals and families through the palliative care journey. Topics included a palliative approach to care, working

with families, advance care planning, and supporting individuals experiencing grief and loss. The training also emphasized culturally safe and person-centred approaches to care within Indigenous communities.

AVENS is committed to ongoing professional development and recognizes the importance of equipping staff with the skills and knowledge needed to provide compassionate, high-quality care to residents and their families. The organization congratulates the following staff members on their successful completion of the course:

- Frances Marshall
- Shawna Gillis
- Renee Wiseman
- Vicky Duculan
- Madelon Haener

Their dedication to learning and professional growth strengthens AVENS ability to provide compassionate, resident-centred care and support residents and families through all stages of life.



OPERATIONS

The Operations Department had a transformational year focused on stabilizing, optimizing, and advancing the AVENS campus following the transition of the AVENS Pavilion. Through close collaboration with contractors, consultants, funding partners, and vendors, the department successfully managed and closed more than 100 outstanding deficiency items, including major projects involving the card access system, kitchen exhaust system, boiler controls, hot water heating systems, and numerous other facility-related improvements.

In addition to resolving critical infrastructure issues, the team identified and implemented operational efficiencies across the campus while actively pursuing funding opportunities and partnerships to support future capital initiatives. Facility enhancements included new flooring and improved lighting in the Baker Community Centre Dining Hall, creating a more welcoming environment for residents and community users.

The department also strengthened community engagement by partnering with the Yellowknife Fire Department to host emergency preparedness information sessions for tenants and supported business tenants, including Sage Studios and Hunter Foot Care, through the occupancy and permitting process. Looking ahead, foundational planning has been completed for future projects including court patios, cam-

pus improvements, CCTV enhancements, and egress walkway upgrades, establishing a strong framework for continued growth and development in the years ahead with our funding partners.

MAINTENANCE

The Maintenance team continued to support facility operations through equipment improvements, grounds maintenance, and community engagement. This included the acquisition of new landscaping equipment to improve efficiency, the addition of summer students to support seasonal activities, and participation in a tipi assembly team-building initiative. The team also provided valuable support for various community events and campus activities throughout the year.

OCCUPATIONAL HEALTH & SAFETY (OH&S)

The organization continued to strengthen its commitment to workplace safety and emergency preparedness through several key initiatives. These included the development of fire safety plans for all facilities, the transition to a more digital inspection and reporting platform, and collaboration with the Northern Safety Association to deliver staff training. The team also successfully coordinated NAOSH Week



HIGHLIGHTS



activities, achieving the highest-ever staff participation, and held collaborative meetings with the Fire Department and the City to identify effective ways to work together in the event of an emergency. New training has also begun for the OHS Committee, with ongoing training planned during monthly meetings and more extensive courses to enhance the committee's knowledge and ability to support staff. In addition, a revamped fire drill schedule and enhanced emergency preparedness training program are being implemented, with planning underway to provide fire extinguisher training to further strengthen staff competency and readiness.

FOOD SERVICE DEPARTMENT

The Food Services Department experienced a year of growth, adaptation, and innovation while supporting residents, tenants, staff, and community events. Key accomplishments included the successful launch of the Pavilion Main Dining Service in May 2025, offering lunch, dinner, and grab-and-go options, as well as the introduction of staff meal ordering through the Meal-Suite app. The department also catered numerous special events, including ribbon-cutting ceremonies, tenant gatherings, and holiday celebrations, enhancing community engagement across the organization. Despite operational challenges, including a three-

week kitchen ventilation replacement project and security concerns within the Pavilion Dining Room, the team maintained service continuity and implemented improvements to support safe and efficient operations. Additional efforts included optimizing equipment resources following the Pavilion kitchen transition and exploring new supplier partnerships and product opportunities.

