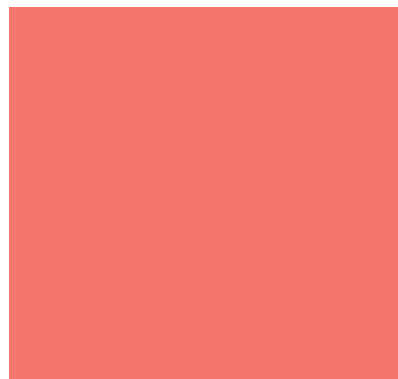




2025

ANNUAL REPORT



CELEBRATING  YEARS OF CBFY

LAND 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.

Pronunciations

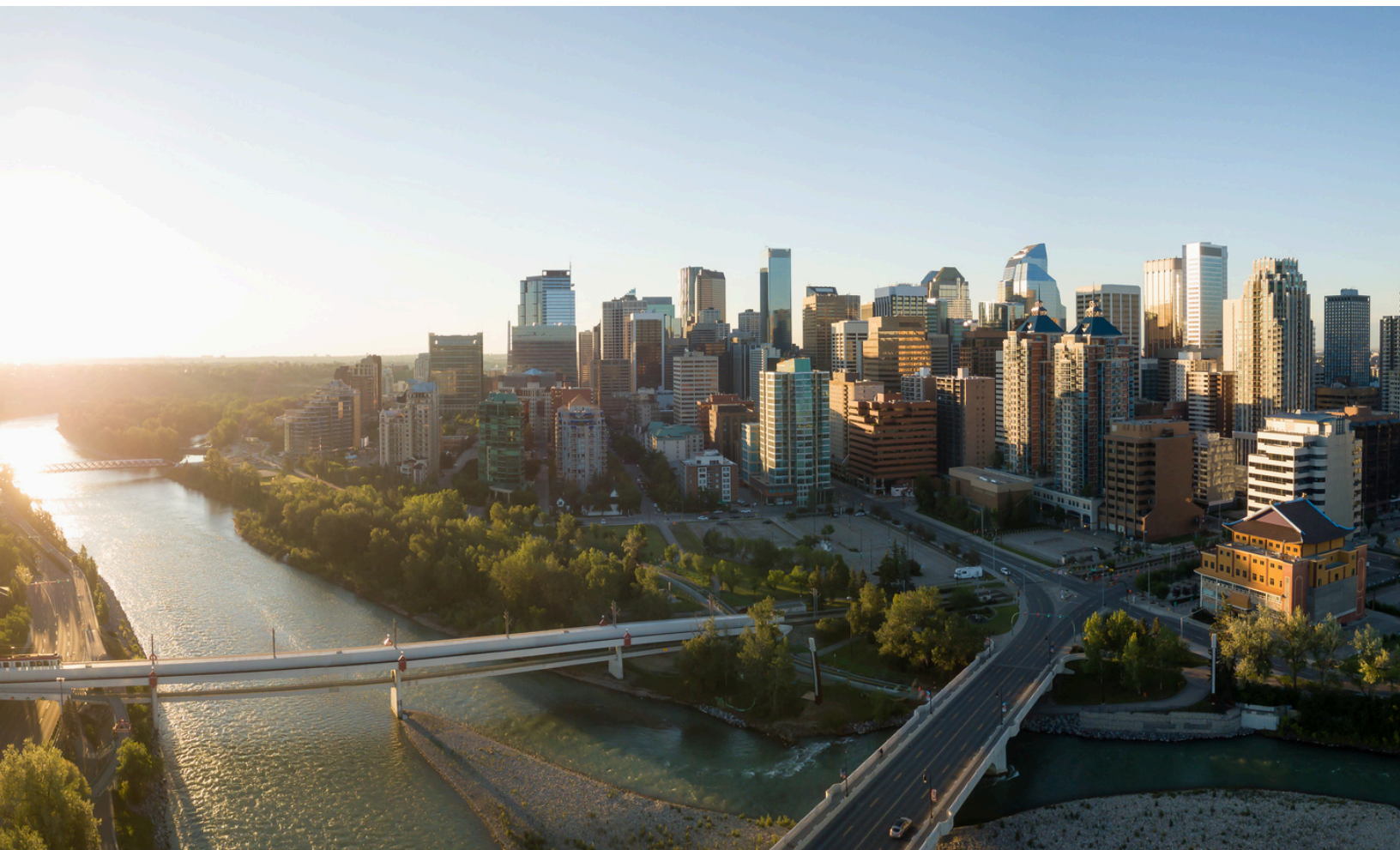
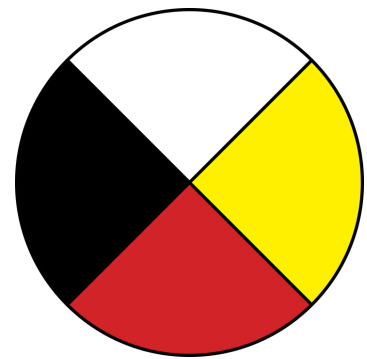
Siksika is pronounced "Sik-sik-uh"

Kainai is pronounced "KY-nye"

Piikani is pronounced "Pee-guh-nee"

Tsuut'ina is pronounced "SOO-tih-nah"

Îyâxe is pronounced "ee-YAH-hhay"



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2025 SUMMARY

In 2025, the Calgary Bridge Foundation for Youth served 11,664 unique child & youth clients.



