

CULTURAL BROKERAGE PROGRAM (CCBP)

FAMILY VIOLENCE EDUCATION SESSIONS (FVES) & TEMPORARY ACCOMMODATION

Annual Evaluation & Model Review

February 2026

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Introduction

This year's annual CCIS Cultural Brokering Program (CCBP) evaluation focused on better understanding and documenting CCIS' model of Cultural Brokering. This was in response to CCIS' recent scaling of their broker model and noticing increasing community interest in broker or broker-like solutions to system change.

The focus of this evaluation was on CCBP and includes it's complementary program offerings: Family Violence Education Sessions (FVES) (delivered by Family Violence Brokers), and Temporary Accommodation (also known as '1310') for low-risk perpetrators of family violence. The CCBP contract also includes allocation for use of CCIS Interpretation and Translation Services.

The discussion of CCIS' model of brokering is also informed by the recently established Youth Cultural Brokerage Program (YCBP) partnership with Calgary's Youth Probation Office and by a past, Cultural Liaison role in partnership with Luna Child and Youth Advocacy Centre (Luna CYAC) (2021-2022).

Section 1 of this report presents the findings of an external scan of cultural brokering models and an analysis of CCIS' approach to cultural brokering. The secondary research focused on understanding various features and definitions, and examples, of cultural brokering. Interviews were then completed with key informants who have working knowledge of the CCBP model specifically and/or cultural brokering in general. The key purpose of this inquiry was to better understand the distinguishing features and conditions of success of CCIS' approach to Cultural Brokering.

Methods included:

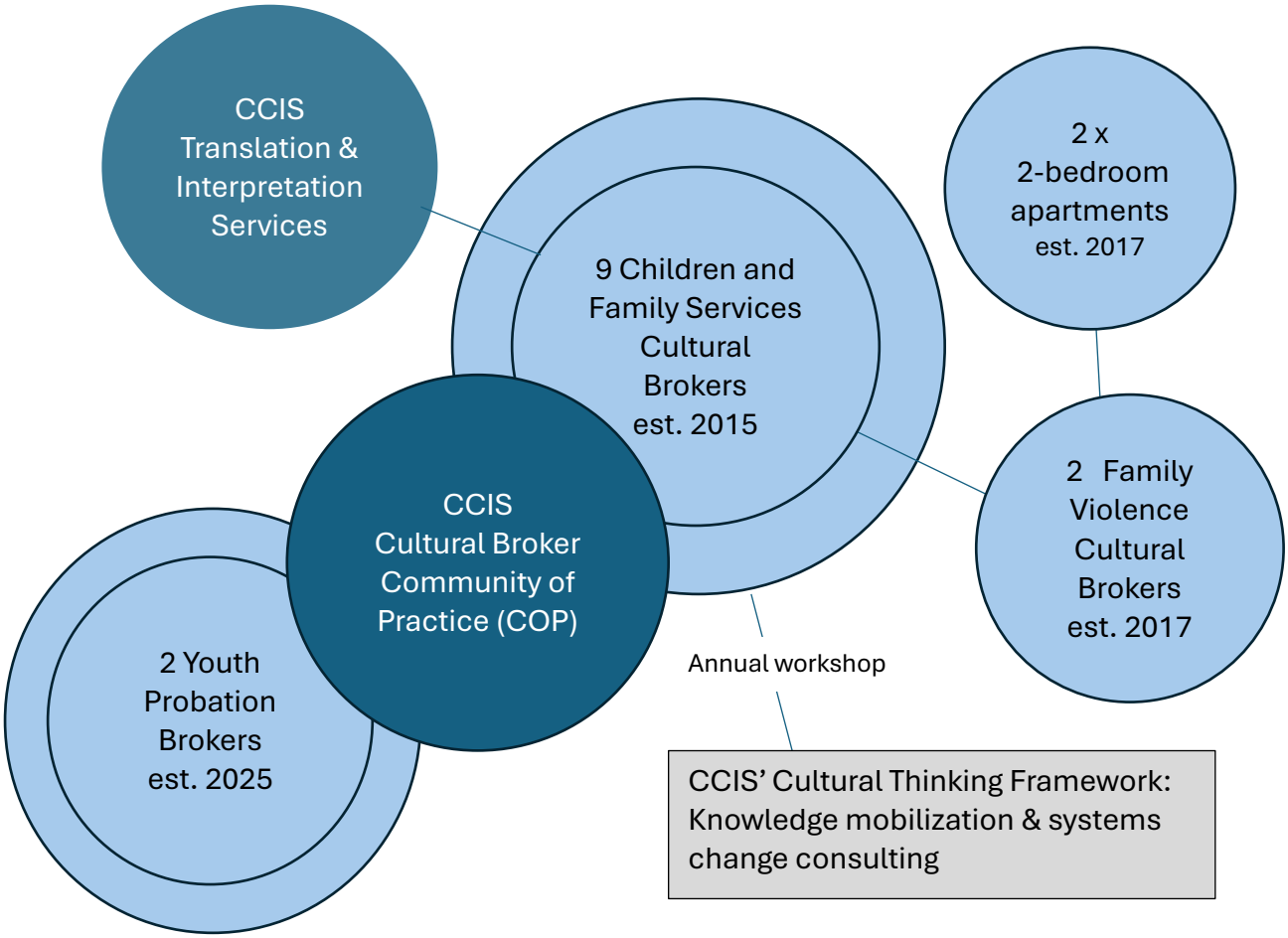
- Secondary research
    - Past program evaluation reports
    - Web-based scan of cultural brokering models
    - Brief academic & grey literature scan
- Interviews
    - CCBP leadership (N=2)
    - Children and Family Services leadership (N=1)
    - CCBP Brokers (N=2)
    - Community representatives with working knowledge of CCBP or cultural brokering (N=5)