AVENS EAT is an innovative meal service designed to provide healthy, affordable meal and snack options for tenants, residents, visitors, volunteers, and staff. Through a convenient mobile app, users can browse menus, place orders, and securely pay for their meals, which are then delivered directly to their selected location. Similar to popular food delivery platforms, the system also offers advanced ordering, allowing users to plan their meals days in advance. Currently in the pilot phase, AVENS EAT is actively being refined based on user feedback and operational learning to ensure the program meets the needs of our community while delivering a convenient and reliable dining experience.

Looking ahead, the department is focused on expanding its food service offerings through the introduction of meal plans, in-room dining services, and special holiday meal programs. These initiatives will enhance the dining experience, create new service opportunities, and support continued growth while meeting the



evolving needs of residents, tenants, staff, and community clients.

HIGHLIGHTS APRIL 2025 – MARCH 2026

Sysco Vendor Showcase

Attended the first Sysco Vendor Showcase in Yellowknife with Chief Operations Officer, Steven Nicholas & Cook, Ej Calimlim to learn more about our suppliers and products they have.

Kitchen Ventilation Fan Replacement

Kitchen requested assistance from Dexterra services to provide lunch & dinner meals for our residents due to the ventilation fan replacement which took 3 weeks before the kitchen went back to full operation.

Pavilion Main Dining Service

Pavilion Main Dining Service started on May 26, 2025, offering Lunch meal and Dinner meal with a grab & go station.

Old freezers & refrigerators

Equipment that was used for storing cold and frozen products were sold after moving into the new kitchen in the Pavilion.



Provided catering services for a variety of AVENS events such as:

Jingle & Mingle Event

Catered for the Jingle & Mingle Event for Avens Independent housing tenants that took place in the Pavilion Dining Room.

Ribbon Cutting Event for Bar & Library

Catered for the ribbon cutting event for the Bar & Library

Ribbon Cutting Events Theatre and Pavilion Administration

Catered for the ribbon cutting events in the Pavilion.

Kids Christmas Party

Catered for the Kids Christmas Party Event that took place in the Pavilion Dining Room.

Manor Condiment Caddy

Returned the condiment caddies in the Manor dining room for easy access for the residents.

HOUSEKEEPING

The Housekeeping and Laundry Department achieved significant growth and operational success this year through the continued development of AVENS Spin and AVENS Touch, providing high-quality laundry and housekeeping services to an expanding portfolio of



commercial and residential clients. To support increasing demand, the department added three full-time positions, strengthening service capacity and responsiveness. The team was also recognized by the Accreditation Survey Team for its commitment to quality, safety, and excellence in service delivery. Looking ahead, several enhancement initiatives are planned to further expand services, improve efficiency, and support sustainable growth.

HUMAN RESOURCES

This May we successfully negotiated a new Collective Bargaining Agreement for 4 years

We are pleased to be adding to our staff in the areas of LPNs, RNs, and more full time positions in our house-keeping department

We have begun implementing some new mandatory training such as Cultural Awareness, Infection Prevention Control, and Trauma Informed Care. We are continuing this expansion into the current year.

Our Learning Management System, SmarterU has undergone a bit of an AVENS facelift this year. We have begun creating our own AVENS related training videos which we upload to SmarterU, which is then available to all of our staff. This is a very effective way to ensure our staff has access to training 24/7 from anywhere with an internet connection. We look

forward to expanding on this “AVENS own library” over the coming years.

Our management team took a different approach to the Employee Appreciation event this year, we all pitched in to make all the food from scratch. We brought our favourite recipes from home and cooked up a storm! Smoked ribs, salads, roasted potatoes, and cornbread were enjoyed by staff and residents alike.

HOUSING

AVENS Housing continued to fulfill its mission of providing safe, affordable, and supportive housing options for older adults through the successful operation of Aven Court, Aven Ridge, and the opening of Aven Pavilion.

Despite being open for only six weeks in 2024, Avens Pavilion achieved an impressive 55% occupancy rate by December 31, 2024, demonstrating a strong demand for quality seniors' housing in Yellowknife. Occupancy continued to increase throughout 2025, reaching 100% by December 2025, and remained at 100% occupancy through July 2026.

