

# 2024



THE CALGARY BRIDGE  
FOUNDATION *for* YOUTH



# ANNUAL REPORT



# TERRITORIAL ACKNOWLEDGMENT

We, the Calgary Bridge Foundation for Youth (CBFY), acknowledge Mother Earth, known to the traditional peoples as Turtle Island.

We recognize and share in the stewardship of this land with the people of the Treaty 7 Region in Southern Alberta. We acknowledge the First Nations to the east - the Siksika; to the south - the Kainai and Piikani; to the west - the Tsuut'ina and the Îyâxe Stoney Nakoda Nations including Bearspaw, Chiniki, and Good Stoney Bands.

We also recognize the Métis Nations of Alberta (Regions 5 and 6), and all others that call this land home.



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# About Us

We are building *Bridges to Belonging* for the next generation of Canadians.

## Overview of CBFY



**core values** Collaboration, connection and community



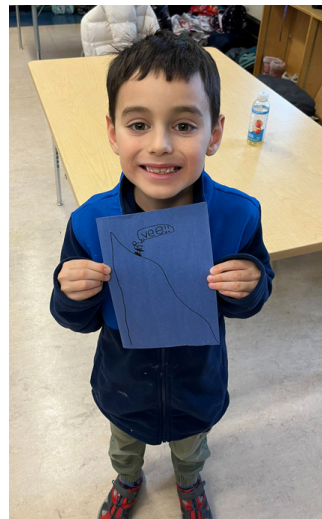
**mission** Champion the journey of newcomer children and youth



**vision** Newcomer children, youth and their families thriving in a harmonized, multicultural community



Since 1990, we've empowered tens of thousands of immigrant, refugee, and newcomer youth and families to fulfill their potential in Canadian society. We help them to overcome emotional, cultural and socio-economic barriers that prevent them from becoming contributing members of Calgary and Canada. Through in-school and after-school programs, workshops, field trips and hands-on learning activities, we support kids who have a tough time integrating into their school and community. We provide one-on-one guidance and resources about settlement; most importantly, we familiarize them with Canadian culture so they can find a sense of belonging.



**"This is a great place for newcomers, children, youth, and families to get information; [they're] paving the way for community engagement."**

- Ejigu, CBFY Client



# 2024 Summary



In 2024, the Calgary Bridge Foundation for Youth served 12,170 clients



**8,327** clients met with a Settlement Worker (SWIS Program)



**2,144** clients in the Afterschool Program



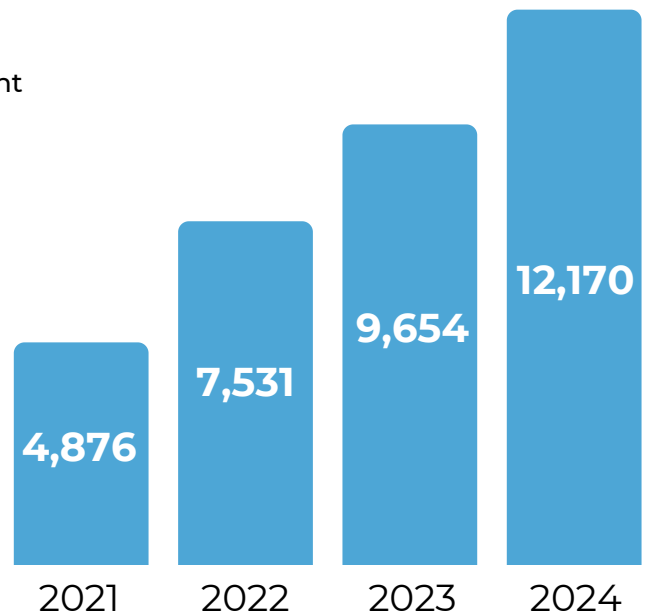
**1,403** clients in the Mentorship Program



**296** Youth Employability Skills & Strategies (YESS) Clients



**144** Outreach Program Clients



From 2021 to 2024, the number of clients we served increased by 150% (that's more than 2.5× growth in just 4 years!)