Section 2 provides a summary of annual demographics and service outputs for the evaluation period of each of the CCBP suite of programs, as gathered through ongoing program data tracking. Outcomes data and client feedback is included where gathered as part of program activities, however additional outcomes-focused data was not gathered as part of this year's evaluation.

The evaluation includes the following programs and periods:

- CCIS Cultural Brokerage Program (CCBP) (Nov 1, 2024 – Oct 31, 2025);
- Family Violence Education Sessions (FVES); and
- Temporary Accommodation (Jan 1, 2025 – Dec 31, 2025.

Image: CCIS Cultural Brokerage Model



About the CCIS Cultural Brokerage Program(s)

The CCIS Cultural Brokerage Program (CCBP) was co-developed in 2014 between the Calgary Catholic Immigration Society's (CCIS) Family and Children Services Division and the Government of Alberta's Ministry of Children and Family Services (CFS). The program was created to address the need for enhanced, culturally responsive services for immigrant families involved with CFS. Currently, the CCBP team includes nine Cultural Brokers, two Family Violence Brokers, and one Program Manager. CCBP established the foundation for CCIS' approach to Cultural Brokering.

The role of Cultural Brokers

- Support immigrant families involved with CFS: Cultural Brokers support immigrant families in understanding their involvement with CFS, identifying any unmet settlement needs, and connecting them to necessary resources.
- Support Children and Family Services to work effectively with cultural families: Brokers help CFS staff understand the cultural context of families to ensure accurate assessments and promote positive outcomes.
- Bridge Communication: Brokers act as a bridge between families and systems, offering cultural interpretation to enhance understanding.

Over time, CCBP has expanded to include several complementary streams of work, including:

Family Violence Education Sessions (FVES): The CCBP team works in coordination with Family Violence Brokers (est. 2017 with one male Broker and expanded in 2019 to also include a female Broker) who provide one-on-one, gender-based Family Violence Education Sessions (FVES) to parents connected to CCBP. With family violence as a protection concern for about half of CCBP, this program addition was in response to the need to better support the intersection of culture and family violence. These education sessions provide dedicated time to explain the Western system perspective on family violence, the specific behaviours of concern, the impacts of family violence on children, and practical strategies to reduce conflict and foster health relationships at home – with respect for the cultural context and right to cultural maintenance for the client.

Temporary Accommodation: The program's suite of services also includes access to CCIS' Temporary Accommodation for eligible (low-risk) family violence clients who are

mandated to leave the family home. This accommodation provides (typically) men a place to 'cool down' and engage with FVES, without additional financial or emotional strain on the family. The accommodation is two, two-bedroom, shared apartments.

Temporary Accommodation initially operated from 2018-2021, with external funding for furnishing and some rent subsidy. As of 2024 Temporary Accommodation was re-activated as a formal, funded part of the CCBP model.

Interpretation and Translation: Though Brokers are multilingual and able to provide first language services, certified interpretation is critical to ensuring all clients can be communicated with in their preferred language and that brokers can focus on cultural interpretation. Since 2024, the CCBP contract includes an allocation for CCIS' Interpretation and Translations Services, which includes in-person interpretation.

Cultural Thinking Framework (CTF): Developed by CCIS and CCBP, CTF workshops are the articulation of the experience of working with immigrants and the systems in which they interact. A full day CTF Workshop is offered twice annually to CFS caseworkers to further their cultural responsiveness and program awareness.

Other applications of CCIS' approach to Cultural Brokering:

Youth Cultural Brokerage Program, Youth Probation (May 2025-current): The Youth Cultural Brokerage Program (YCBP) - a partnership with Calgary's Youth Probation Office, funded by the Ministry of Public Safety and Emergency Services, Government Alberta. The program was designed to ensure that immigrant youth and their families receive culturally responsive support when involved with Youth Probation Officers within the Correctional Services Division

Cultural Liaison, Luna Child and Youth Advocacy Centre (2021-2022): The Cultural Liaison was the result of one-year funding from Calgary Policy Service. The position was part of the CCIS Broker team and worked with Luna CYAC to develop ethnocultural community connections and provide case consultation.

Knowledge mobilization and systems change consulting: CCIS has adapted and delivered the Cultural Thinking Framework content to different audiences and contexts. Most often, workshops are offered in the context of a longer-term consulting relationship wherein CCIS provides strategic guidance to enhance cultural responsiveness in program design and delivery, human resources approaches, and data collection practices.

