Soaring to
new heights
Introducing…

Skylark Children, Youth & Families

Skylark – born from the merging of Delisle Youth Services and Oolagen Youth Mental Health – is a leading Toronto-based charity dedicated to children, young people and their families struggling with complex mental health and developmental needs.

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The inclusion of the words “children” and “families” to our new name and brand represents the expanded reach of our newly formed agency. While families have always been an integral part of the programs and services at both Delisle and Oolagen, Skylark Children, Youth & Families also has the capacity and expertise to include a younger demographic – children aged 0 to 12 years.

What’s in a name?
The skylark is a bird slightly larger than a sparrow – and just as unremarkable in appearance. But something sets the skylark apart from its fellow ground nesting or perching birds: its ability to take flight and soar up 100 meters in the sky, all while singing its unique, glorious song. Most often heard at daybreak, the skylark’s song has been said to “chase away the darkness.” For centuries, authors and poets (from Dante to Shakespeare to Tennyson), songwriters and musicians (from Ralph Vaughan Williams’ “Lark Ascending” to the Johnny Mercer and Hoagy Carmichael beloved jazz standard “Skylark”) have found inspiration from this common-looking creature with the most extraordinary strength and skills.

After numerous consultations with young people, donors and other major stakeholders, Skylark Children, Youth & Families was unanimously chosen by our youth as the name that best captures the spirits of both Delisle and Oolagen. It is evocative, inspirational and aspirational; it also speaks to our brand promise and our desire to effect systemic change in the child and youth mental health sector.

We believe our new name speaks to our clients – our children, young people and families – as well; embodying a message of hope and promise that they, too, can soar to new heights and sing their own unique, glorious song.

Mission, Vision, Values

Integrated Vision
A community of services that builds the social, emotional and developmental capacity for children, youth and families to realize their full potential.

Integrated Mission
We collaborate with children, youth and families with complex mental health and/or developmental needs to enhance their well-being, resilience and capabilities. We provide coordinated access and service resolution to expand the capacity of community partners responding to complex needs.

Integrated Values

Integrity We operate with integrity and accountability in everything we do.

Evidence-informed We provide responsive, innovative and individualized programs and services informed by evidence, youth and families.

Collaboration and Partnerships We bring together children, youth, families and community partners to create positive change.

Youth and Family Engagement We believe all children, youth and families have strengths and skills. This drives all aspects of our work and is incorporated at all levels of our organization.

Diversity We honour diverse traditions and points of view and recognize the inequities caused by social justice.

Inclusion We believe in the power of connection and belonging; our practices are aimed at strengthening natural helping systems.
Last year at this time, we knew Delisle’s major challenges were to leverage our many strengths as the need for intensive youth mental health services continues to escalate. We also knew that increasing capacity, seeking out new partnerships and expanding our clinical capabilities were the key strategies to effectively address these challenges.

What we didn’t know was that we’d soon be invited by a leading youth mental health agency to explore the viability of joining forces.

It didn’t take long for Delisle and Oolagen Youth Mental Health to conclude that coming together would ensure a promising future for our respective organizations. Most importantly, we are confident that our merged organization will have the strength and depth to help more children, young people and families get the help they need, when they need it.

With the vigorous due diligence process complete and the Memorandum of Agreement signed, we are on our way to becoming better equipped to successfully meet our existing and future challenges.

Innovation, strong fiscal management and service excellence at 40 Orchard View

A highlight of the 2015/16 fiscal year was the opening of a new Youth Mental Health Walk-in Clinic at our Orchard View site. This two-year innovative project is the result of cross sectorial partnerships and funding from the Canadian Institutes of Health Research and private donors. We’re proud to be partners with CAMH, SickKids, Sunnybrook and Toronto East General Hospitals, East Metro Youth Services and many other mental health organizations to offer better and more appropriate healing environments for young people, keeping them out of hospital emergency rooms.