# Message from the Board

The Calgary Bridge Foundation for Youth is now in its 35<sup>th</sup> year of commitment toward empowering newcomer youth by assisting them in their journey toward belonging and success in our local community, our city of Calgary, and beyond. In 2024, our strategic plan was implemented and continues to drive the work we do, always. Our CBFY office is constantly a hub of activity and succeeds at being a welcoming place for our youth, as well as the greater community.

2024 saw a continued sense of political uncertainty provincially, federally, and globally. The demand for our services and youth programming persists, while funding is less certain. The need for collaboration in our sector is crucial, and we continue to work on improving efficiencies with our partners, and internally, to provide these vital services and programs to as many Calgary youth as we can.

The call for financial support is paramount, and we will look to our larger community to further champion these amazing youth in our city. We will not waver in our dedication to our newcomers, providing support, experiences, and empathy along the way.

We could not do any of this without our amazing team, to whom I would like to say a big *Thank You*. The work you do is important, critical, and challenging. I respect the daily commitment, have witnessed the conversations, and observe the teamwork and dedication that take place every day. Thank you also to my fellow Board members, our sector partners, our funders, and our volunteers. Without you, this organization could not have endured for 35 years. Our community is so fortunate to have CBFY in its midst.

As we celebrate our 35<sup>th</sup> year, please join me in celebrating the foresight of our founders, the continued determination of our staff, the great support we receive from our funders, and most importantly, the energy, learning, and spirit we gain from the incredible youth we serve.



**Shannon Stannard**  
Board Chair

## BOARD OF DIRECTORS

Shannon Stannard, Board Chair  
Kristi Sebalj, Board Vice-Chair  
Kate Thorgeirson, Chair Emeritus  
Doug Alder, Board Treasurer  
Jatin Shory, Board Secretary  
Duncan MacRae, Director  
Kathleen Hurbtubise, Director  
Michael Morcom, Director  
Muhammed Shalwani, Director

## EXECUTIVE LEADERSHIP TEAM

Frank Cattoni, Chief Executive Officer  
Lorraine Kinsman, Director of Programs  
Cristina Balamban, Director of People & Culture  
Kenneth Ng, Director of Finance





# Message from the CEO

This year CBFY celebrates its 35<sup>th</sup> anniversary. It is only fitting that we should look back and thank those that brought this organization to life. We stand on the shoulders of giants! By looking at our past we come to realize how far we have travelled and take this opportunity to celebrate our achievements.

In 1988, Dr. John Wu, a pediatrician in Calgary, recognized an emerging issue that needed to be addressed. Recently arrived newcomer youth were struggling to find stability, belonging, and a way to be a part of the community here in Calgary. In many cases, due to limited social and emotional supports, they were turning to acts of crime that were pulling them closer to a life of gang involvement. Recognizing the problems this would create then and into the future, Dr. Wu mobilized his network of friends and associates, a path that would eventually lead him to the senior leadership of the Calgary Board of Education and Calgary Catholic School District. With the support of several interested parties, a decision was made to bring to life an organization that would focus on the needs of newcomer children, youth, and their families. By November of 1990, Dr. Wu was able to mobilize enough support to charter The Calgary Bridge Foundation for Youth as a not-for-profit here in Alberta. To charter an organization, you need a Board of Directors. So, Marian Hindmarsh, Rev. Carlo Titotto, Lisa Dare, Diane Danielson, Marmie Perkins Hess, Leonard Smith, Roslyn Thom, Raymond Wong, and Joanne Fiest all come forward and CBFY established its first board members, with a Superintendent of the CBE as the first Board Chair. Dr. Wu became an active member of the CBFY Board of Directors for the next twelve years.

Once "Bridge" was formed it was time to find a person to lead the organization. The Board selected Mr. Harry Yee. Harry gave up his career as an educator and took over as CBFY's first CEO. Together Mr. Yee and the CBFY board started applying for funding so they could hire staff and acquire the necessary resources to launch programs both in schools and in communities. A decade later, Mr. Yee would collaborate with Ms. Melanie Holgrem (IRCC) to bring the Settlement Workers in School (SWIS) program to The Calgary Bridge Foundation for Youth.