Section 1: Cultural Brokering Model Review

Cultural Brokering: Environmental scan findings

Cultural brokering is a practice of bridging social, linguistic, and cultural differences between people from diverse backgrounds and formal systems. At its core, cultural brokering involves mediating or bridging between individuals or different cultural groups with the aim of helping people effectively navigate the human service system (Robinson & Weng, 2014) and of 'reducing conflict or producing change" (Jezewski, 1990).

a. **Role vs. Practice:**

The concept of 'cultural broker' is used in two ways: as a formal job role/title ("Cultural Broker") or as a practice/process ("cultural brokering") The more common use of the concept, cultural brokering as a practice or act, can be adopted by various types of workers with different levels of formality. As such, cultural brokering sits on a continuum:

At one end are folks naturally doing this as *part* of their work or even daily life (unpaid) but not necessarily being recognized for it as a skill or requirement of their role; In this case, cultural brokerage is a practice that can be taken up by different workers (settlement workers, liaisons, etc.) at different times and for different purposes, insofar as they leverage their lived cultural and system familiarity to help make connections between people and services.

At the other end of the continuum are more formalized and intentional models wherein the act of brokering is a core function of the role and may also lend to a title of Broker (as is the case for the CCBP model). This type of broker is most well established in health systems.

b. **Brokering activities:**

Common language to illustrate the role of a broker includes bridge, liaison, connector, facilitator, interpreter, capacity builder, listener, advocate, educator, and mediator. Across contexts, cultural brokers typically engage in one or more of the following:

- Linguistic and cultural interpretation for both client and service providers
- System orientation and navigation
- Two-way education, trust building, and mediation
- Advocacy or supporting client capacity to self-advocate
- System education or training to enhance cultural awareness

Cultural brokering can happen across both micro and macro levels of work including individual, organizational and policy-level brokering:

1. Individual-level support
    - Helping individuals navigate language challenges.
    - Explaining cultural norms of institutions (healthcare, school, etc.).
    - Providing emotional support and contextual interpretation of experiences.
2. Organizational-level facilitation
    - Guiding service providers in designing culturally responsive programs.
    - Supporting recruitment of culturally diverse staff.
    - Advising institutions on policies or practices that improve equity.
3. Macro-level influence
    - Contributing to systems change by highlighting gaps in mainstream services.
    - Encouraging policy adaptations that honor cultural differences.
    - Building partnerships between community groups and decision-makers.

Brokers may work with a specific cultural group with immigrants or culturally diverse people more broadly and, when formalized as a role, Brokers usually broker to or within a specific sector or field of work, for example disabilities, recreation, education, research, settlement, or justice.

c. Goals and Outcomes of Cultural Brokering:

Main goals of cultural brokering include:

- Reducing barriers to access / increasing service utilization: Helping people overcome linguistic, cultural, or systemic barriers that prevent participation in education, health care, settlement, and social services.
- Improving communication: Acting as an interpreter—not just of words, but of cultural meaning.
- Enhancing cultural safety: Encouraging institutions to respect and respond to culturally specific needs rather than expecting people to conform to dominant norms.
- Fostering belonging and inclusion: Supporting social integration and a sense of community attachment.

- Building capacity: Strengthening individuals' abilities to advocate for themselves while also strengthening institutional capacity to serve diverse populations.
- Improving outcomes: Brokers work not just to connect people to systems but to enhance outcomes of those systems for the population group of focus.

Through the scan, it was most evident that Brokers support individuals to connect in to, participate with, and achieve outcomes from systems by providing direct navigation support or by building their capacity to self-advocate.

Though bridge-building is two-way, only some models (usually health) reference Brokers having a level of expertise in the system they are brokering to or state systems change as a direct outcome goal of brokering activities. Though not common, the scan also found examples of brokering projects that include the provision of direct support to organizations (training, awareness building, or buy-in from those systems to engage with brokers as a pathway to increasing competency). Others pointed to this as a long-term process of transforming systems to be more open to cultural diversity as an indirect or longer-term outcome.

d. **Broker competencies:**

A broker is someone who belongs to and/or possesses knowledge of the values and norms, of two (or more) cultural groups or systems. A broker's knowledge, alongside their ability to understand complex interpersonal dynamics, allows them to effectively maneuver and transfer information and resources from one culture to another. When done effectively, the brokering process allows for the client to receive better support and increase their own knowledge of the system in discussion.

Skills of Cultural Brokers:

- Cross-cultural communication
- Advocacy
- Negotiation of service delivery systems
- Mediation
- Conflict management
- Ability to hold contradictory and conflicting positions/ideas
- Additional/multiple language fluency
- System understanding

Common competencies of cultural brokers

- *Integrity*
- *Strong community networks*
- *Positive community standing*
- *Awareness of and ability to navigate community politics, norms etc.*
- *Awareness of one's own and others' cultural identity*

Both literature and interviews identified the importance of clear boundaries, and willingness to assert them. Without clear boundaries, brokers may be expected to fill gaps that are not part of their job description, which can lead to unclear accountability.

e. Professionalization of Brokers:

Because cultural brokering can be both a *practice* and a *role*, responsibilities and required qualifications vary. The scan identified some models that are focused on the development or certification of brokers and others that focus on hiring for skills and competencies with on-the-job training. Some agencies view the practice of brokering as an entry level, peer support type of work that is certified through shorter, more concentrated trainings. Other agencies have cultural brokers working in more professional roles that require education and systems expertise to obtain.