Another bright light is the excellent work of our Special Needs Team, who work with families of children with complex developmental disabilities. These highly specialized, knowledgeable problem solvers work tirelessly to find suitable, sustainable supports and services that make it possible to stabilize these children and for them and their families to have a better quality of life. Working in close partnership with more than 100 community agencies, we are the only agency in the GTA to provide this intensive, comprehensive, specifically tailored support.

Many young people struggling with mental health challenges are self-medicating with street or prescription drugs, alcohol and other substances. Chances are, if you encounter mental health issues, there’s a strong likelihood you’ll also encounter substance abuse. In keeping with our “can do” reputation, when we couldn’t find the right kind of education and training materials on this subject, we created, developed and produced our own – which we shared across the sector and the province.
Delisle management and staff priorities have been strengthening service delivery, maintaining strong financial integrity and managing increased compliance demands. We’ve also been bolstering succession planning, staff development opportunities and fundraising capability.

A critical consequence of our current funding environment was the difficult decision to scale back our In School program. This decision was based on available resources and our commitment to clinical depth across our spectrum of services.

**Youth Mental Health is Everyone’s Business**

It’s an enduring fact that one in five young people are struggling with a mental health issue and five out of six don’t get the help they need. Even though it has lost some of its stranglehold in recent years, stigma is still one of the most impenetrable barriers to getting help. Awareness and acceptance of mental health challenges has steadily increased, but society still has a long way to go before it considers mental illness in the same way it considers other life-threatening diseases or injuries.

We know from research that young people aged 15 to 24 are at the highest risk and early intervention can prevent mental health issues from escalating or becoming entrenched.

Our agency stands on a strong foundation of government funding, but youth mental health is everyone’s business – something we must all pay attention to and invest in. It impacts the homes, schools and workplaces not only of young people themselves, but their families, friends and peers. And government funding doesn’t foot the entire bill. As the need for youth mental health services continues to grow, so too does our need for funds – to ensure we are there for young people and their families when they need us most.

We are proud to have ended our 2015/16 fiscal year on a strong note, with adequate funds to honour all of our commitments. A big thank you to Delisle staff, who went above and beyond in their efforts to diligently manage costs and generate social enterprise initiatives, partnerships and pilot programs to strengthen our financial position.

The support and leadership of our dedicated Board of Directors and the loyalty and commitment of our management and staff have been instrumental in our success. Our hearts are also filled with gratitude for our generous donors, sponsors, partners and volunteers. As we look toward a new horizon, we are buoyed by the incredible strength and skills we see in the youth and families we serve, which inspires us to be the best we can be.

Together, we stand strong and well positioned to soar to new heights of excellence!

Ron Lalonde  
Board President

Marg Campbell  
Executive Director

Une traduction en français de ce texte est disponible en communiquant avec nous.
Almost 50 years ago, in the era of “flower power” and “make love, not war”, Oolagen was born. History books tell us how the protest movements of the 60’s profoundly altered laws and attitudes. Less well-known is how these movements changed youth services. The “one size fits all approach” to youth mental health slowly began to evolve. Since then, sweeping changes in culture, race, and gender politics have led us to significantly change philosophies, ideas and practices to better meet and serve the evolving needs of young people. Oolagen’s expertise in Narrative Therapy and Wraparound goes hand in hand with our belief that the more we understand the unique experiences, contexts and perspectives of young people and their families, the better equipped we are to help them make positive, sustainable changes in their lives.

And as much as changing lives is embedded in our purpose, “change” has also been the predominant theme in our sector for more than a decade. Indeed, it seems to be one of the only enduring constants. Increasing capacity, expanding capability, strengthening existing partnerships and seeking out new ones – as well as finding new ways to fund new or existing programs – have been ongoing priorities for every youth mental health agency in our province.

Recently, major funders, foundations and corporate partners have begun to encourage charities to embrace the possibility of merging with other organizations that share similar or complementary mandates and service offerings. At Oolagen, collaboration has always been one of our strongest, most steadfast values, and we knew the time had come to leverage our strength in this area.

Joining forces with another leading organization has been part of the conversation between our board and management for several years. We are very proud that this conversation culminated in a partnership with Delisle Youth Services. Together, we are stronger.