8,395 clients met with a Settlement Worker (SWIS Program)



2,670 clients in the Afterschool Program



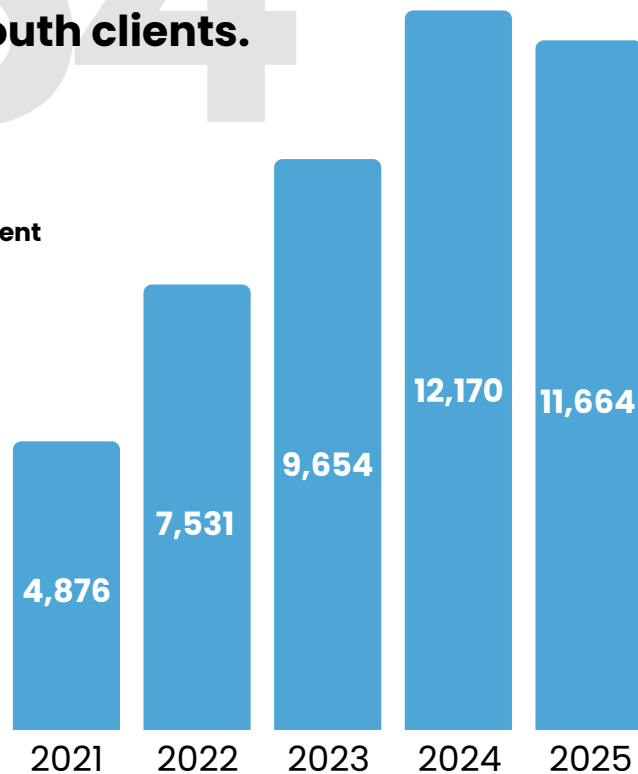
840 Mentorship Program clients served



296 Youth Employability Skills & Strategies Program clients



103 Outreach Program clients



Following several years of exceptional growth, 2025 marked a year of greater stability as service demand and client numbers plateaued.



This is about belonging. You never give up on belonging.

Lorraine Kinsman, Director of Programs



ABOUT CBFY

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

Since 1990, the Calgary Bridge Foundation for Youth (CBFY) has empowered tens of thousands of immigrant, refugee, and newcomer youth and families to thrive in Canadian society. Through in-school and after-school programs, workshops, field trips, hands-on learning, and personalized settlement support, we help youth and families navigate emotional, cultural, academic, and socio-economic barriers to integration. By fostering belonging and familiarity with Canadian education and culture, we support newcomer families by building strong connections and successful futures in Calgary and beyond.

Overview of CBFY



core values Collaboration, connection and community



mission Champion the journey of newcomer children and youth

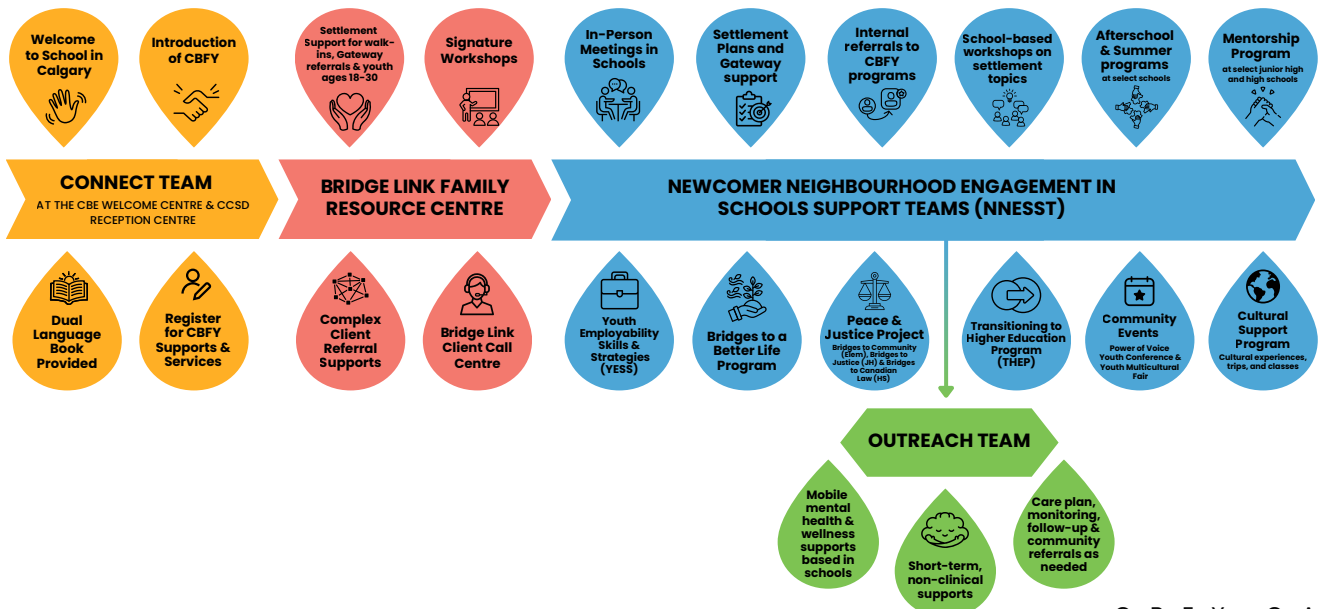


vision Newcomer children, youth and their families thriving in a harmonized, multicultural community



Continuum of Care

In 2025, CBFY developed a new organization-wide Continuum of Care framework that maps how newcomer youth and families access coordinated supports across our programs and services. The framework demonstrates the many ways clients connect with CBFY and how they can engage in programs that reflect their age, goals, interests, and settlement journey. By strengthening connections between programs, CBFY continues to provide responsive, relationship-based support that helps newcomer families build confidence, community, and a sense of belonging in Calgary.



MESSAGE FROM THE BOARD

As the Calgary Bridge Foundation for Youth marks its 35th year of service, I am filled with gratitude and pride for the remarkable community that continues to support our mission of empowering newcomer youth on their journey toward belonging, opportunity, and success.

