



**THE CALGARY BRIDGE  
FOUNDATION** FOR  **YOUTH**

**2018 Annual Report**

# Message from the Board Chair

The last fiscal year saw another twelve months of continued expansion of CBFY's services. With over fifteen thousand individuals supported through varied programming, the Bridge Foundation continues to provide invaluable services to new Calgarian youth. Our funders play an integral role in this, and on behalf of the board we extend a sincere thank you to IRCC, the United Way of Calgary, FCSS, RBC and all the donors and sponsors for their continued and generous support. With a budget of nearly \$6.5 million, the Bridge's important work could not be done without the support of these funders.

Our staff and volunteers deserve particular recognition, as it is their tireless and selfless efforts that keep our services alive and relevant. These employees and volunteers continue to inspire the Board with their dedication. The appreciation for the work they do in assisting our newcomer youth and their families as they start their journeys in Canada cannot be overstated.

As I reflect back on my term as Board Chair, the growth this organization has achieved stands out as a particularly significant accomplishment. With that growth has come the inevitable change, and the organization is constantly striving to mature its culture, processes, and practices. With a now annual employee engagement survey in place, enhanced human resources policies and practices, and a more focused governance model at the board level, the organization is well poised to continue its high standard of service delivery while ensuring the health of the agency remains sound.

I am humbled to have had the opportunity to serve you all as Chair during this last term. As the leadership of the board transitions to a new team, it is heartening to know there is a strong pipeline of passionate and dedicated individuals ready to lead this organization to new heights.

It has been an honour to serve all of you as Board Chair.

**James Shore, Board Chair**

# Message from the CEO

As CEO of The Calgary Bridge Foundation for Youth, I am proud to report that we have continued to expand our growth both economically and socially in 2018. We have completed the second year of our Three-Year-Strategic-Plan “The Indispensable Chapter”. Despite economic challenges that continued to persist we remained client focused and solution based. As a team we systematically changed our strategies as we proceeded, striving for program and service delivery sustainability, and ensuring that our operating model remained conducive to current trends, staff and newcomer clientele. CBFY further solidified its position leading innovative initiatives for immigrant and refugee children, youth and their families.

Social challenges, social change and social impact have a fair degree of complexity and it takes an entire community that matters to gather together to deepen community. CBFY connected, collaborated and engaged with community partners to bring their expertise to the arena and we promoted and perpetuated social change through the voice of both staff, volunteers and the youth. This line of thinking increased our visibility, expanded and sustained our capacity and led us down the path of service excellence.

2018 was yet another busy year, commencing with organizational alignment with Alberta Employment Standards, Occupational Health and Safety and Human Rights Legislations. Some successful milestones included the Annual Youth Achievement Awards, Power of Voice Youth Conference, Staff and Volunteer Recognition Events, Bridgefest, 5th Annual Multicultural Newcomer Fair, tax clinics, innovative and strategic evaluation impact strategies, risk and mitigation strategies, lap top donations, client-case load management, program innovation and expansion, professional development, expansion of funds, new partnerships and ultimately deepening the depth of client centered services.