Interviews illustrated the complexity of this concept. On one hand, brokering is an "invisible" and under resourced area of work; on the other hand, there are risks to 'professionalizing' brokering as a role as because such systems of professionalization inherently value academic qualifications over lived experience, which is a fundamental competency for Brokers. As one interviewee noted: *"Difficulties in professionalization include the need for immense emotional intelligence and community leadership, which may be overlooked if formal education is the only hiring criteria.*

CCIS's Approach to Brokering: Distinguishing features and conditions of success

This section provides a summary of CCBP's distinguishing features, as informed by the external scan, interviews, and review of past evaluation reports. Though focused on the CCBP model, this summary is inclusive of CCIS's recent scaling to Youth Probation Cultural Brokers and previous child advocacy community liaison which share the same main characteristics.

a. System funded and system-identified need:

"Many organizations rely on cultural brokers but are not prepared to pay for the services"[1]. Interviewees expressed that mainstream systems often want or even rely on brokers to support them to connect to clients and may view them as essential, but do not actually resource or embed them into the system itself.

A unique feature of CCIS' broker models is that they are system-funded *partnerships*. From the outset, the CCBP was co-developed in response to a system identified need. Brokers are funded by the system and work as colleagues with CFS caseworkers but are employed by CCIS and grounded in the organizational values and mission of an immigrant service-providing organization. Many interviewees identified this as distinct from a more typical relationship to a program as an external resource or service *to families.*

"It has a good foundation…the partnership model is very successful and effective." (Interviewee)

b. Staff of a community agency & Community of Practice:

CCIS Cultural Brokers are staff of CCIS[2]. Though co-located at the office of their system partners, they have anchoring and guidance from CCIS leadership and meet monthly as a community of practice. CCIS Brokers support one another with mentorship, consultations, emotional support, and access to community knowledge. This base of support has been fundamental in allowing CCIS to scale the model to new contexts with ease and speed. It has also been important in keeping Brokers separate from the system

[1] Interviewee
[2] CCBP, FVES & YPB; Luna Cultural Liaison was a shared staff.

at the same time as working within it – supporting them to maintain and assert role boundaries. It also means they hold a more neutral and therefore trustworthy presence for families.

c. Brokers as service partners

The program's uniqueness stems from CCIS and CFS working in partnership, from the outset of the program, to co-develop the program model. Brokers are a part of the working model rather than an add-on or supportive service. The CCBP and Youth Broker programs have *formalized system buy-in, leadership support, and integration of Brokers as co-located colleagues to CFS caseworkers.* CCBP Brokers and CFS Case Workers a share office space, go to the same meetings, and work together to achieve outcomes for families. In the CCBP model, the Broker is working within and with the system rather than only *to the system.*

In this regard, it should also be noted that CCBP Brokers have a supportive and complementary but different role than CFS caseworkers. So, while supporting the engagement between case workers and families, Brokers also have a wider service scope. This means that even where culture does not create significant barriers, Brokers still contribute with a more holistic assessment of needs, broader family engagement, and a wider set of community resources to which to connect families. Brokers often work with families after their CFS case has closed, which is more narrowly focused on child protection as defined by legislation. Establishing this complementary but also expanded role of Brokers has been important in encouraging involvement of Brokers even where cultural barriers are not evident.

d. Systems change as a stated program goal:

Change and enhancement for CFS is a definitive outcome goal for the program. Brokers have formalized pathways to provide feedback to the system and affect real-time change. In this way, systems change is a primary rather than secondary outcome of the approach. This also has the benefit of brokers becoming experts in the system they are brokering – a skill that is gained through first-hand knowledge and insight. Ultimately, brokering is more effective as a bi-directional process in this model, as it includes a meaningful understanding of why and how the system operates in the way it does: "Brokers understand why we are doing what we are doing."

Furthermore, CCIS provides two annual full-day workshops (CCIS' Cultural Thinking Framework) to CFS caseworkers to further support their knowledge and awareness when working with immigrant families.

e. Competencies-based hiring and skill development:

As evidenced through interviews and past evaluation data, competencies, with an emphasis on soft skills, are an important factor of success. Cultural brokering relies on the professional and objective use of lived experience as a skill. Though brokering is mainly learned through doing, common characteristics would be a person with compassion, extensive community knowledge or connections, an exceptional ability to manage boundaries, flexibility and patience, humility, willingness to 'push' the system, and curiosity to learn.

f. Shared outcomes:

Working toward shared outcomes for families is critical. Because Brokers clearly understand the goals of the child welfare system and CFS can clearly see the benefits to families of a broader lens on whole family support in addressing underlying and persistent needs, both teams remain connected and guided by shared outcomes.

g. Organizational capacity:

CCIS' broker programs are well-supported by an organization with longstanding experience, extensive community connections and a range of in-house services for clients. An existing program and community of practice further enhances CCIS' capacity to scale to a new system efficiently. Organizational capacity, reputations, and resources have been facilitators of success, providing strong grounding and leadership for the broker team, and enhancing outcomes for families.