With an average tenant age of 71 years, Aven Pavilion has quickly become a vibrant and welcoming commu-



nity. Tenants enjoy a variety of amenities and services designed to support independence, wellness, and quality of life. These include a dining room serving lunch and dinner seven days per week, housekeeping and laundry services, a theatre, library, sewing room, fitness room, yoga room, meeting room, foot care room, spa tubs, salon services, and tenant storage rooms. Additional enhancements include the planned opening of a breakfast area and pub.

One of the most rewarding accomplishments has been the development of a strong sense of community among tenants. The upstairs common room has become a central gathering space where tenants organize and participate in activities such as potluck dinners, bingo nights, sing-alongs, arts and crafts, card games, game nights, and social gatherings. Daily activities such as puzzles, crafts, and coffee gatherings have fostered friendships, reduced social isolation, and created a warm and supportive atmosphere.

Tenant wellness and lifelong learning remain important priorities. Complimentary yoga classes are offered twice weekly, and free guitar lessons provide opportunities for creativity and personal growth. Due to growing interest, guitar lessons will expand from one to two sessions per week beginning in September 2026.

Outdoor recreation and community stewardship have

also become valued parts of our tenant's life. Ten garden boxes were raffled to tenants for growing flowers and vegetables. Tenants are encouraged to volunteer in maintaining gardens throughout AVENS properties and participate in greenhouse activities. Additional planter boxes available at the Baker Centre provide further opportunities for gardening, social engagement, and community connection.

A key measure of AVENS Housing's success is its commitment to supporting tenants beyond housing. Staff work closely with tenants and their families to ensure individuals requiring financial assistance, medical supports, or community services are connected with the appropriate agencies, programs, and healthcare providers.

Tenant retention across the housing portfolio remains exceptionally strong. Aven Pavilion experienced no move-outs during 2024, and only minimal turnover in 2025 and 2026, while maintaining full occupancy. This stability reflects resident satisfaction and the strong sense of community that has developed across AVENS Housing.

Aven Court, a 24-unit subsidized housing complex, remains fully occupied with limited turnover. To enhance tenant comfort and enjoyment, a major capital project is planned to install new patios and storage sheds for each unit.