# Message from the CEO

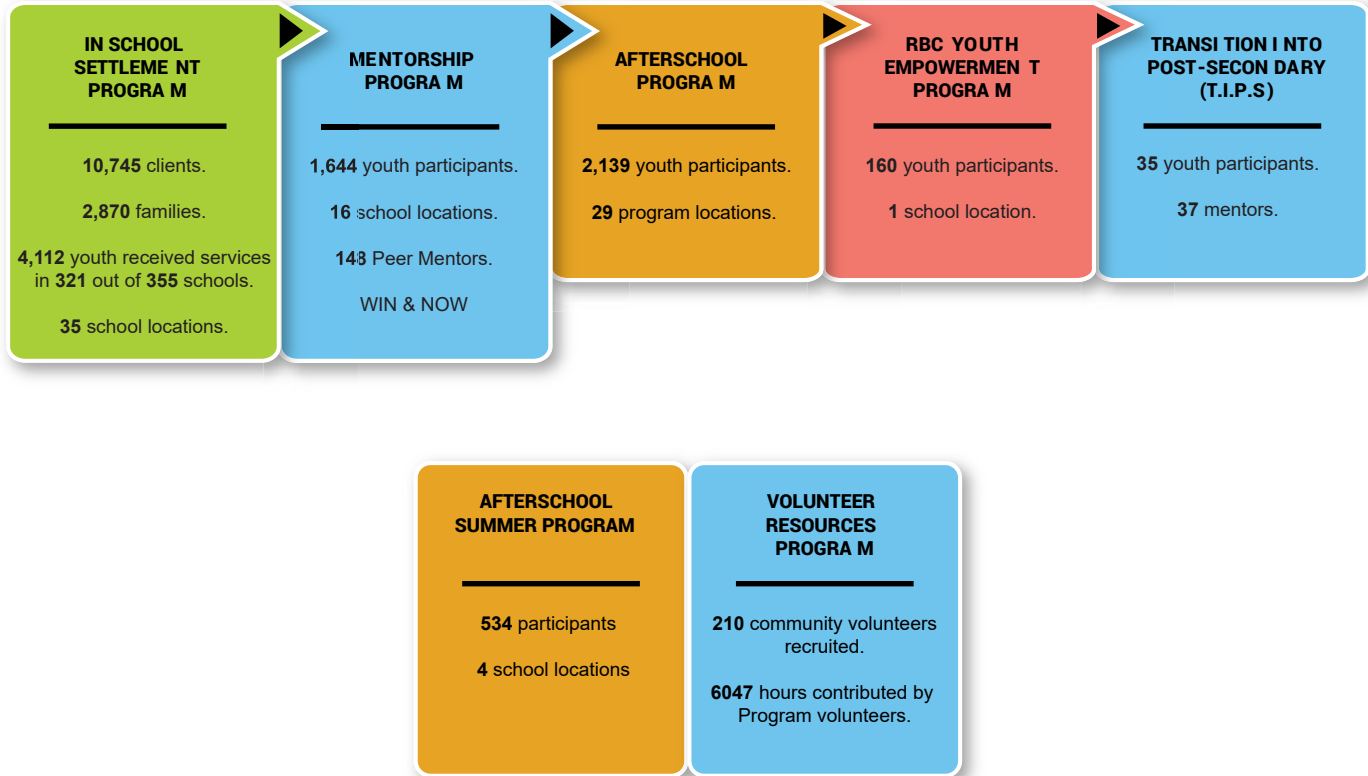
This growth and expansion especially from 2015-2018 prompted us to pause and reflect and some key areas of work were identified by staff which as a leadership we committed to address in 2019. This included HR Policy Handbook Review, Occupational Health and Safety, Employee Engagement, Wellness and Organizational Culture.

As CEO of CBFY I feel honoured and humbled to lead this organization with the leadership team and staff by my side. I continue to learn from staff and rely on their expertise to guide our performance trajectory. I am in awe when I listen to their innovative ideas, they are indeed fresh. This is what CBFY needs, fresh new ideas to engage our youth whom by the way are exceptional. Staff consolidate their efforts to grow our footprint and it goes without saying we are indeed a primary agency in the sector for the settlement and integration for children, youth and families. The CBFY Board continues to strengthen the core and are our guiding light. We are a shared impact organization and will continue to remain this way to affect social change.

Our sincerest gratitude to our primary partners, Calgary Board of Education, Calgary Catholic School District and Calgary Public Library and funders, donors, partners, friends and CBFY clientele. It is all of you that inspire us to make a difference. Shared effort and expertise leads to the betterment of community.

**Umashanie Reddy, CEO**

# Program Continuum



In 2018, this program continuum model served 15,257 clients, 5% increase in client numbers from 2017. We attributed this to newcomer influx, service need and demand, innovative design, stronger collaboration and staff expertise. This is a well articulated collaboration of core programs on the surface but beneath a strategic model of core partnerships and positive synergies. Core programs in this continuum work as a collaborative to develop internal and external partnerships to build social and emotional learning skills, generosity, cultural, linguistic, leadership, confidence, lifelong learning and most importantly social integration skills for clients so that they will feel a sense of belonging. It is indeed a holistic platform for methodical, strategic and seamless transition from the time the client enters CBFY and when they are transitioned into post-secondary.