h. Expansion to include FVES & Temporary Accommodation:

The CCBP model has notably developed to include two Family Violence Brokers who provide education session to clients, an Apartment for low-risk men who need temporary accommodation in relation to their case with CFS, while the children and mother stay in the family home. The program also includes an allowance for accessing CCIS' in-house interpretation and translation services. These expanded services in complement of CCBP show the commitment to the program outcomes from both partners.

i. In-house interpretation & translation services:

Interpretation services are fundamental even when a Broker shares a first language with the client, as it allows them to focus on the *role* of brokering. CCIS' interpretation and translation offering has been impactful for the programs because it includes both in-person and phone-based interpretation and works to provide a consistent interpreter to the case. Multilingual brokers are a major asset, however, the availability of an in-house Interpretation and Translation Service add considerable to program efficacy.

j. System brokers and community brokers:

Though CCBP broker are focused on the CFS system, they also engage in brokering to other systems, including settlement, parenting, legal, family violence, mental health, and community connections. Reflecting on the cultural brokering continuum presented above, CCBP Brokers are structural embedded to broker within the child welfare system but also broker to systems and services more broadly, including shelters, courts, and settlement services. Existing relationships to, knowledge of, and ability to navigate institutional and community-based resources is fundamental to the role and supported by the community of practice.

k. Other notable conditions of success:

- Co-location: co-location has consistently emerged as a success factor for system brokering as it helps to build trust and a sense of a working partnership.
- Early involvement: the CCBP program continuously advocates for early involvement of brokers as a promising practice to mitigate service challenges and promote outcomes.
- Clear role boundaries: clear boundaries, often learning through doing. These often need to be asserted by brokers, as discussed in the literature scan. "We have more success if brokers have more confidence in keeping us in our lane."
- Ongoing socialization of the model to system staff: Practical integration of brokers requires ongoing and consistent communication to new and even stablished system staff: "It is a lot of work to get the newer staff to understand the partnership, that we are both identifying goals and doing the work together. When people don't understand the role, they see them as working for us instead of with us."

- **Real-time communication:** ongoing and real-time communication, leveraging both formal and informal means, and involving both frontline staff and management have been critical to effective working partnerships, ongoing quality improvement, and achievement of outcomes.
- **Trust at staff and leadership levels:** the CCIS – CFS and CCIS – Youth Justice partnerships are characterized by trust, open communication, and active feedback loops at both the frontline staff and leadership levels.

CCBP Proof of Concept

Program persistence and growth: the long-term commitment to funding the CCBP, including key program expansions and enhancements, are evidence of the program's ongoing value. Rather than a stop-gap solution, cultural brokering is recognized as an embedded and critical part of the child welfare system.

Established and consistent outcomes: The CCBP, FVES, and Temporary Accommodation programs have been evaluated annually since they were established. Together, these evaluations have included dozens of CFS and CCIS staff interviews, several focus groups with Brokers, more than fifty first-language client interviews, client survey data, several external partner interviews, and extensive data tracking. The consistent demonstration of outcomes, despite, over the years, structural shifts at CFS, the pandemic, significant waves of immigration and refugee resettlement, integration of new brokers and program elements, and changing client profiles.

Established outcomes are summarized below:

Outcomes for Families:

- Increased system understanding resulting in more-informed decision making, increased engagement, and more favourable outcomes.
- Increased connections to culturally responsive community resources to address unmet settlement needs, helping to address underlying factors that have led to CFS involvement and would be persistent risk factors.
- Improved understanding of Canadian norms and expectations.

- Skill-building and implementation of positive parenting behaviour.
- Healthier relationships, reduced household conflict, and increased family stability.

System Outcomes:

- Increased capacity to account for culture and immigration during assessments and case monitoring, leading to more accurate assessments, more efficient achievement of service goals, and more favourable outcomes
- Increased case-worker awareness, competency, and responsiveness.

Annual CARF accreditation: CCBP has been 3-year CARF accredited since 2017, meaning it consistently meets international standards for program quality, governance, and ongoing quality improvement. This achievement, along with annual, third-party program evaluations demonstrate a commitment to outcomes and conformance to standards.

National promising practice nomination: In 2021, CCBP was nominated by Pathways to Prosperity (P2P) as a national promising practice. Promising practices are innovative practices that have an objective basis for claiming effectiveness in achieving their stated aims and have the potential for replication. For P2P, the CCBP was identified as a promising practice for its effectiveness, relevancy, sustainability, innovation and forward thinking, and efficiency.

Expanding to meet gaps and scaling to new systems: The CCBP model has grown in terms of the number of Brokers and size of case load and has expanded to include Family Violence Education Sessions (FVES), with specialized Family Violence Brokers, Temporary Accommodation, and provision of interpretation services within the service contract.

Luna Child and Youth Advocacy Centre leveraged the Broker concept to hire a Community Liaison to establish organizational connections to ethnocultural communities and to provide a case load of cultural brokerage services with a specific population group. Though this one-time funding was not renewed, the program was impactful and shared the same characteristics of being system funded, connected to CCIS' community of practice, and co-located as a Luna team member.

The early outcomes of the Youth Probation Broker model further illustrate the efficacy and scalability of the CCIS model of brokering based in system partnership.