Business as usual at 65 Wellesley

While diligently exploring every option to advance sustainability and growth, delivering our programs and services has been paramount – as has raising the much-needed funds to do so.

Our 5 day per week Walk-in Clinic continues to have outstanding success. Opened sixteen years ago, Oolagen was one of the first agencies in Toronto to establish a no-appointment-necessary, no hassle, no cost Walk-in service for young people and their families. Today, as part of a city-wide collaboration with other youth mental health agencies, Oolagen is part of the ‘what’s up’™ walk-in partnership that provides walk-in services at six sites across the GTA operating five days per week. Our innovative approaches comprise “brief but meaningful” therapeutic conversations (a study-proven model where 60% of youth only need one walk-in session) and also serve as a gateway to more intensive mental health services. Through partnering, we were able to expand walk-in services to include children aged 0 to 12 years as well as those aged 13 to 18.

Oolagen also sustained its leadership role in both Ontario and Canada as a driving force behind Wraparound – a process that builds supports and services around young people, giving “voice and choice” to their decision-making capabilities to bring about positive life changes.
Our international reputation for Narrative Therapy excellence resulted in a month-long placement of a narrative therapist from Singapore, who not only enriched the knowledge of our staff but also a wider audience of GTA clinicians.

We have received funding for over 10 years from the City of Toronto to provide services to young parents and their children at risk of homelessness. The city support is to facilitate Wraparound processes for young parents (often referred by child welfare or other resource centres). Our Young Parents No Fixed Address (YPNFA) coordinates opportunities for other service providers to share resources and information.

Richard Kalesky House, our 7 bed residential treatment program, continues to serve young people and families whose issues are most effectively addressed by this intensive method of intervention.

Youth Mental Health is Everyone’s Business

With today’s lack of inflationary base funding and other fiscal realities facing our sector, it’s been a constant challenge to make our financial and professional resources go as far and as effectively as possible. One of those realities is the fact that every dollar we raise and each donation we receive has been—and will continue to be—critical to providing much-needed services. Youth mental health is truly everyone’s business, because without specialized support and expertise, problems can become entrenched and cause lasting, irreparable harm—in our homes, schools, workplaces and communities.

We want to recognize the compassion and dedication of our staff, board members, and volunteers who have kept their sights sharply focused on making a difference in the lives of children, young people and families struggling with mental health and social justice challenges. We also want to recognize the courage and honour the trust given to us by the young people and families whom we work with and that inspire us every day.

Going forward, anchored by our past successes and our promising new partnership with Delisle, Oolagen is poised to take flight into a brighter, stronger future!

In Memory and Tribute

On June 29, 2016 Jim Muldoon, Vice Chair of Oolagen’s Board of Directors (and a member since 2012), passed away after a long illness.

A passionate, generous supporter not only of Oolagen initiatives but of staff social events and fundraisers, we keenly feel Jim’s absence—not only in the boardroom, but everywhere we work and play.

Chip Pitfield       Lydia Sai-Chew
Board Chair       CEO
Founded in 1967, Oolagen Youth Mental Health is an accredited, non-profit children’s mental health agency and University of Toronto teaching facility.

Our long term partners include the Toronto District School Board, The Children’s Aid and Catholic Children’s Aid Societies, Jewish Child and Family Services and Native Child and Family Services.

Delisle Youth Services (DYS) is an accredited child and youth-focused mental health agency with proven results and award-winning staff. Since our founding in 1970, DYS has worked in partnership with our communities to provide comprehensive, individualized, intensive services for children, young people and their families. The young people we care for are struggling with mental health challenges, abuse, neglect, poverty, homelessness, substance abuse and poor self-esteem.

Others are living with developmental disabilities and/or complex special needs. For these children, young people and families, DYS acts as the single point of entry into residential services and residential case management in the Greater Toronto Area. We work closely with community planners and government funders to advocate on behalf of complex special needs families to plan for better, more accessible services.

In 2015, Delisle and Oolagen undertook the decision to merge into a single entity, which has been renamed Skylark Children, Youth & Families.

Our Leadership Strategy

Successfully merging two separate, well established organizations into one is a major challenge.