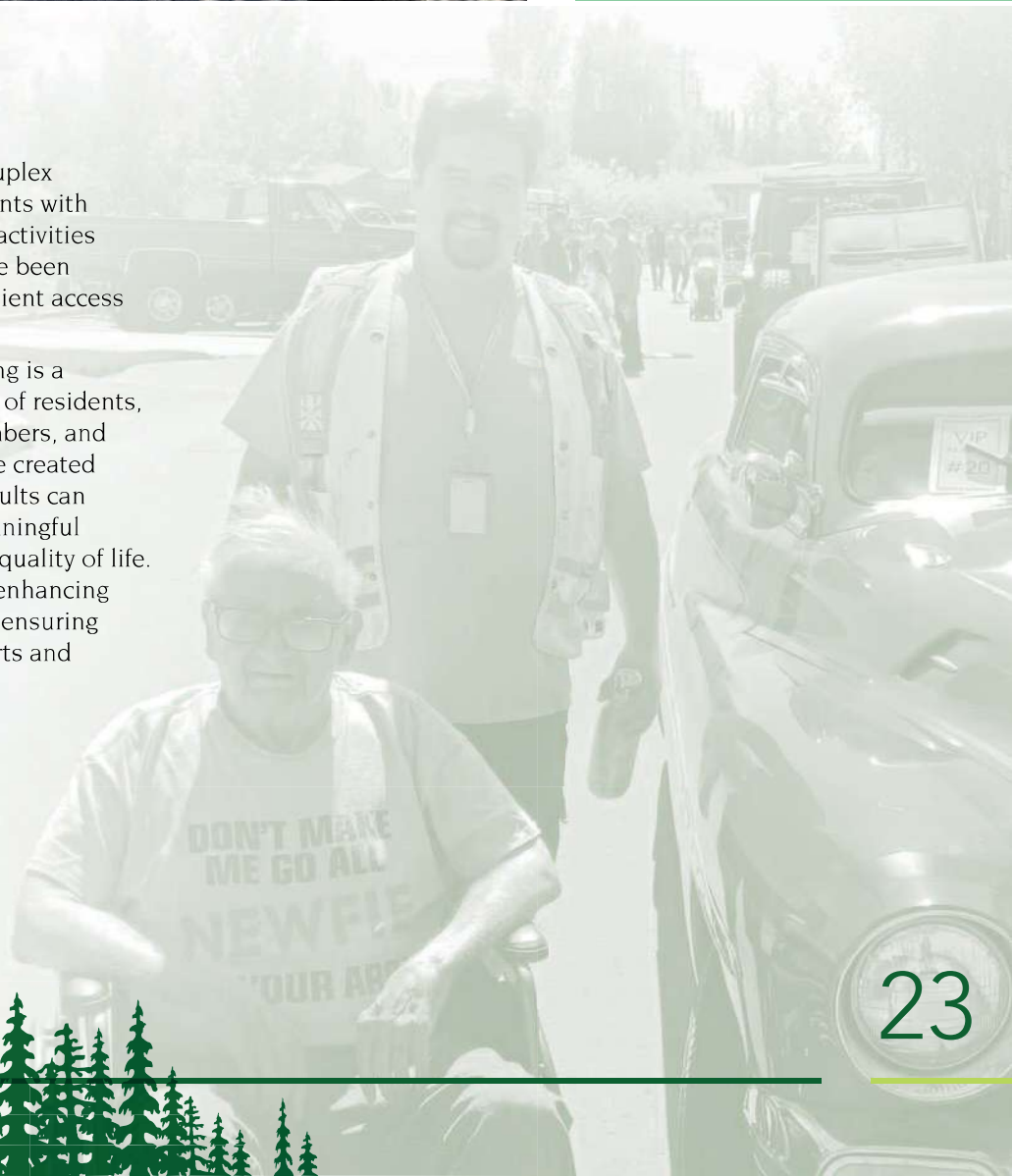


HIGHLIGHTS



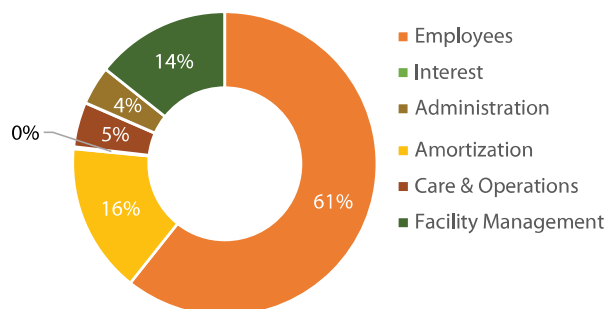
Aven Ridge, an eight-unit market-rate duplex development, continues to provide tenants with access to the amenities, programs, and activities available at Aven's Pavilion. Tenants have been provided with key fobs to ensure convenient access to the Pavilion.

The continued success of AVENS Housing is a reflection of the dedication and support of residents, staff, leadership, volunteers, board members, and community partners. Together, they have created welcoming communities where older adults can maintain their independence, build meaningful relationships, and enjoy an exceptional quality of life. AVENS Housing remains committed to enhancing services, investing in its properties, and ensuring that residents have access to the supports and opportunities needed to thrive.

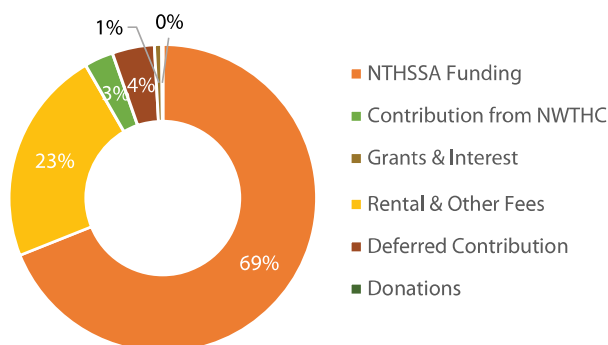


Financial Highlights

OPERATING EXPENSES BY CATEGORY 2025-2026



OPERATING REVENUE BY SOURCE 2025-2026



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, 2026.