"I haven't seen a program quite like this - the fact the federal government wanted to set up a committee for cultural brokers nationally would indicate this is unique and valid." (Interviewee)

Future Opportunities for CCBP

- **Increase program capacity to meet growing need:** The CCBP program is well-established and has expanded over the years to include additional brokers, FEVS, Temporary Accommodation, and Interpretation and Translation services. However, the program evaluations continue to report ongoing opportunities to grow the broker team, add a parenting specialist, and support kinship and foster activities. The Broker caseload always reflects larger demographic trends; as the population of Calgary grows and new waves of newcomers arrive, program funding should be adjusted to allow the program to remain responsive and to meet demand.

  "We need brokers to do more but to do more we need more money. There are still places we haven't begun to touch." (CFS)

- **Mobilize program knowledge to advance systems change:** The CCIS Cultural Broker team has gathered extensive perspective on unmet settlement needs and other underlying factors that challenge equitable outcomes. Main gaps are systems awareness and education for newcomers and a lack of first language and culturally responsive services at large, with specific gaps noted for mental health, parenting, and family violence services. CCIS has and can continue to mobilize program data and knowledge to advocate for broad systems change and preventative approaches, and to inform the development of other cultural brokering programs.

- **Scale CCIS' cultural brokering model to other systems:** Cultural brokering in general and the CCIS approach to system-brokering specifically show tremendous potential to meaningfully support systems and individuals to work together to achieve outcomes and enhance mutual understanding. The successful scaling of the CCBP model to Youth Probation, and previously to Luna CYAC, further demonstrates proof of concept. As a cost-effective solution to persistent structural inequities, cultural

brokering shows significant potential to support systems to adapt to increasing cultural diversity, particularly when initiated and supported by systems themselves.

Overall Recommendations for cultural brokering programs

To ensure a sustainable cultural brokering program, several foundational and strategic elements must be in place. These go beyond initial implementation and focus on long-term viability, adaptability, and impact:

- Long-term funding and institutional buy-in: gain support from institutional partners to cover costs and demonstrate commitment, while remaining open to additional funding streams to reduce reliance on a single source. Advocate for cultural brokering as a recognized and funded service within systems.
- Embedded Model: Position cultural brokers as integral members of mainstream systems (e.g., child welfare, probation, health, education) rather than as an external add-on; Advocate for inclusion of cultural brokerage in organizational policies and service standards.
- Hiring and retention:
    - Ensure representation of major cultural and linguistic groups served.
    - Provide ongoing professional development in cultural mediation, trauma-informed care, and system navigation.
    - Implement strategies to prevent burnout (e.g., supervision, peer support, mental health resources).
    - Maintain a community of practice for brokers so they are not working in isolation and maintain separation from the system with which they work.
- Data-driven decision-making:
    - Track outcomes for families, communities, and for systems (e.g., reduced apprehensions, improved engagement, policy changes) to ensure the value can be continuously monitored and communicated.
    - Use evaluation findings to refine the model and respond to emerging needs on an ongoing basis.
    - Leverage program knowledge for systems advocacy, prevention activities, and future opportunities.

    - Monitor program and population-level data to adapt to demographic shifts, new cultural groups, and evolving community needs.
- Principles of effective partnership: Brokering is relational; an ethos of partnership with the service providers and/or systems to whom or with whom brokering is embedded will strengthen the effectiveness and reciprocal outcomes of the brokering process. Trust, ongoing communication, and a culture of feedback, co-learning, and adaptation cannot be understated.

Section 2: Annual Program Data Outputs

CCBP Client Profiles and Service Outputs

During the program year (Nov 1, 2024 – Oct 31, 2025) Cultural Brokers supported a total 890 new cases, including 440 that remained active as of Oct 31, 2025.