From an initial staff of two, CBFY has grown to over eighty full-time and close to 40 part-time employees. We deliver approximately 80 programs per week in over 130 schools. In 2021, we supported 4,876 clients. Last year that number swelled to over 12,000 young people.

The one thing we can rely on year over year has been the passion and commitment of the front line staff, and those that support them. They show up every day with the determination to help make a difference in the lives of newcomers and their families.

To those that have come before us and to those that are here today, including our volunteers, the CBFY Board of Directors, and the staff and their families: I thank you.

To our government funders—Immigration, Refugees and Citizenship Canada and Family and Community Support Services (City of Calgary)—as well as our local donors, the United Way of Calgary and Area, the Calgary Foundation, the Royal Bank of Canada, and those who give what they can: we make sure the money you donate to us is spent wisely so we can make an impact with as many clients as possible. Thank you for your continued support.

I would also like to thank our partners, the Calgary Board of Education and Calgary Catholic School District, the Calgary Public Library, and Calgary's Immigrant Serving sector. The only way that we can support the needs of so many is to collaborate, and we value your support.

In light of the challenges that we are facing as a nation, I think it is more important than ever to recognize how lucky we are to be Canadian. THANK YOU, CANADA!!



**Frank Cattoni**  
Chief Executive Officer



# 2024 Highlights



## CBFY OPEN HOUSE

In June 2024, we were proud to host an Open House at our new office in the Gateway Building, welcoming community partners, clients, funders, and supporters to celebrate a significant milestone... CBFY coming together under one roof for the first time in our history. The event marked a new chapter for our organization, bringing all of our teams into a shared space designed to foster collaboration and strengthen our services. Guests enjoyed delicious catering from WOW Chicken and were inspired by a heartfelt speech from Karen Young, CEO of United Way of Calgary. We were also honoured to welcome an Indigenous drummer and Elder, who led a traditional smudging ceremony to bless the new space and acknowledge the land we work on.

## CBFY IN THE NEWS

In 2024, the Calgary Bridge Foundation for Youth was featured in several media outlets, reflecting growing public recognition of our impact in the community. Coverage from CTV News Calgary, CBC News Calgary, LiveWire Calgary, and the CBC Calgary Eyeopener Podcast highlighted the rising demand for our programs, our continued support for thousands of newcomer youth, and the challenges faced amid funding constraints. These stories amplified the voices of immigrant youth and showcased the vital role CBFY plays in helping families build new lives in Canada. We are proud to see our work gaining visibility and remain committed to advocating for the needs of newcomer children, youth, and families.



## OUR SIGNATURE GALA

On October 18, 2024, we gathered at the Empire Banquet Hall to celebrate the achievements of 16 exceptional newcomer youth, each awarded a \$1,500 scholarship to support their educational goals. The evening featured inspiring performances by Sand Artist Jungha Choo, CBFY's K-Pop Youth Dance Troupe, and ReMix: Powered by Revv52, along with a keynote from the Honourable Muhammed Yaseen, Alberta's Minister of Immigration and Multiculturalism. We extend heartfelt thanks to our generous donors, sponsors, and partners for making this unforgettable evening possible. Together, we continue to build bridges to belonging for Calgary's immigrant and refugee youth and families.



# Volunteer Resources

**CBFY's volunteers come from all walks of life, experiences, and talents. From seasoned professionals to enthusiastic students, each volunteer brings unique skills and perspectives to our organization.**

This past year marked significant growth and community engagement for CBFY, made possible by the incredible support of our volunteers. For the first time, practicum students from Bow Valley College and Mount Royal University provided valuable assistance across programs from January to mid-April.

Our summer initiatives were enriched by dedicated volunteers who brought energy and enthusiasm. Throughout the year, CBFY benefited from the commitment of volunteers in diverse roles including the outstanding oversight of our volunteer Board of Directors, the dedicated Peer Mentors who guided newcomer youth, and the Youth Advisory Council, whose insights helped shape youth-led programming. Dedicated volunteers also played key roles in tutoring, program delivery, office administration, HR, IT, and warehouse support.