# In School Settlement Program

The In School Settlement Program (ISSP) had a tremendous 2018 year. ISSP streamlined service delivery and expanded its presence in the schools. ISSP delivered workshops to families to prepare them for school engagement and also provided them support through the matched savings program for long term sustainability. At risk youth were addressed in numerous locations in the City with staff providing workshops on making healthy choices for a successful future. Major in-roads were created by staff of ISSP in classrooms where the Roots of Empathy program was delivered to school aged children. ISSP began providing lunch hour dialogues between students on key messages to the school population through Public Service Announcement clubs. ISSP provided informal language learning to over 60 youth and adults at the Genesis Centre to support academic success. Case-load management best practices was another area where attention was focused and work is continuing in 2019. Staff continued to work closely with partners in the Calgary Public Library, Calgary Board of Education and Calgary Catholic School District to provide settlement services to youth and their families in order to ensure that newcomers to Canada are supported.

*According to Candice Sy, “The Matched Savings Program changed my relationship with money and improved my life in different ways. I learned about the different aspects of money and how it works in Canada. If there are issues that I would encounter down the road, I can always look up the handouts as a guide or for tips. One concrete example that the Matched Savings Program changed my life is that I've increased my monthly savings to more than double than what the class required. It is very challenging to do so and looking for ways to cut down expenses is fun, for example, I created an indoor garden set up to save on my spending with herbs and lettuce (spring onions practically grow themselves!). Or, I shave my husband's and sons' hair to save from going to the barber. Or, instead of eating out, I take time to learn the recipe. With these little savings, I enjoy looking at the increase in my bank account”.*

- 10,745 clients served
- 35 school locations across the City of Calgary
- 62% of participants responded that their settlement needs were identified
- 66% of participants responded that they were provided with current and accurate resources to address their settlement needs
- 79% of participants responded that they were completely satisfied with the service they received

# Mentorship Program

Through targeted mentoring, innovate programming, and holistic support services, the Mentorship Program's youth-centric strength-based approach made a positive impact on 1,644 newcomer and refugee youth in 2018. 148 peer mentors supported the transition of newcomer and refugee youth entering the Alberta school system for the first time. Utilizing youths' strengths, the Mentorship Program continued to enhance its youth work paradigm through robust yet flexible program design and evaluation frameworks that place youth first. The Mentorship Program strived to deliver comprehensive, engaging, and educational services throughout all its 16 school locations. During the after-school program, newcomer youth and peer mentors worked together to build a community of belonging, inclusion and diversity. The program believes in setting youth up for success, whatever that may mean for them. Working together with school partners, community and staff, newcomer youth were able to deepen their understanding of Canadian culture and context. The program strived to enhance its evaluation impact and research framework and took this to phenomenal lengths.

*According to Marianne Nibou, “One day my sister was introduced to the Mentorship Program at Forest Lawn High School and she told me all about it. I attended the WIN summer program, and to be honest, that program changed my entire life. At first, I did not feel like I was fitting in because there was so many different individuals from so many different countries and I felt intimidated, but the Mentorship staff guided me through everything. They made me laugh, they had a translator for me, they played with me, they made me feel so comfortable, they pushed me to do the things I had never done before, and their assistance was truly a blessing. I never had so much fun in such a short period of time. I was still getting to know myself and the people around me; I tried to get out of my comfort zone and it felt so pleasant”.*

- Delivered to 1,644 newcomer and refugee youth with the support of 148 peer mentors
- The Annual Youth Conference gathered 381 newcomer youth to celebrate their Power of Voice
- 731 newcomer youth attended field trips to various sporting centres, community centres, libraries, museums, post-secondary institutions, and cultural and historical sites in Calgary and surrounding areas
- The Mentorship Program enhanced and delivered the Level Up Program aimed at offering advance life skills to newcomer youth. The summer program content focused on Social Entrepreneurship
- The Youth Advisory Council delivered its annual Halloween Movie Night with 197 youth in attendance
- 100% of Peer Mentors surveyed said that the Mentorship Program supported them in developing leadership skills by leading school tours, approaching newcomers, and leading icebreaker activities

# Afterschool Program

The Afterschool Program (ASP) made an impeccable impact in the Calgary communities in the 2018 year by increasing programs at schools with the highest need through the cluster based service design approach by providing a continuum of afterschool programs. The program provided at risk youth the opportunity to embrace the sense of belonging through the programs, events, and activities provided at each program session. ASP continued its focus on creating an impact for children and youth in grades 1-12; supporting them in academics, helping them build life skills through the Circle of Courage model, as they build social networks and embracing their bi-cultural identity. Through funder and community support, the program took program youth on fun engaging field trips outside their comfort zones and provided the program youth with a unique experience; Calgary Gymnastics, Camp Chestermere, and a Banff day trip; just to name a few. In addition, ASP made determined efforts to increase support for Calgary's most vulnerable child and youth populations with the addition of the Bridge Support program this year. This program provided additional support for new refugee children and youth with lunch time programming at CBE L.E.A.D schools preparing them for transition into post-secondary.