This year, I would like to begin by recognizing the exceptional members of our Board of Directors. Each Board member volunteers their time, energy, expertise, and leadership in service of our organization and the young people we support. They bring a diverse range of professional skills and lived experiences that strengthen our governance, inform our strategic direction, and help ensure that CBFY remains responsive to the evolving needs of our community. Their commitment extends well beyond Board meetings, and I am deeply grateful for the countless volunteer hours they contribute throughout the year.

As we continue to advance the goals outlined in our Strategic Plan, our office remains a vibrant and welcoming hub where youth can connect, learn, build confidence, and access the support they need to thrive. Every day, we witness the resilience, determination, and potential of the young people we serve. They inspire our work and remind us why our mission matters.

At the same time, newcomer and immigrant families continue to face significant uncertainty. Changes in immigration pathways, education access, and broader public policy discussions have created additional challenges for many youth and families seeking to build their futures in Canada, and especially Alberta. These realities reinforce the importance of organizations like CBFY and the need for communities to champion inclusion, opportunity, and belonging for all young people, regardless of where their journey began.

Our commitment remains unwavering. We believe that newcomer youth are not only an important part of Calgary's future—they are helping shape it today. Their talents, perspectives, cultures, and ambitions enrich our city and strengthen our communities. It is our collective responsibility to ensure they have every opportunity to learn, contribute, and succeed.

I would also like to extend my sincere appreciation to our dedicated staff, whose compassion, professionalism, and tireless efforts make our work possible. Thank you to our sector partners, funders, volunteers, and supporters who continue to invest in the success of newcomer youth. Your belief in this mission enables us to create meaningful opportunities and lasting impact.

As we reflect on another year of growth and service, let us celebrate the vision of our founders, the dedication of our staff and volunteers, the leadership of our Board, and the generosity of our supporters. Most importantly, let us celebrate the extraordinary young people who continue to teach us, inspire us, and remind us of what is possible when communities come together to create pathways to belonging.

Thank you for being part of this journey.



Shannon Stannard
Board Chair

BOARD OF DIRECTORS

Shannon Stannard, Board Chair
Kristi Sebalj, Board Vice-Chair
Kate Thorgeirson, Chair Emeritus
Muhammad Shalwani, Board Treasurer
Jatin Shory, Board Secretary
Michael Morcom, Director
Oladipo Jabagun, Director
Sabah Vayani, Director
JP Chahal, Director

EXECUTIVE 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

As we reflect on this year, we do so with gratitude for the board members, past and present, whose leadership and commitment have helped shape the Calgary Bridge Foundation for Youth. Our history was built through vision, courage, and community partnership, and that same spirit continues to guide us. The Board of Directors remains foundational in governance, stewardship, and accountability, while championing our mission and helping us respond to the changing realities facing newcomer children, youth, and families in Calgary.

This year brought notable changes across the settlement sector. As the federal government adjusted immigration targets in response to pressures on housing, infrastructure, and service capacity, settlement funding also began to shift. These changes were felt across Canada and created a changing environment for organizations serving newcomers.

In response, our focus remained clear: continue supporting what matters most, stay attentive to community needs, and strengthen the organization for the future. We pursued new funding opportunities, deepened relationships with community and philanthropic partners, and explored ways to continue providing meaningful support to newcomer youth and families. This work called for thoughtful planning, creativity, and care, and it was strengthened by the guidance and advocacy of our Board.

We are equally grateful for the volunteers whose generosity and compassion continue to expand what is possible. Together, our Board and volunteers have provided stability and encouragement, helping us navigate uncertainty, make difficult decisions, and remain focused on our mission.

Throughout the year, our programs fostered meaningful opportunities for connection, belonging, and support among newcomer children, youth, and families. Highlights of this work include:

- We delivered approximately 87 programs each week across more than 80 schools.
- Each week, approximately 1,533 students took part in our programming.

We extend sincere thanks to the funders, donors, and supporters who stood with us during a year of uncertainty. Your investment helped us sustain essential services, respond to urgent needs, and continue planning for the future. We are especially grateful to our government funders, including Immigration, Refugees and Citizenship Canada, Family and Community Support Services - City of Calgary, as well as local donors and partners such as United Way of Calgary and Area, the Calgary Foundation, RBC, TD Bank, Alberta Law Foundation, and the many others who gave generously this year.

We also recognize our key partners across the education, community, settlement, and public sectors, including the Calgary Board of Education, Calgary Catholic School District, Calgary Public Library, and Calgary's immigrant-serving sector.

This year brought both challenges and opportunities for reflection, and it also reaffirmed who we are. We remain committed to newcomer children, youth, and families, and we remain confident in the strength of this organization because of the people behind it—our staff, volunteers, partners, donors, and board members past and present. As we look ahead, we will continue to adapt, advocate, and pursue new opportunities so that CBFY can remain a strong and trusted source of support for the communities we serve.

The challenges before us are real, but so too is the power of this community to create lasting change.



Frank Cattoni
Chief Executive Officer



2025 HIGHLIGHTS

CELEBRATING 35 YEARS OF CBFY

In 2025, CBFY proudly celebrated 35 years of serving newcomer children, youth, and families in Calgary. What began in 1990 as a small organization supporting a limited number of newcomer families has grown into a vital community resource serving thousands of clients each year.

Over the past three and a half decades, CBFY has continually adapted to meet the evolving needs of newcomers, expanding its programs and services while remaining committed to helping children, youth, and families build successful lives in Canada. From after-school programming and family support services to leadership development and educational initiatives, CBFY has played an important role in helping generations of newcomers feel welcomed, connected, and empowered.

The 35th anniversary provided an opportunity to reflect on the organization's remarkable journey, celebrate the contributions of staff, volunteers, partners, funders, and community supporters, and recognize the resilience and achievements of the families we serve. As CBFY looks toward the future, we remain dedicated to fostering belonging, opportunity, and success for newcomer families for many years to come.