In addition to receiving support from volunteers, CBFY actively fosters a culture of service among the youth we support by offering workshops on community volunteering and providing opportunities for hands-on volunteer experiences as part of our programs. CBFY's work would not be possible without the passion and commitment of this remarkable volunteer community.



**in 2024,**  
**309 volunteers**  
**collectively contributed**  
**8,310 hours**  
**of their time and talent to**  
**support CBFY's mission.**

“

I came to Canada in 2024, and my first experience in a Canadian workplace was with CBFY. From the moment I arrived, I was amazed by the kindness of everyone—from the CEO to the receptionist. I felt accepted and valued in a way I never expected. During my volunteer shifts, people would come up to me, talk to me, and show genuine interest in my life. CBFY made me feel at home. That warmth and welcome shaped how I see Canada today. I'm truly grateful to be part of this incredible community.

”

- Firdevs, Volunteer



# Settlement Workers In Schools (SWIS)

Our Settlement Workers in Schools (SWIS) Program supports the successful settlement and integration of newcomer children, youth, and their families.

The SWIS Program is made up of:

1

In-School Settlement Support

2

The Bridge Link Family Resource Centre

3

Youth Employability Skills & Strategies (YESS) Program

4

Family Reconnect, Rebuild & Resiliency (F3R) Project

## In School Settlement Support & Bridge Link Family Resource Centre

in 2024...

8,327

clients received settlement services through In-school settlement support workers & the Bridge Link Family Resource Centre

5,710

clients participated in a Needs Assessment

184

SWIS workshops were completed with 1,853 unique clients in attendance

Recognizing the challenges of adapting to a new school system in Canada, we offer a free, in-school settlement program for children born outside the country, along with settlement support at the Bridge Link Family Resource Centre in our office. We work collaboratively with families to develop personalized plans that address both immediate needs and long-term goals.

Our practitioners help students integrate into their school's social and cultural environment by connecting them with services and activities that foster belonging and engagement. They also support academic success by providing educational resources and assistance in multiple languages, with interpreters available upon request.

In addition, our staff work closely with parents to help them understand the Canadian education system and the expectations schools have for their children, empowering them to better support their child's educational journey.



### SWIS WORKSHOP TOPICS

- Driving in Alberta
- Getting Ready for School
- Home Alone Safety
- Indigenous Culture
- Know Your Rights: You & The Law
- Mental Health & Wellness
- Money Management
- Online and Social Media Safety
- Parenting Across Cultures
- Personal Hygiene
- The School System
- Summer Activities
- Transitioning to High School
- Understanding Different Cultures
- Using Public Transportation
- Winter Safety
- Youth Volunteering



## Youth Employability Skills & Strategies (YESS) Program



Adapting to life in a new country can be challenging, especially for young people who need to balance education with work to support their families. The YESS Project assists newcomer youth and young adults aged 15 to 30 by providing the support and training they need to secure and maintain employment.

Through group sessions held in high schools, colleges, and at the CBFY office, as well as personalized one-on-one support, the YESS Project equips vulnerable newcomers with essential job-seeking skills, including resume and cover letter writing, employment site visits, and interview preparation.

► 21 workshops took place at 14 locations

► 144 clients received one-on-one support

► 102 clients attended 14 networking field trips

296

unique YESS clients served in 2024



The Family Reconnect, Rebuild & Resiliency Project supported 21 families navigating the challenges of reunification after long-term separation due to immigration.

Families who have experienced long-term separation face unique challenges upon reunification, affecting their emotional well-being, relationships, and adjustment to life in Canada. This project promotes healthy family dynamics by providing practical skills and insights to strengthen family life.

Through tailored sessions, participants examine the effects of separation, validate their experiences, and build pathways toward healing and connection. The program's informal delivery model accommodates diverse learning styles and emphasizes expression to support healing and family bonding.







# Mentorship Program

**The Mentorship Program focuses on supporting the settlement and integration of newcomer immigrant and refugee youth in grades 7-12.**

The program provides information, resources, and support to facilitate positive transitions for youth into Canadian schools and communities. A unique aspect of the program involves the participation of volunteer Peer Mentors, youth who were once newcomers themselves, who provide support for incoming newcomer youth.