*According to Huda Mohammed "I was introduced to the Calgary Bridge Foundation for Youth in the seventh grade. The first program that I joined was the Afterschool NextGen club. I was given the opportunity to interact with all kinds of people across age groups and backgrounds. The club provided me with a space to feel safe and comfortable since I could relate to the lives of many of the other students there. As a very introverted kid at the time, the Afterschool NextGen club allowed me to open up more and connect with the other kids. They taught me to explore the world around me to and have increased my interest in travelling. Since then, I have travelled to so many cities around Alberta, British Columbia and the United States. I have also been to a few Calgary Bridge Foundations Summer camps as a kid. These pushed me further out of my comfort zone as the mentors encouraged me to play outside more with other kids and do things I have not tried before".*

- Served 2673 immigrant and refugee children and youth in 29 program locations
- Enrolled 534 youth in the Summer Program
- Hosted 3 community events engaging over 800 immigrant youth and families
- Bridging Support Program delivered in 4 L.E.A.D. schools hosted lunch/ afterschool programs for newly arrived children and youth who have experienced trauma prior to settling in Canada
- CPIP (Crime Prevention Investment Plan) provided low-income youth at the four housing complex programs with the opportunity to go ice skating and have a guest speaker to showcase art therapy.



# RBC Youth Empowerment Program

During 2018, the RBC Youth Empowerment Program had tremendous impact on the immigrant and refugee students at John G. Diefenbaker High School. This 5-day a week, after school tutoring program primarily focused on academic support, together with volunteerism, employment skills, and financial literacy. The success of the program is greatly attributed to the consistency of tutors, frequency of available days and delivery of a program that encompasses a holistic approach to learning and lifestyle outcomes. University - educated tutors with exceptional knowledge and understanding of our organization's principles work closely with our students to support their learning goals, build their confidence, and promote the importance of post-secondary education. The program nurtures students to believe in themselves and their future goals while providing them with a safe and inclusive space to explore new and lasting friendships. Furthermore, the RBC Youth Empowerment Program provided scholastic-based workshops, fun, engaging field trips and several social events where the students connected and engaged with other youth throughout the city.

*According to Alaa Ibrahim, “The RBC Youth Empowerment Program has been a major stepping stone during high school for me. The tutors and mentors there have really changed my life for the better because of the inspiration that they give out. By sharing their life experiences and encouraging me to work hard on my studies, my love for knowledge is continuing to perspire. The program is a place for me to go after school where I can feel welcomed and ask questions about homework or career choices with people who are willing to spend time helping me. I value the program as it has not only provided me with many crucial benefits as a student, but I have also gained much knowledge and friendships that I would never have had without this program”.*

- 160 students served at John G. Diefenbaker High School 5 days a week
- 93% participants enrolled in post-secondary for fall 2018
- 73% participants maintained and/or improved their grades
- 77% participants increased their confidence as a direct result of this program
- 85% participants agreed that they made new stronger friendships

# Transition into Post Secondary (TIPS)

In 2018, the Transition into Post-Secondary Program (TIPS) delivered adult-to-peer mentoring through its unique partnerships with the University of Calgary and Bow Valley College. 37 newcomer youth were supported by 35 adult student mentors who guided them through various aspects needed to be successful in post-secondary. In 2018, the TIPS Program expanded its portfolio and launched its new partnership with Bow Valley College; this had a positive impact on newcomer youth considering post-secondary options. The Program continued to have a positive impact in the community, offering opportunities for newcomer youth to learn about funding, post-secondary applications, day-to-day experiences of being an older student, and learning to balance multiple priorities. The program continues to evolve its delivery method working closely with the post-secondary partners.