890 new cases opened

37.8% increase

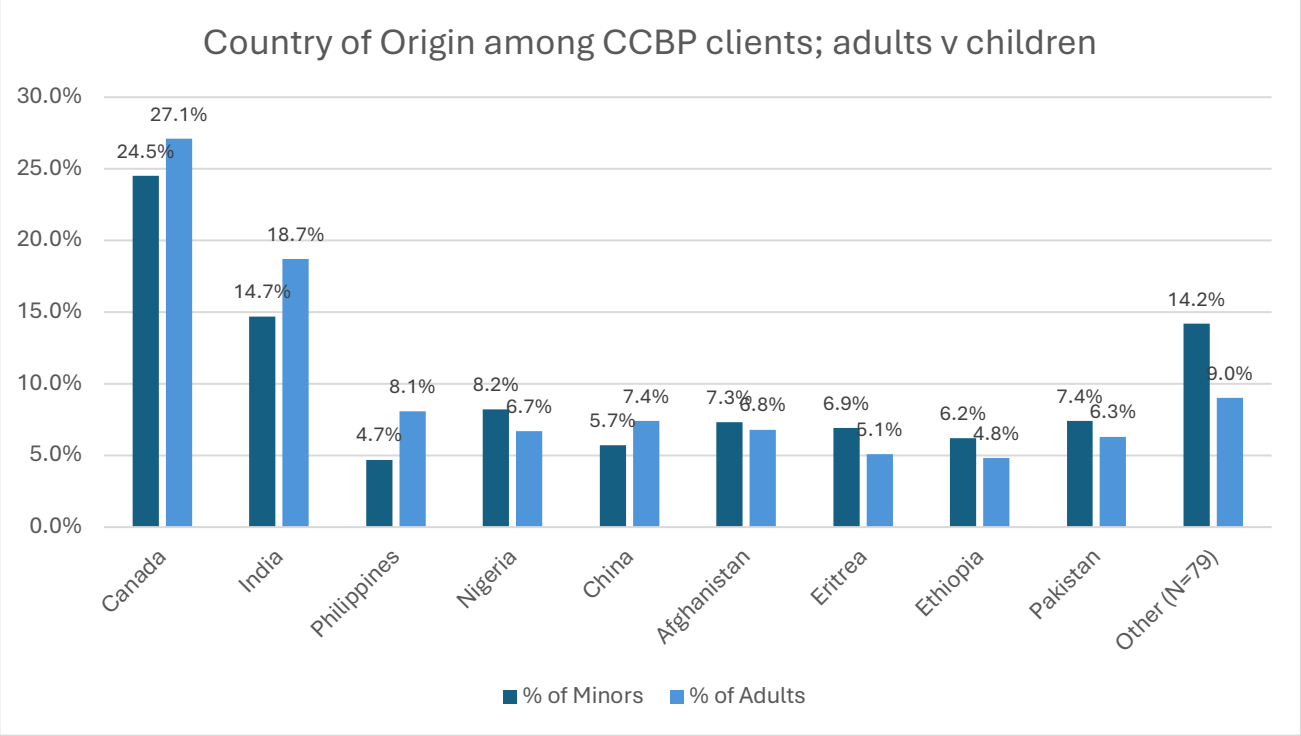
This was an increase of 244 new cases as compared to the year prior, and more than double the cases in 2014. This data reflects the program's busiest year to-date and a growing need for broker services for CFS cases. Both CFS and CCBP staff report more program demand than capacity.

Cases were open with CCBP, on average, for about 5 months. Generally, the Broker provides support past the time their CFS case closes.

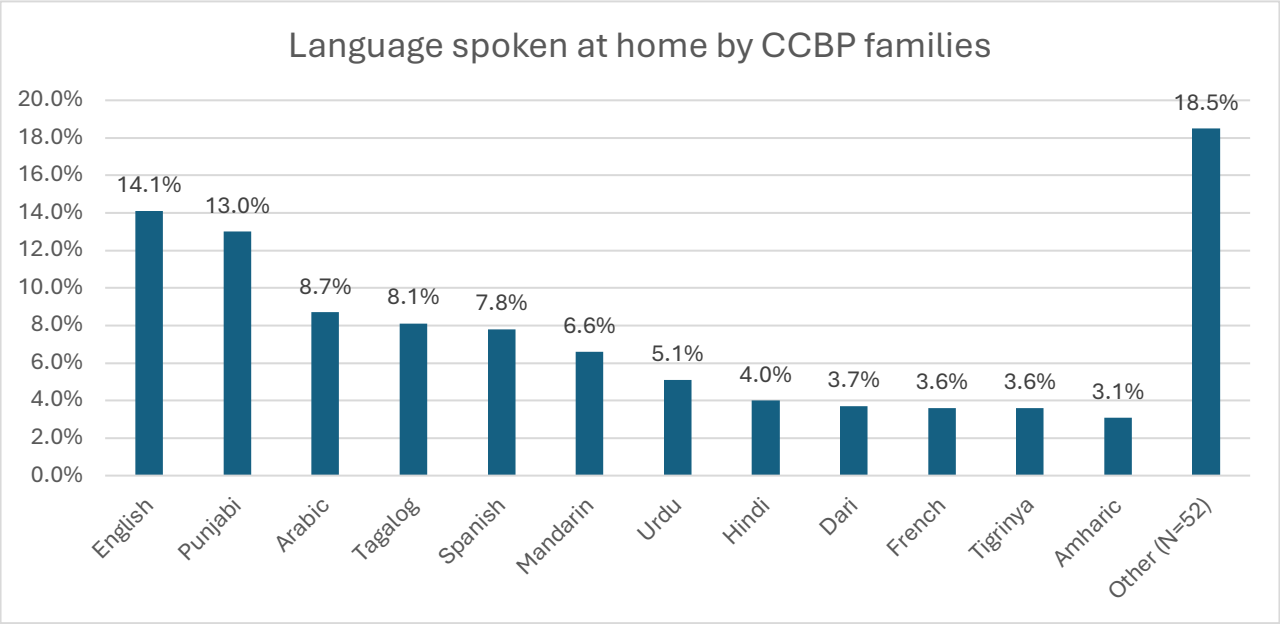
Client demographics

The 890 new cases opened in the period represented 860 unique families, including 1,517 children under the age of 18

- Clients came from 88 different countries of origin, with evident representation of main immigrant and recent immigrant population groups to Calgary.