## Youth have the opportunity to:



Make new friends



Develop teamwork & life skills



Learn about Canada & Calgary



Participate in fun group activities



Enhance leadership abilities & confidence



Meet inspiring community speakers & leaders



Practice English in a safe & respectful environment



Go on exciting field trips!

**in 2024, the Mentorship Program had...**

**105**  
peer mentors

**707**  
newcomer mentees

**81**  
youth advisory  
council members  
attended 13 meetings

**140**  
cross-age mentees  
in grades 7-9, matched with Peer  
Mentors in high school

**257**  
**NOW & WIN\*** participants

...> **Welcome Information  
for Newcomers  
grades 7-9**

...> **Newcomer Orientation & Welcome  
grades 10-12**

\* NOW & WIN are short-term programs offered twice a year, in the summer and winter, for youth who are new to Canada. These programs, held before the start of each school semester, help participants understand the basics of attending school in Canada.





## Transitioning Into Post-Secondary (TIPS)

### 113 participants joined the TIPS Program

Post-secondary students volunteer as mentors for newcomer youth, offering support, resources, and guidance as they transition into post-secondary education or training. The program runs for 10 weeks each semester and is offered twice per school year.

In addition to weekly meetings, mentor-mentee pairs participate in campus tours, meet with school advisors, and join a large group activity once per semester.

#### TIPS PROGRAM TOPICS

- Career planning & interests
- Application process
- Financing your education
- Student support services
- Academic support
- Clubs & extracurricular activities
- Alternative learning options
- Online resources & school websites
- Life in post-secondary

## 2024 Power of Voice Youth Conference

In March 2024, newcomer youth gathered at the Central Library's Patricia A. Whelan Performance Hall for the annual Power of Voice youth conference. This year's theme, "Youth Voices Shaping Tomorrow," emphasized the importance of youth perspectives in building a more inclusive and hopeful future. The conference featured inspiring guest speakers, youth-led performances, and an energizing atmosphere that empowered youth by fostering self-confidence, encouraging self-expression, and amplifying the impact of their stories.

The annual poster contest for the event was won by high school student Lana Bensan. Her artwork was prominently featured in event promotions and effectively captured both the spirit of the day and the power of youth expression.

**183**  
youth attended the  
Power of Voice 2024

The Power of Voice 2024 celebrated diversity, built connections, and provided tools to support belonging, resilience, and growth in a vibrant, inclusive society.







“  
Junior high group  
is lit. We all made  
friends with each  
other, and it was a  
blast! I'm sad it's  
over!”  
– NxtGen Jr. High Participant

# Afterschool Program

The time after school is a critical time for youth development, making it essential for students to engage in meaningful activities. The Afterschool Program offers fun and enriching opportunities for students from grades 1 to 12 across Calgary.

## Bridge Club Grades 1-6

Supports immigrant children in forming new friendships, overcoming cultural barriers, and boosting school participation by strengthening their English language abilities.

## NxtGen Junior High Grades 7-9

Equips immigrant youth with confidence, leadership, and resilience, helping them adapt to teenage life and empowering them to succeed.

## NxtGen Homework Club Grades 10-12

Newcomer high school students receive one-on-one and group homework help in all school subjects, improving study skills and personal confidence.

## Summer Program Grades 1-9

Summer day camps took place at three locations and focused on physical activities, social integration, community engagement, and English language skills.