While combining or replacing systems, procedures, processes and organizational structures is the “synergy” that most mergers strive to achieve, the ultimate goal is a thoroughly integrated, high performing hybrid that effectively leverages the best of both organizations.

Not unlike a marriage of two single people who have both lived on their own for decades, deciding what to keep, throw out, share or replace during a merger can create grounds for conflict or misunderstanding.

Furthermore, most people do not welcome change, nor do they find it easy. Teamwork and strong leadership are the keys to fostering strong buy-in and successful post-merger integration.

Robust organizational change requires robust organizational change management.

That’s why the Boards of Delisle and Oolagen have determined that continuity of leadership is our strongest, most effective strategy going forward.

For the next several years, Lydia Sai-Chew and Marg Campbell will be Co-Chief Executive Officers for Skylark Children, Youth & Families. While Lydia will focus on overall operations and Children’s Mental Health Services, Marg will focus on the Complex Special Needs Team. As our sector undergoes massive change and transformation, the extra capacity that joint leadership provides will be invaluable.

Marg and Lydia have already demonstrated that they work well together: listening to, engaging and empowering 150 management and staff whenever and wherever possible, being available, open and transparent to stakeholders and being careful custodians of Skylark’s operating budget of over $30 million.
Our Transitional Year

For the sake of transparency and clarity, the program and service descriptions, financial statements, metrics and fundraising highlights are presented separately for Delisle Youth Services and Oolagen Youth Mental Health. Because both our fiscal years comprised April 1, 2015 to March 31, 2016, both organizations were still operating as separate entities.
Walk-In Services

Walk-in provides fast, hassle-free, no-cost access to mental health services for children and young people aged 0 to 18 years and their families. With wait lists of up to one year across all children’s mental health agencies, Walk-in meets a real and urgent need. In many cases, Oolagen’s expertly trained clinicians can make a tangible difference in just one session. Anyone can return to Walk-in any time. As part of the ‘what’s up™ walk-in partnership, Walk-in services are available city-wide, 5 days per week.

Richard Kalesky House

For young people with the most challenging mental health issues, our residential program provides intensive support in a structured environment for young people aged 13 to 18 years. Staffed 24 hours a day by highly trained youth workers, Richard Kalesky House is licensed annually by the Ministry of Child and Youth Services.

Wraparound Services

This innovative, proven approach surrounds high-risk youth with a support team of family members, social workers, public health nurses, faith groups, friends and community members. This “family-like” support system empowers goal setting, keeping on a positive track and overcoming barriers to succeed.

Intensive Child and Family Services

Eight to twelve weeks of intensive, individualized service for children, young people and families experiencing breakdown in relationships at home, loss of school placement or severe adjustment difficulties in their community.

On-going Counselling Services

Oolagen offers a range of services comprising individual, family and group counselling. If needed, we can arrange psychiatric consultation or make referrals to other agencies. In addition, Oolagen can act as a client’s advocate with police, courts, parole officers and other community/social justice resources.
What We Do
Delisle Youth Services

The Studio
Our inclusive youth drop-in centre provides young people aged 13 to 21 years with rich opportunities for personal growth and development, counselling and support. An interactive space openly celebrates LGBTQ+ youth and attracts a diverse population from across the GTA. Managed by experienced, qualified child and youth workers, The Studio empowers young people to make a difference in their own lives as well as in their communities through leadership, strong, supportive intergenerational relationships and rich opportunities for personal growth and development.

Delisle House
This long-term, co-ed therapeutic residential program provides at-risk young people with more than just a roof over their heads. It offers a safe, home-like environment for youth aged 13 to 18 years who are experiencing social, emotional, behavioural and psychological/psychiatric challenges. The house is staffed 24 hours a day by child and youth workers and is licensed annually by the Ministry of Child and Youth Services.

Visions & Merge Day
Treatment Programs
Operated in partnership between DYS and the Toronto District School Board in two west-end secondary schools, these intensive programs help students with complex mental health needs who are facing persistent school challenges.