OUR SIGNATURE GALA

On Friday, November 7, 2025, CBFY hosted the Youth Achievement Awards Benefit Gala. It was an unforgettable evening celebrating the accomplishments of newcomer and immigrant youth, made even more meaningful as it coincided with CBFY's 35th anniversary.

The event honoured 13 outstanding youth scholarship recipients, each receiving \$3,500 in recognition of their dedication, leadership, and resilience. These awards reflected not only academic achievement, but also the perseverance and strength these young people demonstrate.

The evening featured a special performance by Revv52 and a visit from Mayor Jeromy Farkas, both of which added to the sense of celebration and community pride. Guests came together in a shared commitment to support and uplift newcomer youth, creating an atmosphere of connection, recognition, and hope.

The gala also featured the launch of the "35 for 35" campaign through Crowdfunding Alberta, inviting the community to celebrate 35 years of impact by contributing \$35 in support of newcomer youth and families.



PEOPLE & CULTURE

FILIPINO CANADIAN NATIONAL CONGRESS

CBFY participated in the Filipino Canadian National Congress (FCNC) 4th Leadership Convention on August 16, 2025, bringing together delegates and community leaders from across Canada. Represented by Cristina Balamban, Director of People & Culture, and Lorraine Kinsman, Director of Programs, CBFY delivered a presentation highlighting CBFY's innovative service delivery models, organizational achievements, and commitment to inclusive, equitable, and culturally responsive programming. They also shared CBFY's strategic vision of becoming a national model for service delivery, which received strong interest and positive feedback from national leaders and community partners.



SPORTSFEST

In place of the annual Family Picnic, the Social Wellness Committee launched the inaugural CBFY SportsFest on June 20, 2025. Staff participated in soccer and volleyball, with additional opportunities for non-participants to support teams as cheerleaders. The event promoted physical wellness, teamwork, and cross-program engagement, strengthening workplace connection.



EMPLOYEE APPRECIATION EVENT

On November 28, 2025, CBFY hosted its annual Employee Appreciation Event, bringing together approximately 100 employees, guests, and Board representatives. We proudly celebrated the dedication and hard work of our staff in supporting youth and families. We extend our sincere congratulations to Leadership Award recipient Monica Moosbauer and to the recipients of the 2025 Excellence Awards: Neha Jamwal, Mahtab Nabian, and Ang'er Ruay.



Long Service Awards were also presented to employees whose years of service have contributed significantly to the organization's success:

- 5 years of service: Aileen Singh, Kanwaljeet Mann, Yonas Haile, and Katayoun Yazdanfar
- 15 years of service: Svitlana Dubovetska and Bibhu Ojha



LEADERSHIP DEVELOPMENT

CBFY continued its commitment to employee growth through the *Thriving Leadership Communication Certificate Program*, facilitated by Abe Brown of Wellness Innovate. The program strengthened leadership capacity in communication, emotional intelligence, and conflict resolution.



EMPLOYEE ENGAGEMENT INITIATIVES

CBFY continued to strengthen employee engagement through initiatives that promoted learning, collaboration, recognition, and team building. Through Bridge Talks, employees shared their expertise and experiences, with presentations on supporting youth in crisis and understanding Afghan culture and education, enhancing staff knowledge and cultural competency. During the Employee Appreciation Event, seven teams participated in the annual Bridge Got Talent competition, celebrating creativity, diversity, and teamwork across the organization. The 2025 title was awarded to the South West NNESST Team, led by Monica Moosbauer, for their engaging skit highlighting inclusivity, belonging, and community connection.



PEOPLE AND CULTURE SPECIAL PROJECTS

In 2025, the People and Culture Team reviewed the Employee Handbook and Human Resources Policies and Procedures to ensure alignment with current legislation and organizational practices.

Mandatory handbook training sessions were delivered throughout the year, helping employees understand key policies, workplace expectations, and available supports while reinforcing a culture of transparency, accountability, and respect.





SETTLEMENT WORKERS IN SCHOOLS (SWIS) PROGRAM

THE SWIS PROGRAM CONSISTS OF:

In-school Settlement Support Workers

The Bridge Link Family Resource Centre

in 2025,
8,395
children & youth received settlement services through the SWIS Program

16,124
direct services & meetings took place

183
SWIS workshops were completed with 2,167 unique clients in attendance

Our Settlement Workers in Schools (SWIS) Program supports the settlement and integration of newcomer children, youth, and families. Recognizing the challenges of adapting to a new school system in Canada, we provide free in-school settlement services for children born outside of Canada. We work collaboratively with families to develop personalized plans that address both immediate and long-term settlement goals.

Our SWIS Workers help students integrate into their school's social and cultural environment by connecting them to services, programs, and activities that support both their well-being and academic success. They also provide 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 navigate the expectations schools have for their children.