in 2024,

2,144

clients served in the  
Afterschool Program

33

elementary schools &  
community centres  
hosted Bridge Club

13

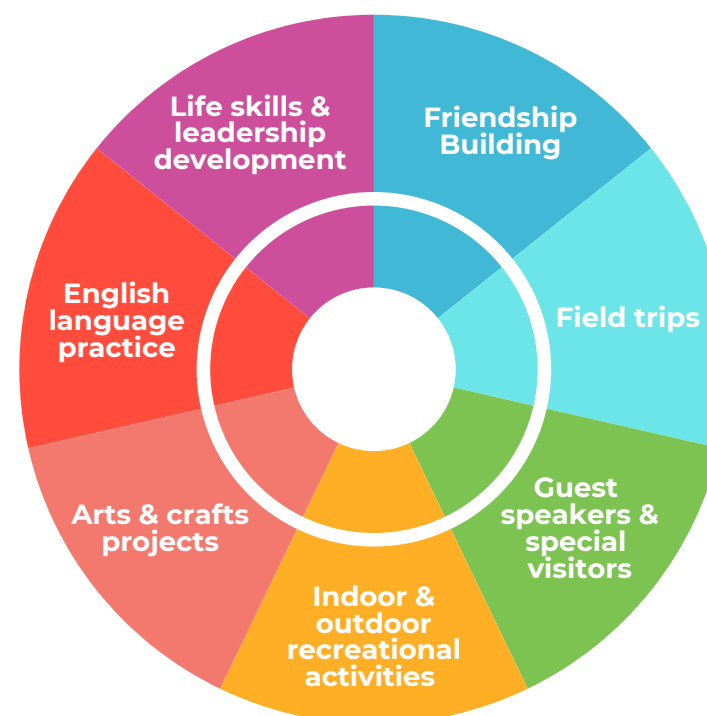
schools hosted  
NxtGen Junior High

6

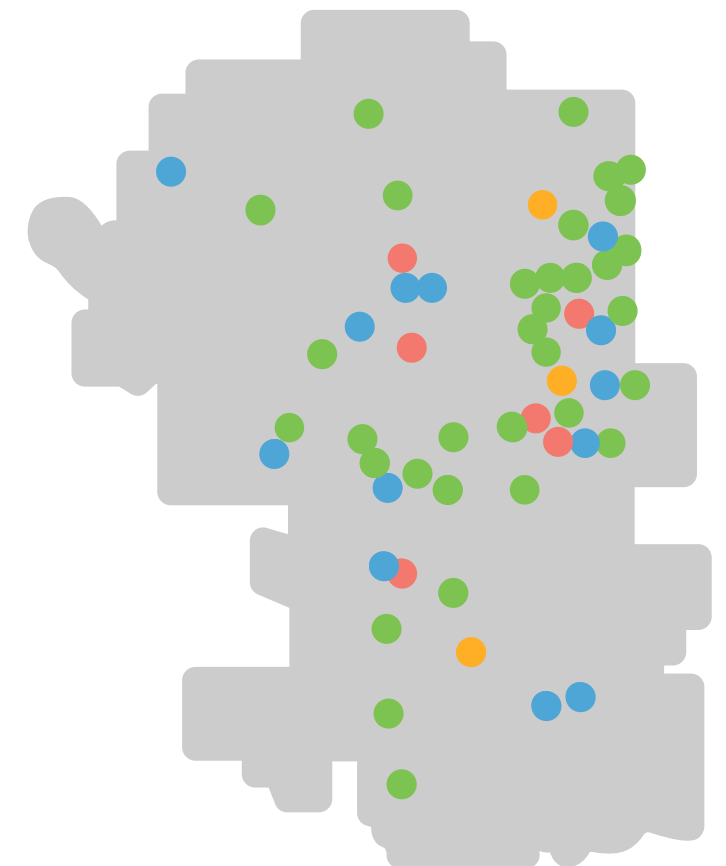
schools hosted NxtGen  
Homework Club

Afterschool Program clients  
went on 6 incredible field trips:

- Cobb's Adventure Park
- Granary Road
- Banff
- Mobile Escape City
- Calaway Park
- LifeHacks Youth Conference



CBFY Afterschool Program locations





# The Outreach Program

**The Outreach Program team is a mobile team that provides integrated services to newcomer and refugee youth aged 5 to 20 who face barriers and complex needs.**