Centralized Access to
Residential Services (C.A.R.S.)
C.A.R.S. acts as a central gateway, matching children and youth with complex, challenging mental health needs to the most appropriate therapeutic residential programs on behalf of the Toronto Region of Ministry of Children and Youth Services (M.C.Y.S.).

C.A.R.S. considers the individual needs of each client when seeking placement options for them. Their goal is to place a young person in a program that will make it possible for him/her to successfully return to caregivers or otherwise graduate to a more independent situation.

Residential Placement Advisory Committee Toronto (RPAC)
The goal of this service is to ensure youth stay in placements only for as long as they have to. We also provide youth the assurance that there is an independent party they can connect with to ensure they are being well served as a resident.

All children and youth living in a facility of 10 or more beds have their placement reviewed by RPAC. We also review the appropriateness of placement for every child over 12 years of age who objects to their placement.

RPAC is a mandated service under the Child and Family Services Act.

Special Needs Team: Meeting a need that no other agency can
When children and youth have special needs so complex that their families cannot manage, Delisle’s Special Needs Team (SNT) is the place to turn for help and hope when all other options have been exhausted. SNT is highly skilled and uniquely positioned to influence how our government responds to need and funds services in this area: we are experts at presenting individual and community issues and have had proven impact on developmental needs sector policy.

The only agency in the GTA to provide intensive, comprehensive, specialized supports for children and young people with multiple, complex special needs, SNT is comprised of experienced case managers recognized for their creative thinking, advocacy, collaboration and problem-solving skills. Our team is committed to a high standard of service in supporting the difficult situations faced by these children, young people and families. We possess extensive knowledge of available funding and other resources where these families live.

Working in close partnership with more than 100 community agencies to offer consultation and creative, personalized care plans to keep complex special needs children at home as long as possible, SNT coordinates in-home staffing services, respite, consultation with Community Care Access Centres and behaviour specialists.

SNT also develops a specialized staffing program for the developmental services sector in Toronto. This social enterprise offers highly trained DYS workers to our partner agencies in a cost-effective, fully accountable manner – which helps us fund valuable services.

Counselling Services
We offer a full range of counselling services including Dialectical Behavioural Therapy (DBT). DBT is a highly effective evidence-informed treatment for youth with complex mental health needs. We saw a need to introduce DBT to help improve outcomes for our most complex clients and in 2014 we became the first agency in the city to offer this treatment on an outpatient basis.

The youth who benefit most from DBT have challenges that combine mood disorders, eating disorders, substance use, suicidal ideation and self-injury. These are the youth typically seen in hospital rooms.

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A Remarkable Return on Investment

Children and young people with developmental disabilities and/or complex special needs require very specialized support; most families are either in – or close to – crisis, because of how difficult it can be finding the most appropriate resources for their unique circumstances. Personalized care plans provide stability for parents to re-build their lives while children get desperately needed, intensive and sustainable support. The SNT continually works within our system, bolstering capacity to meet the multiple, complex needs of these children and youth.

To demonstrate our accountability in stewarding our substantial government funding, DYS recently engaged Success Markets Inc. (SMI) to conduct a Social Return on Investment (SROI).1

The results were striking

• The base analytic approach returns about 90% of its costs in measurable benefits to clients and society – approximately four times the return of the now-closed large institutional programs which produced very low benefits.

• On average, the CM team is expected to produce between $0.76 and $0.95 of social value for every dollar invested, with a best estimate of around $0.88.

• Of this, 46% goes directly to DYS clients and families, 54% goes to government and greater society.

• This means that nearly $24 million of annual investment in the Case Management team returns nearly $20 million in benefits and reduced costs to clients and society.

• The effective net cost can reasonably be seen as $4 million.

• For every dollar invested, nearly $2 is returned to society in reduced costs and increased benefits.

• Therefore, the effective net cost of this program is negative, as the benefits outweigh the investment.