- **Unqualified opinion** from the auditors – the financial statements present fairly in all material respects the financial position of the organization.
- **Operating results improved but remain in a deficit position** – AVENS reported a deficiency of revenues over expenses of \$1.63 million, compared with \$1.79 million in the prior year. While the deficit improved by approximately \$154,000, ongoing inflationary pressures continue to impact financial performance.
- **Occupancy and rental revenue continued to strengthen** – Rental and accommodation revenue increased to \$2.68 million, reflecting strong occupancy across the organization's housing portfolio and the continued stabilization of Aven Pavilion operations.
- **Financial position remains stable.** AVENS ended the year with \$943,000 in cash and term deposits, \$1.3 million in investments, and total assets of \$66.1 million. The organization maintains replacement reserve funds to support future capital repair and replacement requirements.

RISKS/OUTLOOK

- **Funding partnerships remain critical** – As a non-profit charity, AVENS received approximately \$9.7 million in funding from the Northwest Territories Health and Social Services Authority and \$432,000 from Housing NWT. Continued collaboration with government partners remains essential to ensure funding models reflect escalating operating costs and increasing demand for seniors' services.
- **Demand for seniors housing continues to grow** – Occupancy levels across AVENS facilities remain strong, reflecting an increasing need for seniors housing in the Northwest Territories. This demand presents both opportunities and challenges as AVENS balances service delivery with financial sustainability.
- **Workforce pressures remain a key organizational risk** – Salaries and benefits remain the largest operating expense at approximately 61% of total expenditures. Recruitment and retention of qualified staff continues to be a significant challenge within the northern labour market.