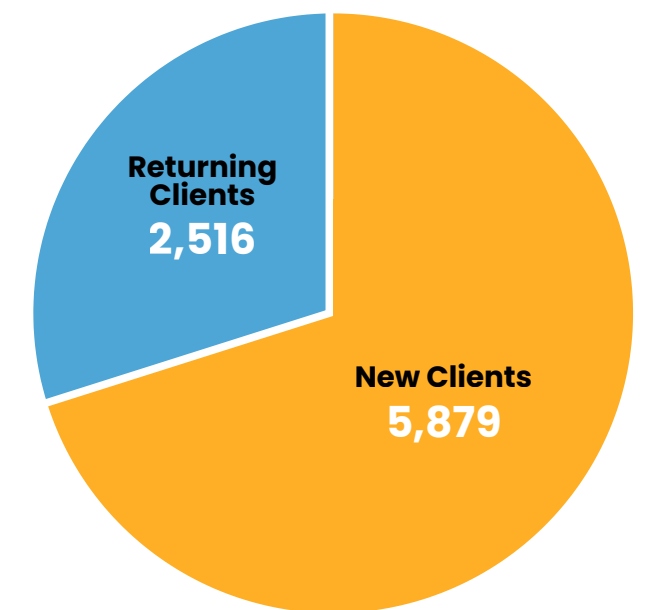
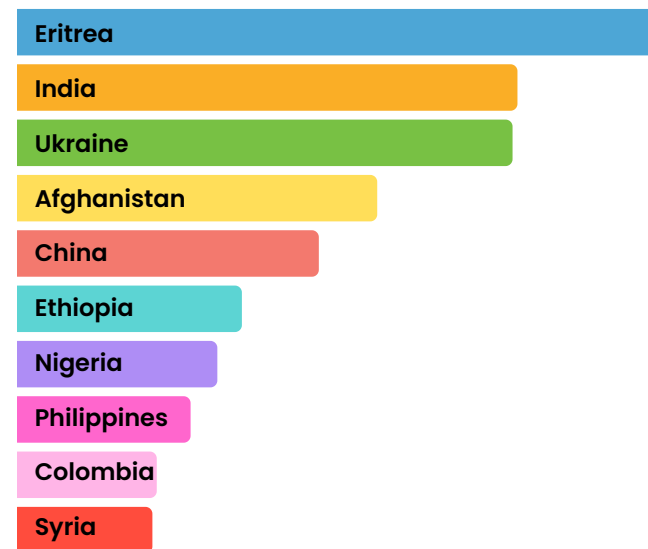
Complementing the SWIS Program, our Bridge Link Settlement Workers support walk-in clients and newcomer young adults aged 18 to 30. As the primary access point for many settlement services, Bridge Link acts as a central hub, coordinating and overseeing workshops to ensure consistency, quality, and alignment across all program locations. The team also delivers all workshops offered at our main office, providing newcomers with trusted information, practical resources, and connections to community supports.

SWIS WORKSHOP TOPICS

- Get Ready for School
- Online and Social Media Safety
- Wellbeing and Self-Care
- The School System
- Transitioning into High School
- Real Talk - Staying in School
- Creating Safe Schools Together
- Driving in Alberta
- Home Alone Safety
- Get Ready for Summer Activities
- Get Ready for Winter
- Post-secondary, Trades & Training Options

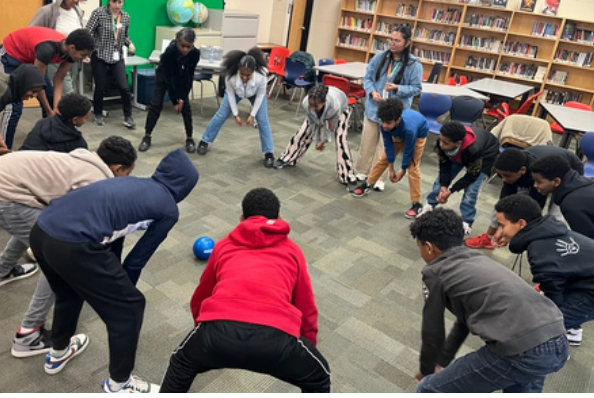
SWIS CLIENT DEMOGRAPHICS

Top 10 Countries of Origin



Top Languages Spoken at Home





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 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 2025, the Mentorship Program had...

75
peer mentors

658
newcomer mentees

21
youth advisory council members
attended 8 meetings

86
cross-age mentees
in grades 7-9, matched with
Peer Mentors in high school

205
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.

POWER OF VOICE YOUTH CONFERENCE

On February 22, 2025, newcomer youth gathered at the Calgary Central Library's Patricia A. Whelan Performance Hall for the annual Power of Voice Youth Conference, the flagship event of the Mentorship Program. This year's theme, "Power in Authenticity - Dare to be You!", highlighted the importance of embracing individuality and expressing one's true self with confidence.

The conference featured inspiring guest speakers, youth-led performances, and an energizing atmosphere that encouraged self-expression, strengthened self-confidence, and amplified youth voices. Guest speakers included CBE Chief Superintendent Joanne Pitman, Noël Bahliby, former Mayor Jyoti Gondek, boxer Kimani Crawford, author Jill Drader, Ward 7 Councillor Terry Wong, as well as an inspiring panel of CBFY youth leaders.

Each participant received a swag bag, and thanks to the generosity of community partners, dozens of prizes were donated and awarded throughout the day.

The annual poster contest was won by Western Canada High School student Shreeya Vadlamannati. Her artwork was prominently featured in event promotions, including coverage by CTV News, and captured the spirit of youth voice and creative expression.

312
youth attended the
Power of Voice 2025

Power of Voice 2025 celebrated diversity, fostered meaningful connections, and equipped youth with tools to strengthen belonging, resilience, and personal growth within a vibrant and inclusive community.

Watch the CTV News feature about the Power of Voice Youth Conference!