1 SROI analysis estimates the per-dollar return to clients, society, and government for investment in social programs.
For every dollar invested, nearly $2 is returned to society in reduced costs and increased benefits.
Fundraising And Development Highlights: Oolagen

a/ Leave Them Laughing 2015 youth speaker Jubilee Lambie and Lydia Sai-Chew

b/ Ed Clark and friends

c/ Oolagen Patrons Deb McGrath and Colin Mochrie performing a skit of Fran and Ed Clark’s courtship

d/ Jeannie Clark, Chair Leave Them Laughing 2015, Ed Clark, event Emcee Valerie Pringle

e/ Chip Pitfield, Oolagen Board Chair with Patrons Deb McGrath and Colin Mochrie

f/ 2015 Scotia Toronto Waterfront Marathon (STWM) participants Lydia Sai-Chew, Ruth Pluznick, Christine James, Emma Turner and Jia Yao

g/ STWM participants
Fundraising And Development Highlights: Delisle

a/ Jennah Donnelly, a youth artist, stands with her artwork submitted to the Delisle Youth Gallery

b/c/ The Delisle Youth Gallery’s 2015 Exhibition Opening Night

d/ Mary Muir and her daughter Kit Muir, organizers of James’ Journey (Photo courtesy of Kevin Van Paasen)

e/ Marg Campbell, Kathleen Wynne, and Mary Muir at James’ Journey 2016

f/ Mary Muir hugs a friend at James’ Journey

g/ Fiona Lacey, Youth Engagement Facilitator, and Jennah Donnelly, Youth Volunteer, at James’ Journey 2016
# Oolagen 2015/16 Financials

## Statement of financial position

As at March 31, 2016

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<td>Accounts payable and accrued liabilities</td>
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<td>Deferred contributions</td>
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<td>Net assets</td>
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## Statement of operations

Year ended March 31, 2016

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<td>Fundraising (from Oolagen charities)</td>
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<td>Other income</td>
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<td>Salary and benefits</td>
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<td>Program expenses</td>
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<td><strong>Total Expenses</strong></td>
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<td><strong>Excess of revenues over expenditures</strong></td>
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## Diagrams

### Revenue
- GST Recoveries And Others: $52,609
- Donations Or Oolagen Charities: $48,262
- Other Funding: $90,064
- MCYS: $2,245,072
- City Of Toronto: $95,014
- CCAS: $32,100

### Expenses
- Administration: $166,974
- Wraparound Programs: $217,545
- Outpatient Programs: $1,404,108
- Residential Programs: $774,494
### Delisle 2015/16 Financials

#### Statement of financial position

As at March 31, 2016

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<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
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<td>Current assets and term deposits</td>
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<td>Accounts payable and accrued liabilities</td>
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<td>Unrestricted fund</td>
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<td><strong>Total Fund balances</strong></td>
<td>1,952,103</td>
<td>1,684,019</td>
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**6,201,674**  **6,389,202**

#### Statement of operations

Year ended March 31, 2016

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<tr>
<th></th>
<th>2016</th>
<th>2015</th>
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<td><strong>Revenue</strong></td>
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<td>Grants and subsidies</td>
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<td>Partnership revenue</td>
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<td>Personnel</td>
<td>5,626,715</td>
<td>4,966,754</td>
</tr>
<tr>
<td>Program</td>
<td>23,263,421</td>
<td>22,931,723</td>
</tr>
<tr>
<td>Operations</td>
<td>648,010</td>
<td>886,396</td>
</tr>
<tr>
<td>Building occupancy</td>
<td>301,672</td>
<td>275,490</td>
</tr>
<tr>
<td>Amortization of capital assets</td>
<td>166,629</td>
<td>116,180</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>30,006,447</td>
<td>29,176,543</td>
</tr>
<tr>
<td><strong>Excess of revenue over expenditures for the year</strong></td>
<td>268,084</td>
<td>242,956</td>
</tr>
</tbody>
</table>
Individuals, foundations and corporate partners have made such a positive difference in the lives of anyone who walked through the doors at Delisle and Oolagen in 2015/16.

Our donors at every level play a pivotal role in our community and we rely on their generosity to succeed.

On behalf of all the children, young people and families whose lives have changed for the better, we extend our warmest thanks and deepest gratitude.

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