## **The Outreach Program is designed to:**

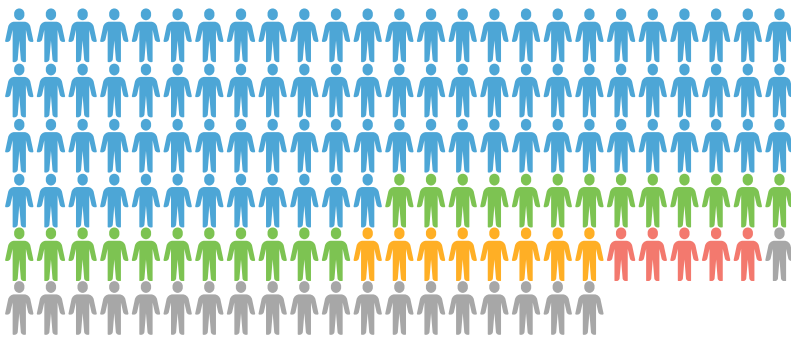
- Address obstacles hindering settlement and integration
- Offer mental health support
- Provide social and emotional assistance
- Deliver behavioral and trauma-informed support

The Outreach Team includes two dedicated professionals who support newcomer youth in navigating challenges and thriving in their new environment. Through non-therapeutic, short-term counseling, they develop personalized support plans tailored to each individual's unique needs and circumstances.

Key objectives include identifying and addressing barriers faced by newcomer and refugee youth in the settlement and integration process. This involves trauma-informed needs assessments, collaborative solution planning, connection to essential resources, and ongoing evaluation through a structured case management approach.

The team also works to build life skills and emotional resilience, partnering with youth on their individual paths toward healing and well-being.

**In 2024, the Outreach Team provided short-term, solutions-focused counselling to **144** newcomer students in **80** schools across Calgary.**




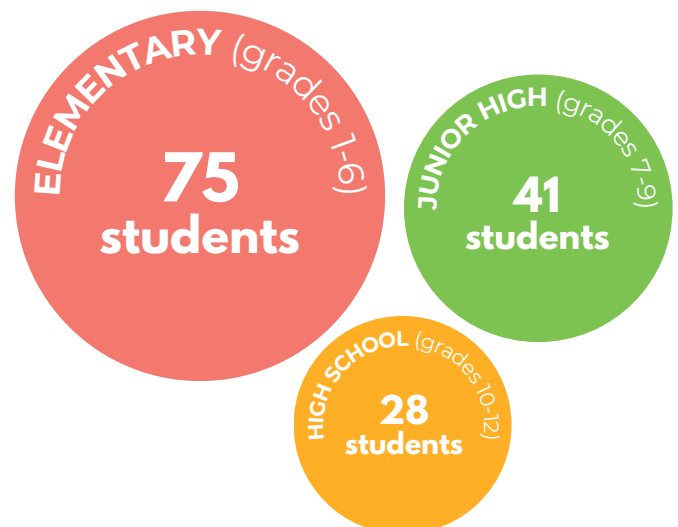
A key strength of the program lies in its school-based delivery model, which offers several benefits for newcomer youth: Providing counselling during school hours in a familiar setting reduces barriers like stigma and transportation, while enabling faster intervention when challenges arise. Collaboration with school staff ensures a holistic approach to student wellbeing. This model is especially effective for students facing language barriers, acculturative stress, or unfamiliar school systems.

By embedding services within schools, the Outreach Team empowers students to build confidence, develop coping strategies, and thrive.



**The majority of the students who received counselling support through the Outreach Program in 2024 were from **Ukraine**, **Eritrea**, **Ethiopia** and **Colombia**.**

 = other countries





# People & Culture

**At the heart of our organization is a strong belief in people – their growth, their contributions, and their potential. The People and Culture team is proud to reflect on 2024 as a year of meaningful initiatives, renewed engagement, and purposeful recognition. Here's a snapshot of what we accomplished together.**

## VALUES-BASED COMPETENCIES FRAMEWORK

In 2024, we successfully launched our Values-Based Competencies Framework. This foundational tool aligns our organizational values with expected behaviors, providing clarity for performance, development, and culture alignment across all levels.

## CBFY CAREER PATHWAYS PROGRAM

With a focus on growth and internal mobility, the CBFY Career Pathways Program was introduced to support employees in exploring and navigating potential career trajectories within the organization.