bit.ly/pov2025article



AFTERSCHOOL PROGRAM

2,670

clients served in the Afterschool Program

39

elementary schools & community centres hosted Bridge Club

18

schools hosted NxtGen Junior High

3

schools hosted NxtGen Homework Club

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*

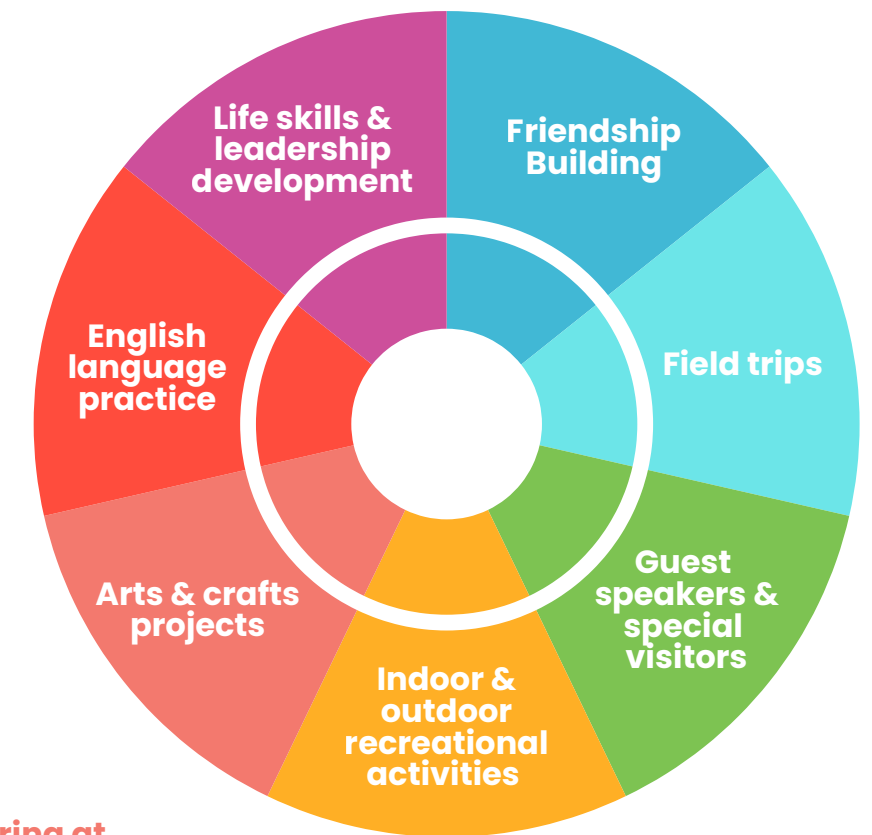
Summer day camps took place at two locations and focused on physical activities, social integration, community engagement, and English language skills.

755 clients went on 7 incredible field trips:

- Calgary Police Discovery Centre
- Calgary Hitmen hockey game
- Canyon Meadows Cinemas
- Fish Creek Park
- Calaway Park
- Calgary Zoo
- Telus Spark

7 guest speakers and special visitors joined the program:

- NSTEP
- Sport Calgary
- BrainSTEM Alliance
- Calgary Library Truck Visit
- Human Rights Presentation
- Nelson Mandela School Robotics team
- First Book Canada Bag Distribution and Reading



144 youth received academic tutoring at NxtGen Homework Club in 3 Calgary high schools



The teachers and other students were so nice and made me feel comfortable. Even when I was shy, they helped me try new things and gave me confidence. By the end of camp, I was talking more, laughing with friends, and I even joined the Talent Show! I'm proud of myself, and now I feel braver about speaking English in new places.

- Summer Program Participant



YESS (YOUTH EMPLOYABILITY SKILLS & STRATEGIES) PROGRAM

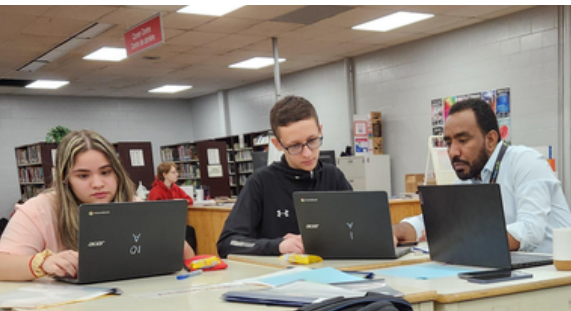


296
unique clients served in 2025

12
workshops took place

144
clients received one-on-one support

102
youth attended a field trip



The Youth Employability Skills & Strategies Program supports youth ages 15 to 30 in building the knowledge, skills, and experience needed to successfully transition into the labour market. Through a range of interactive activities and personalized supports, we help youth overcome barriers to employment and gain the confidence required to secure and maintain meaningful work.

The YESS Program is built on three core components:

1. Workshop Sessions

Participants engage in practical, skills-focused workshops that cover essential employment topics such as resume and cover letter writing, job search techniques, and interview preparation.

2. Individual Career Coaching

Youth receive dedicated one-on-one coaching to explore career goals, refine their job search strategies, and receive ongoing support tailored to their unique needs.

3. Networking Opportunities

We connect participants with local employers, service providers, and training institutions across Calgary, helping them build valuable relationships and learn about real opportunities in the workforce.

By preparing, assisting, and supporting youth throughout their employment journey, YESS empowers young people with the tools and guidance necessary to thrive in today's labour market.



OUTREACH PROGRAM

The Outreach Program team supports newcomer and refugee youth aged 5 to 30 who face complex needs, including mental health concerns.

The Outreach Program:

- Addresses settlement and integration challenges
- Provides non-therapeutic mental health support
- Offers social and emotional assistance
- Delivers behavioral and trauma-informed support

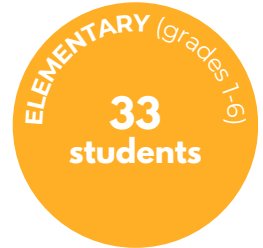
The Outreach Program team supports newcomer youth through challenges so they can thrive in Canada. By developing life skills and coping strategies, the team empowers youth to build confidence, resilience, and a sense of belonging. In 2025, the program consisted of one Team Lead and four Youth Crisis Counsellors.

The Outreach Team identifies and addresses barriers that newcomer and refugee youth face during the settlement and integration process. They do this by performing trauma-informed assessments to understand youth's needs, connecting them to essential resources, conducting ongoing evaluations, and collaborating with them to create solutions.

The team develops personalized support plans for each individual's needs and circumstances.