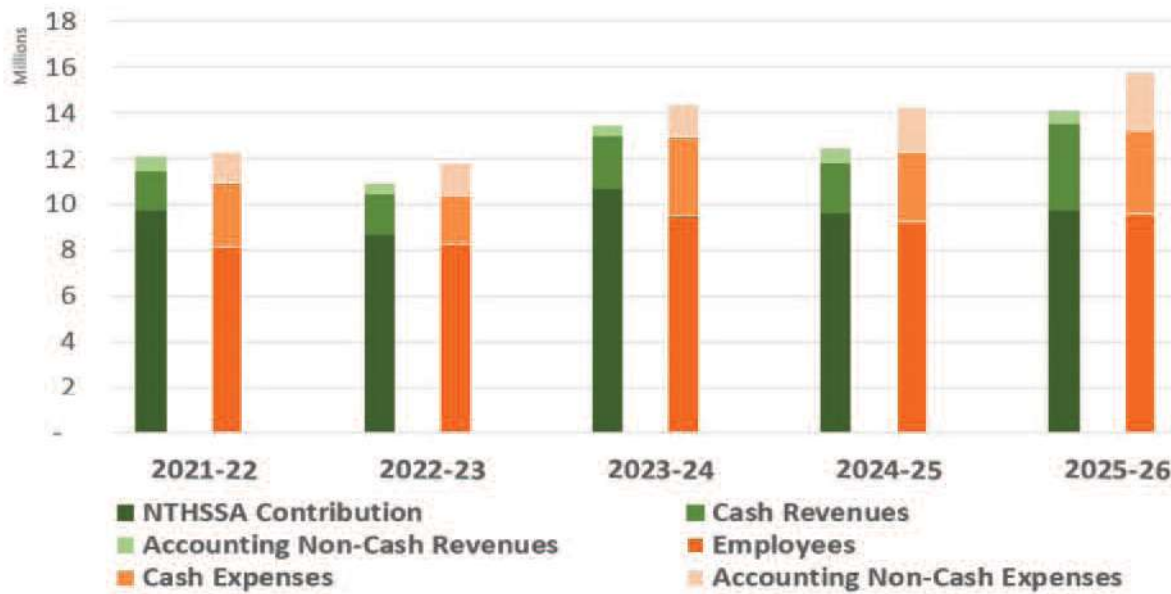


Matthew Spence

Chair of the Finance Committee



5 YEAR REVENUE & EXPENSES TREND



Selected Financial Information	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Total Revenues	11,249,495	12,129,023	10,935,307	13,440,611	12,443,042	14,128,295
NTHSSA Contributions	8,633,347	9,763,380	8,665,541	10,711,201	9,601,200	9,737,482
Total Expenditures	11,424,434	12,231,927	11,808,698	14,359,351	14,265,782	14,128,295
Employees	8,113,102	8,184,398	8,303,566	9,549,256	9,218,069	9,571,566
Cash Surplus(Deficits)	540,869	607,160	51,989	(3,273)	(483,617)	238,611
Non-Cash Surplus(Deficits)*	(715,808)	(710,064)	(925,380)	(915,467)	(1,339,123)	(1,885,963)
Overall Operation Surplus(Deficits)	(174,939)	(102,904)	(873,391)	(918,740)	(1,822,740)	(1,647,352)

* Non-Cash items include amortization of deferred capital contributions and NWTMC loan repayments less amortization of tangible capital assets and bad debts.



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

AVENS Going The Extra Mile For Seniors (GEMS) program gives our employees, our volunteers, our 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, Integrity, Belonging. Our GEMS will be recognized annually and will receive a lapel pin on their name tag designating this heartfelt thank you.

GET SMART AWARD:

Now in its 4th year, the Get Smart Award celebrates employees who make learning, professional development, and continuous growth a priority. This award recognizes the employees who earn the most points throughout the year by participating in education, training, workshops, courses, and other learning opportunities. Their commitment to expanding their knowledge and skills demonstrates a dedication not only to their own professional growth, but also to providing the best possible experience and care for our residents.



The Get Smart Award is a celebration of curiosity, commitment, and the belief that there is always something new to learn. These employees have gone above and beyond to invest in themselves and their careers, and their dedication sets an inspiring example for their colleagues.

Congratulations to our Get Smart Award recipients! Your commitment to learning and growing helps make our entire team stronger and our community better.

The winners of this year's awards are:

Emma-Lee Marks
Anne Hazell Dela Pena
Clifford Owusu
Juanita Crocker-Walsh
Leizl Ombrog

RESIDENT CHOICE AWARDS

The Resident's Choice Award is a special opportunity for our own residents to recognize the people, programs, and experiences that make AVENS feel like home.

Unlike traditional awards, these honours are chosen directly by our residents. Their voices, experiences, and feedback are at the heart of the awards, making each recognition truly meaningful.

The Resident's Choice Awards celebrate the individuals and teams who go above and beyond to create a welcoming, caring, and engaging community. Whether through exceptional service, a friendly smile, a helping hand, or a memorable experience, these awards shine a light on the contributions that matter most to our residents.

We are proud to celebrate our award recipients and grateful to everyone who took the time to share their choices. **Being selected by the residents is one of the greatest compliments a team member or program can receive.**

Congratulations to all of our Resident's Choice Award recipients, and thank you for helping make our community a wonderful place to call home!



Resident Choice

Wendy Sullivan
Nazbi Ukkhoy
Prince Sharma
Madelon Haener
Nieves Dozon

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. Shining Star Award based on their commitment to upholding and exceeding AVENS vision, mission, values daily and input from colleagues by ballot.

EJ Calimlim
Jelvin Cortel
Alvin Bhani
Brigida Kelly
Rick Marshall

Richard Abuan
Yanisleydi Almaguer
Merin Matthew
Holly Mann Cassell
Liezl Ombrog



Our annual GEMS ceremony took place on February 23, 2026.