*According to Carlo Galamay, "Truth be told CBFY has made the most impact in my life as a student as they have given me so many opportunities that I have never experienced before as a student in the Philippines. I have recently finished the Transitioning into Post- Secondary Program at CBFY which helped me know how to apply to universities and institutes that I am planning to study at. This helped me know what programs I can apply to and what courses I have to take as a high school student. My mentors and I did a University Tour which gave me an insight of how everything works on the campus. Most importantly the program has given me the blessing of being able to be comfortable with myself, because of this I was able to step out of my comfort zone and I realized how useful this can be when you want to gain knowledge and go places. I have never felt so at home in my entire life of going to school".*

- 37 newcomer youth received post-secondary support from 35 mentors from the University of Calgary and Bow Valley College
- The % participants who indicated that they know what services and resources are available to them in post-secondary institutions increased from 18% to 88% according to a comparison of pre and post survey results
- Overall, mentees reported a very positive experience with their post-secondary mentors. 100% of mentees felt supported by their mentors and 89% feel more prepared to transition into a post-secondary environment as a result of experiencing the mentor-mentee relationship
- All of the post-secondary students agreed that TIPS was a meaningful opportunity for them as educators, and that they were able to make a difference

# Volunteer Resources Program

In 2018, volunteers of different age groups (youth to adult) supported the integration and settlement of immigrant and refugee youth and their families by providing programming and administrative support, such as, roles in administration, facilitating afterschool programs, tutoring and mentoring youth, filling the taxes, assisting adults in English classes, supporting clients in the reception centers of the school boards. The volunteers made a great impact by supporting the signature and community events of the organization, ushering and directing clients, and guests, helping in registration and donation distribution, and engaging children in fun activities. In addition, The Volunteer Resources Program (VRP) also supported the integration of newcomer volunteers by providing them the opportunity to give back to the community, learn new skills, increase their social capital, gain experience, and be a part of the community.

*According Katayoun Yazdanfar, "For a long time, I took my skills, my experience, my knowledge for granted. When I started volunteering, I began to appreciate these skills more. I realized that the people I work with can also benefit from my skills. Sharing became my passion." Katy volunteers with the Calgary Bridge Foundation for Youth's In School Settlement Program. By supporting the ISSP, she has played a large role in helping new Canadian students and their families adjust to their lives in Calgary. "I was always interested in helping others, and when this opportunity came up with CBFY, I said to myself, 'why not?' A friend of mine used to work [with CBFY], and she had a very good experience... I'm really enjoying being part of this organization and learning every day." "If you're considering volunteering, Katy has some advice for you: "Don't hesitate. Try. It will open up new opportunities, and help you develop and grow like you never have before!"*

- 210 volunteers supported regular programs and special and community events of the organization.
- The volunteers contributed a total of 6047 hours.

# 2018 Signature Events

## **Volunteer Recognition**

Volunteers at CBFY show a rare spirit of generosity. The Annual Volunteer Recognition Event celebrated and showed the appreciation for their valuable contributions. Katayoun Yazdanfar was recognized as the recipient for the Volunteer of the Year Award for her volunteering efforts in the In School Settlement Program, and as a tutor in the RBC Youth Empowerment Program.

## **Power of Voice Conference**

The Mentorship Program led the 3rd Annual Power of Voice Youth Conference in collaboration with program, sector and community partners at the Genesis Centre. 381 Attendees were empowered by guest speakers who shared their immigration journeys, youth performers, and breakout sessions. This event speaks notably to youth engagement and youth empowerment. The Youth Advisory Council (YAC), takes an integral role and works collaboratively with the Mentorship Team to co-ordinate this event

## **The Annual Youth Achievement Awards**

This is an annual event that recognizes, captures and celebrates distinguished youth. In 2018, 16 scholarships were provided to for outstanding accomplishments. The night was special for all those who supported this incredible journey.

## **BridgeFest**

BridgeFest is an event that is held by the Afterschool Program every year since 2015. In 2018 BridgeFest was hosted and was a huge success. Youth and families and several public members visited BridgeFest, and received information on what The Calgary Bridge Foundation for Youth had to offer. Individuals that visited BridgeFest enjoyed cultural awareness, community agency information.