The Outreach Program mostly operates through a school-based model. This allows the team to collaborate with school staff about student well-being, offer counseling during school hours, and intervene faster when challenges arise. Services are also offered to those who need support after school hours in Calgary library locations or the CBFY office.

This model is especially effective for students facing language barriers, integration stress, or unfamiliar school systems.



In 2025, the Outreach Team provided short-term, solutions-focused counselling to **103** newcomer students in **60** schools across Calgary.



You believed in me and supported me, and that made all the difference. I'm so grateful for your support during the times I wasn't feeling okay mentally. Your kindness, patience, and the way you listened helped me more than you know. Because of you, I've grown a lot not just in what I can do, but in how I see myself and my future.

- Grade 12 Outreach Program Participant



BRIDGES TO COMMUNITY

303

youth were served

12

schools hosted BTC

The Bridges to Community (BTC) program is a holistic education and prevention afterschool program for upper elementary aged students (grades 4 through 7), intentionally created to cater to the multifaceted needs of at-risk¹ or racialized² children and youth in Calgary. It is particularly focused on developing problem-solving strategies, conflict resolution processes, positive self-esteem and confidence, and nurturing positive interpersonal relationships.

1 The term “at-risk youth” encompasses individuals who face challenges in transitioning into successful adulthood, grappling with difficulties in forging positive connections within their schools and broader communities, often accompanied by a limited comprehension of the consequences of their choices. Behaviors such as gang involvement, violence, and bullying are among the concerns addressed.

2 “Racialized youth” refers to individuals from visible minority backgrounds.

**Read the CBC
Article about the
BTC program!**

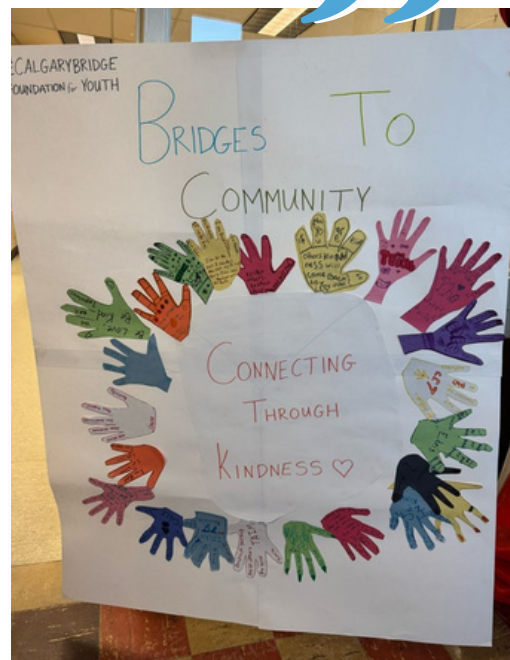


bit.ly/btcarticle



“To whoever may be reading this: If you ever feel like you never belong somewhere, I have been in your shoes, but, if you try your best in everything, you won’t feel left out.”

- BTC Program Participant



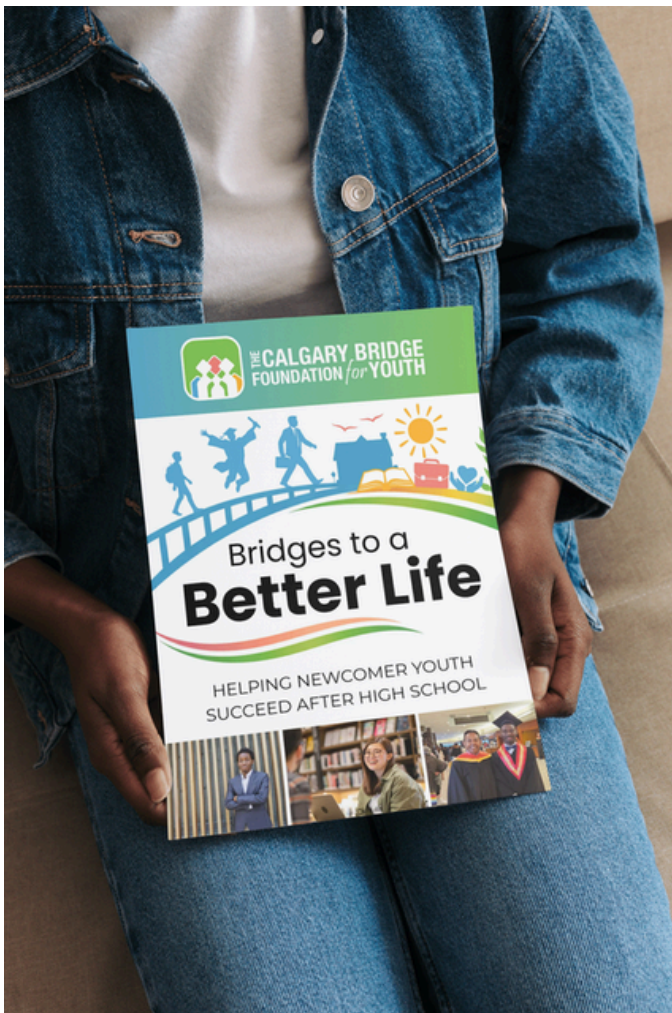
THEP **TRANSITIONING INTO HIGHER EDUCATION PROGRAM**

Formerly known as Transitioning Into Post-Secondary (TIPS), the Transitioning into Higher Education Program (THEP) supports newcomer youth and young adults ages 15–30 as they explore pathways into post-secondary education, trades, certification, training, and employment. Delivered in high schools across Calgary and at the CBFY office, THEP provides one-on-one and group support focused on school system orientation, education and career planning, school registration, school tours, first-day support, and connections to community resources.

82
participants
joined THEP

THEP also provides specialized support for youth ages 18–30 who are no longer eligible to attend traditional high school, helping them explore pathways toward completing an Alberta High School Diploma, upgrading, or continuing into higher education and career-focused training.