## BRIDGETALKS INITIATIVE

Bridge Talks was launched in May 2024 and is CBFY's initiative designed to foster employee engagement, professional development, and recognition within our organization. It provides a platform for employees to share their passions, ideas, and expertise with their colleagues, thereby enhancing collaboration, knowledge-sharing, and a sense of community.



## ANNUAL FAMILY PICNIC

In June, all staff and their families were invited to a potluck picnic at North Glenmore Park in southwest Calgary. The event brought staff, and families together in a fun, relaxed, and inclusive environment that reinforced our sense of community.



## STAFF APPRECIATION AWARDS

At our annual Employee Appreciation event, CBFY proudly celebrated the dedication and hard work of our staff in supporting youth and families. We extend our sincere congratulations to the recipients of the 2024 Excellence Awards: Katayoun Yazdanfar, Arnell Mitchell, and Cathie Bennett. In addition, Aileen Singh was recognized with a Leadership Award in acknowledgment of her exemplary leadership and commitment to CBFY.

### We also proudly recognized milestones in service:

- Five years of commitment from Maha Moussa, Chelsea Wolfe, Cathie Bennett, and Riti Hayher.
- Ten years of dedicated service from Selamawit Fsehaye and Samiha Fizal.
- And a special long service award to Norma McIntyre for an outstanding 15 years with CBFY!



# Financial Statements

## Statement of Financial Position

	2024	2023
<b>Assets</b>		
<b>Current Assets:</b>		
Cash	\$ 1,227,455	\$ 1,315,470
Government remittances recoverable	10,286	24,652
Accounts receivable	17,016	454,153
Prepaid expenses and deposits	61,463	62,778
Short-term investments	992,663	602,931
Total current assets	2,308,883	2,459,984
Capital assets	111,701	146,692
	<b>\$ 2,420,584</b>	<b>\$ 2,606,676</b>
<b>Liabilities &amp; Net Assets</b>		
<b>Current Liabilities:</b>		
Accounts payable and accrued liabilities	\$ 125,296	\$ 211,236
Deferred contributions	1,505,620	1,470,090
	1,630,916	1,681,326
<b>Non-Current Liabilities:</b>		
Deferred capital contributions	95,048	133,152
Total liabilities	1,725,964	1,814,478
<b>Net Assets:</b>		
Invested in capital assets	16,653	13,540
Internally restricted funds	600,000	600,000
Unrestricted	77,967	178,658
Total net assets	694,620	792,198
	<b>\$ 2,420,584</b>	<b>\$ 2,606,676</b>

## Statement of Operations

	2024	2023
<b>Revenues</b>		
Amortization of deferred capital contributions	\$ 64,884	\$ 56,293
Registration	36,013	24,477
Investment income and other	57,879	35,139
Donations (restricted)	18,000	16,600
Donations (unrestricted)	73,456	92,794
Donations (in-kind contributions)	—	24,174
Programs:		
Government of Canada	5,290,174	4,895,050
City of Calgary	798,552	766,756
United Way	381,578	498,395
Other	100,610	107,169
RBC Foundation	58,995	49,417
	6,880,141	6,566,264
<b>Expenses</b>		
Amortization of capital assets	\$ 68,165	\$ 71,102
Unfunded administration	255,645	44,310
Donations (restricted)	24,000	22,500
Donations (in-kind contributions)	—	24,174
Programs:		
Government of Canada	5,290,174	4,895,050
City of Calgary	798,552	766,756
United Way	381,578	498,395
Other	100,610	107,169
RBC Foundation	58,995	49,417
	6,977,719	6,478,873
Excess (deficiency) of revenues over expenses	<b>\$ (97,578)</b>	<b>\$ 87,391</b>



# Funders & Donors



# Partners





# THE CALGARY BRIDGE FOUNDATION *for* YOUTH

1500, 910 7th Ave SW Calgary, AB T2P 3N8  
403-230-7745  
[www.cbfy.ca](http://www.cbfy.ca)  
[contactus@cbfy.ca](mailto:contactus@cbfy.ca)  
[@yycbridge](https://twitter.com/yycbridge)