## **Multicultural Newcomer Fair**

In School Settlement Program in collaboration with all other CBFY program teams and community partners hosted the 5th Annual Multicultural Fair. The Fair was hosted at the Bishop Grandin High School and welcomed and provided an inclusive space for over 600 attendees to engage and enjoy the event. The Multicultural Fair Video captures the collective impact moment: <https://youtu.be/tQCD82rX3sM>

## **Staff Recognition Event**

The Calgary Bridge Foundation for Youth celebrated its Annual Employee Appreciation Event on November 30, 2018 at Heritage Park. It was a day of celebration as staff recognized the work of their peers by nominating them for the Excellence Awards. Three recipients of the Excellence Awards were recognized at the event: Arnida Guillermo from ISSP, Urick Manoo from ISSP and Dinesh Koirala from Administration. CBFY also recognized our service awardees at this yearly event.

### **United Way Campaign**

In collaboration with our CBFY children and youth, CBFY participated in the 2018 United Way Campaign and together raised \$2,832.30. The generosity of both staff and students speaks notably to their compassion, passion and commitment to make a difference.

### **Calgary Pride**

Staff, friends, family and volunteers of The Calgary Bridge Foundation for Youth participated in the 2018 Calgary Pride. As an organization we so excited to be part of this event.



# Staff Appreciation Event

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On the 12th of April, during National Volunteer Week, CBFY celebrated the Annual Volunteer Recognition Event to recognize and appreciate CBFY volunteers and their valuable contributions in supporting the settlement and integration of immigrant and refugee youth and their families in Calgary. CBFY Volunteer of the Year Award was presented to Katayoun Yazdanfar. We also recognized 8 volunteers who were nominated for the Volunteer of the Year Award by CBFY staff.



# Statement of Financial Position

	2018	2017
<b>Assets</b>		
<b>Current Assets</b>		
Cash	\$ 335,697	\$ 1,232,256
Government remittances recoverable	19,145	21,323
Prepaid expenses and deposits	59,155	78,064
Short-term investments	152,344	-
<b>Total current assets</b>	<b>566,341</b>	<b>1,331,643</b>
Long-term investments	678,378	20,167
Capital assets	71,276	94,897
	<b>\$ 1,315,995</b>	<b>\$ 1,446,707</b>
<b>Liabilities and Net Assets</b>		
<b>Current liabilities:</b>		
Accounts payable and accrued liabilities	\$ 110,355	\$ 97,800
Deferred contributions	148,939	277,849
	<b>259,294</b>	<b>375,649</b>
<b>Non-Current liabilities:</b>		
Deferred capital contributions	39,643	48,016
<b>Total liabilities</b>	<b>298,937</b>	<b>423,665</b>
<b>Net assets</b>		
Invested in capital assets	31,633	46,881
Unrestricted	985,425	976,161
<b>Total net assets</b>	<b>1,017,058</b>	<b>1,023,042</b>
	<b>\$ 1,315,995</b>	<b>\$ 1,446,707</b>



# Statement of Operations

	2018	2017
<b>Revenues:</b>		
Amortization of deferred capital contributions	\$ 22,786	\$ 25,410
Registration	61,275	59,521
Investment income and other	12,923	421
Fundraising	32,263	51,026
Donations – restricted	21,651	21,053
Donations – unrestricted	11,231	20,472
Programs:		
Government of Canada	4,861,202	4,386,977
City of Calgary	741,160	926,089
United Way	485,161	503,211
Other Programs	75,446	51,618
RBC Foundation	42,582	38,372
	<hr/> 6,367,680	<hr/> 6,084,170
<b>Expenses:</b>		
Amortization of capital assets	48,038	47,331
Registration and administration	71,735	2,794
Fundraising	26,689	29,456
Donations - restricted	21,651	21,053
		-
Programs:		
Government of Canada	4,861,202	4,386,977
City of Calgary	741,160	926,089
United Way	485,161	503,211
Other Programs	75,446	51,618
RBC Foundation	42,582	38,372
	<hr/> 6,373,664	<hr/> 6,006,901
<hr/> (Deficiency) excess of revenues over expenses	<hr/> \$ (5,984)	<hr/> \$ 77,269

# Funders



# Partners



La Cite Des Rocheuses

Portail De L'Immigrant Association



Николенко А. '18



**THE CALGARY BRIDGE**  
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YOUTH