BRIDGES TO A BETTER LIFE



In 2025, CBFY identified a growing need to support newcomer youth who were at risk of aging out of the K–12 school system without enough credits to graduate and with limited pathways to continue their education. Recognizing that as many as 1,000 students could face these barriers, CBFY collaborated with school boards and community partners to design Bridges to a Better Life, a program officially launched in 2026.

The program helps newcomer youth navigate life after high school by reducing barriers to education, training, employment, and other opportunities. Through individualized planning, resource navigation, and strong community partnerships, youth receive support to explore language learning programs, academic upgrading, alternative education options, post-secondary preparation, career pathways, volunteer opportunities, and employment connections. CBFY also created a comprehensive resource database to help connect participants with the services and supports best suited to their unique goals and circumstances.

By helping youth make informed decisions about their future, Bridges to a Better Life aims to build confidence, independence, and long-term success as they transition into the next stage of their educational and employment journeys.

VOLUNTEER RESOURCES

CBFY's volunteers continue to play a vital role in strengthening our programs, enriching our workplace culture, and supporting newcomer youth and families across Calgary.

This year, CBFY focused on strengthening volunteer engagement, recognition, and systems. One highlight was the creation of Bridge Circle, a monthly volunteer engagement initiative held every third Tuesday of the month. With an average attendance of twenty-five volunteers, Bridge Circle created opportunities for volunteers and staff to connect, share knowledge, and build community. Eight successful sessions were completed during the year.

Additional improvements included a warehouse clean-up initiative and the implementation of basic procedures with the support of seven volunteers. CBFY also revived its Volunteer of the Month initiative and celebrated four volunteers who transitioned into employment opportunities within the organization.

Another key milestone was the completion of CBFY's Volunteer Resources Policy, helping create a more consistent and supportive volunteer experience.

CBFY continues to foster a culture of community service among newcomer youth through volunteer opportunities, leadership experiences, and civic engagement workshops. We are deeply grateful for the dedication and generosity of our volunteer community.



Volunteering at CBFY is not just something I do, it has become a part of who I am. It reminds me that when we come together to support one another, we create a stronger and more caring community.

- Lidya Tesfay, CBFY Volunteer



In 2025, over

292 volunteers
collectively contributed

4,309 hours

of their time and talent to support CBFY's mission.



FINANCIAL STATEMENTS

Statement of Financial Position

2025

2024

Assets

Current Assets:

Cash	\$ 920,759	\$ 1,227,455
Government remittances recoverable	9,051	10,286
Accounts receivable	9,925	17,016
Prepaid expenses and deposits	66,989	61,463
Short-term investments	417,222	992,663

Total current assets	1,423,946	2,308,883
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Long-term investments	456,649	—
Capital assets	94,914	111,701

	\$ 1,975,509	\$ 2,420,584
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Liabilities & Net Assets

Current Liabilities:

Accounts payable and accrued liabilities	\$ 52,139	\$ 77,875
Deferred contributions	1,128,349	1,553,041

	1,180,488	1,630,916
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Non-Current Liabilities:

Deferred capital contributions	91,765	95,048
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Total liabilities	1,272,253	1,725,964
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Net Assets:

Invested in capital assets	3,149	16,653
Internally restricted funds	600,000	600,000
Unrestricted	100,107	77,967

Total net assets	703,256	694,620
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	\$ 1,975,509	\$ 2,420,584
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Statement of Operations

2025

2024

Revenues

Amortization of deferred capital contributions	\$ 52,230	\$ 64,884
Registration	26,173	36,013
Investment income and other	44,410	57,879
Donations (restricted)	45,500	18,000
Donations (unrestricted)	94,840	73,456
Donations (in-kind contributions)	7,676	—

Programs:

Government of Canada	5,872,918	5,290,174
City of Calgary	798,552	798,552
United Way	337,369	381,578
Alberta Law Foundation	43,731	—
RBC Foundation	41,747	58,995
Other	9,376	100,610

	7,374,522	6,880,141
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Expenses

Amortization of capital assets	\$ 65,733	\$ 68,165
Unfunded administration	143,284	255,645
Donations (restricted)	45,500	24,000
Donations (in-kind contributions)	7,676	—

Programs:

Government of Canada	5,872,918	5,290,174
City of Calgary	798,552	798,552
United Way	337,369	381,578
Alberta Law Foundation	43,731	—
RBC Foundation	41,747	58,995
Other	9,376	100,610

	7,365,886	6,977,719
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Excess (deficiency) of revenues over expenses	\$ 8,636	\$ (97,578)
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FUNDERS & DONORS



Anonymous | Becky Chen | CBFY Board of Directors | Ian Malayang | Joe Wang | John Wu
 Kimberlyn Ascano | Max Brunette | McKenzie Towne School | Michael Morcom
 SAIT Project Management Team | St. Thomas Mar Thoma Church | Stephan Benediktson

Thank you to everyone who donated to our 35 for 35 campaign!

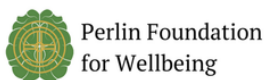
As part of our celebration of 35 years of CBFY, we launched our 35 for 35 campaign in November 2025 to support immigrant and refugee youth and families. Running through to the end of 2025, the campaign was named 35 for 35 as a way to encourage donors to give \$35 in honour of CBFY's 35 years of impact in the community.



Thanks to the generosity of over 200 donors, partners, and supporters, we raised \$32,718 over the course of the campaign.

The campaign also helped us unlock \$5,000 in matching funds from the Government of Alberta, making every gift go even further. Donations came in from many different places, and every single one mattered.

COMMUNITY PARTNERS





THE CALGARY BRIDGE FOUNDATION *for* YOUTH



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