LONG-TERM SERVICE AWARDS

5 years

JKarin Von Allmen
Josephine Espenilla
Diane Kochon
Cathy Blake
Miraquel Manuba
Ketty Beaverho

Joline Kenny
Ashly Thomas
Krisha Tacastacas
Maxime Antoine
Marian Temple

10 years

Xue Chen
Holly Mann Cassell
Mercedes Tuerto
Sarojini Jhankur

15 years

Melanya Grigoryan
Laurence Wilson
Joicy Vincent
Renee Wiseman

15 years

Alma Jaboneta
Natallia Salodkina
Marivic Bray
Ritah Bumhira

25 years

Maria Victoria Duculan



Irene Maglapit, 2025 Sheila Broder Award Recipient and AVENS Care Manager, Shawna Gillis

2026 Sheila Broders Award

Sheila Frances Broders is remembered as a compassionate, sincere, and selfless individual who always put others first. Her passing on January 30, 2013, was deeply felt throughout the AVENS family. Sheila was a valued colleague and friend who was known for her kindness, her willingness to listen, and her genuine care for those around her. She was the co-worker everyone loved and could always count on for support and encouragement.

In her memory, AVENS established the Sheila Broders Award, presented annually to a Personal Support Worker student who demonstrates the same qualities that Sheila exemplified throughout her life and career. This years recipient was Irene Maglapit.

"Irene builds therapeutic relationships with the people she cares for. She connects with residents meaningfully, making sure that they feel acknowledged and seen. She is patient and takes time to ensure that residents are able to participate in their own care to the best of their abilities, promoting their dignity and independence."

AVENS is proud to recognize Irene's dedication and commitment to compassionate care, qualities that reflect the enduring legacy of Sheila Broders.

Preceptor of the year award: Madelon Haener

AVENS is proud to celebrate Madelon Haener, who was presented with the Preceptor of the Year Award for the Aurora College Personal Support Worker Program. Madelon was recognized for her exceptional support, guidance, and mentorship while working with an Aurora College student during their clinical placement.

AVENS congratulates Madelon on this well-deserved recognition and thanks her for her continued contribution to building the next generation of compassionate and skilled care providers.



Our Partners

GOVERNMENT PARTNERS

AVENS is the only 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 to keep the cost associated with the services affordable for residents. These services are made possible through the **Northwest Territories Health and Social Services Authority**.

AVENS also has an agreement with the **Housing NT** to operate the subsidized housing units in 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 stock at the AVENS Campus.

AVENS believes all levels of government have 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:

Alzheimer's Society of AB and NWT

The Alzheimer's Society and AVENS collaboratively provide cultural recreation programs. 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)

CNIB Northwest Territories 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 (UNW) 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 Aven Cottage.

Yellowknife Seniors Society

Yellowknife Seniors Society operates the Baker 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.

Housing NT

Housing Northwest Territories 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 and manage funding programs for seniors.

NWT Seniors Society

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





Our Donors

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Hak's Autobody Ltd.
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Diamond Nails
Sutherland's Drugs
Adam Dental Clinic
Ron's Equipment Rental & Industrial Supply
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Anonymous
Christopher Buchanan
Caroline Horn
Deborah DeLancey
Lily Patricia Jenkins
Barbara O'Neill
Faith Cronk
Lisa Dyer
Carolyn Cronk
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Jessica Ewing
Curtis Lermo
Karin Rossignol
Denford Madekufamba
Lesley Allen

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*



Mildred Wilke
1942-2025

Edward Rabesca
1945-2025

Thomas Pothier
1945-2026

Mary Shea
1946-2025

Donald Hjelmeland
1950-2025

Judith Krause
1939-2026

Denys Anctil
1941-2025

Jimmy Rabesca
1934-2025

Lucile Dumais
1943-2026

Zlata Bungur
1941-2025

Juana Alipao
1940-2025

Mary Rose Auger
1947-2026

Gilles Brochu
1952-2025

Robert Fabien
1951-2026

Marguerite Liske
1933-2025

Leslie Cameron
1946-2026



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