- The top 15 cultural backgrounds of *families* were Punjabi, Asian (Other - Mainly Chinese), Pakistani, Afghan, Filipino, Eritrean, Ethiopian, Nigerian, Hispanic, and Central/West African, Arab, Ukrainian, Sudanese, South Asian, and Syrian.
- The main faith affiliations of families were Christian (48.1%), Muslim (25.5%), and Sikh (12.3%)
- 64 different home languages were spoken by families, trends which also align closely to the main language groups of immigrant and recent immigrant populations in Calgary.



- Most clients (including adults and children) were Canadian Citizens or Permanent Residents (including Refugees), however CCBP clients also included non-permanent residents including temporary/migrant workers, refugee claimants, CAUET visa holders, and folks with lapsed status.

Case profiles

- The CCBP program is active at all Calgary and surrounding area CFS offices, with the most active being: McKnight (26.9% of new cases), South (16.0%), Forest Lawn (15.5%), and Hunterhorn (11.2%).
- A majority of (new) cases were Level 3 (80.2%) and averaged 135 days;
    - 14.4% were Level 4 (this indicates families with return CFS involvement)

- Main protection concerns among CCBP clients, as identified by CFS, included: risk of emotional injury (83.0% of cases), family violence (58.5%), and risk of physical abuse (49.8%).
- Main protection concerns - related factors included:
    - family violence (58.5% of cases);
    - inappropriate discipline (37.3%);
    - child's mental health (32.1%); and
    - parents' mental health (32.4%);
- 10.7% of cases included an addiction concern

In addition to the concerns identified by CFS, Cultural Brokers work with families to identify and address any underlying settlement-related needs. Main settlement concerns identified and responded to by Brokers included:

- system education (72.6% of cases)
- mental health (37.5%), and
- isolation (15.8%)

Broker Activities

Brokers made 8, client contacts (eg. emails, phone calls, meetings) across active cases during the program period, including:

- 1,512 home visits
- 240 family meetings; and
- 704 direct referrals to community and cultural resources (for 320 families).

In addition:

- 395 families were provided information on resources;
- 45 families were provided court support;
- 40 families were connected to Temporary Accommodation; and
- Brokers supported CFS workers with an additional 1,273 consultations.

Family Violence Education session (FVES): Client Profiles and Service Outputs

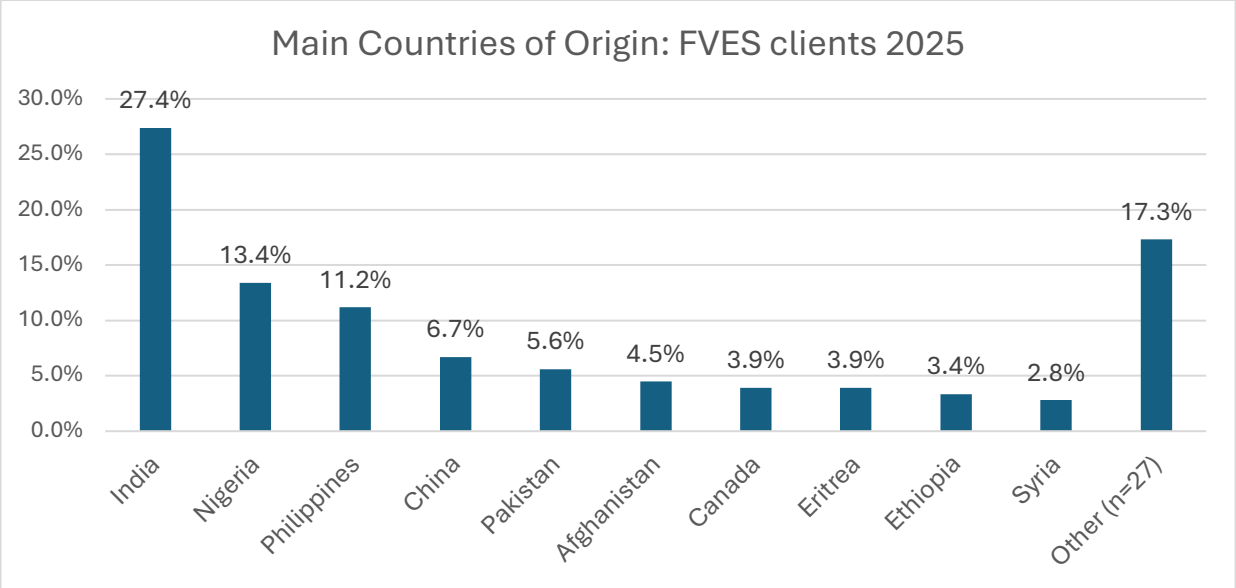
In 2025, Family Violence Education Sessions (FVES) were provided to 221 clients. This was comparable to the previous year's cases, which represents a full caseload for the Brokers throughout the year. With 58.5% of CCBP cases having a family violence-related protection concern, the need for FVES remains.

221 clients participated in FVES in 2025

Most clients are referred to FVES by their Cultural Broker, who remains as the main point of contact with CFS regarding any case updates. As part of FVES, each client receives 3-4 education sessions on family violence and systems expectations and, in 2025, 44.3% were provided additional information or referrals to community resources.

Family violence clients are for the most part representative of the larger CBBP population, with representation from across different ethnocultural groups and immigration statuses. One notable difference is the under-representation of Canadian-born parents.

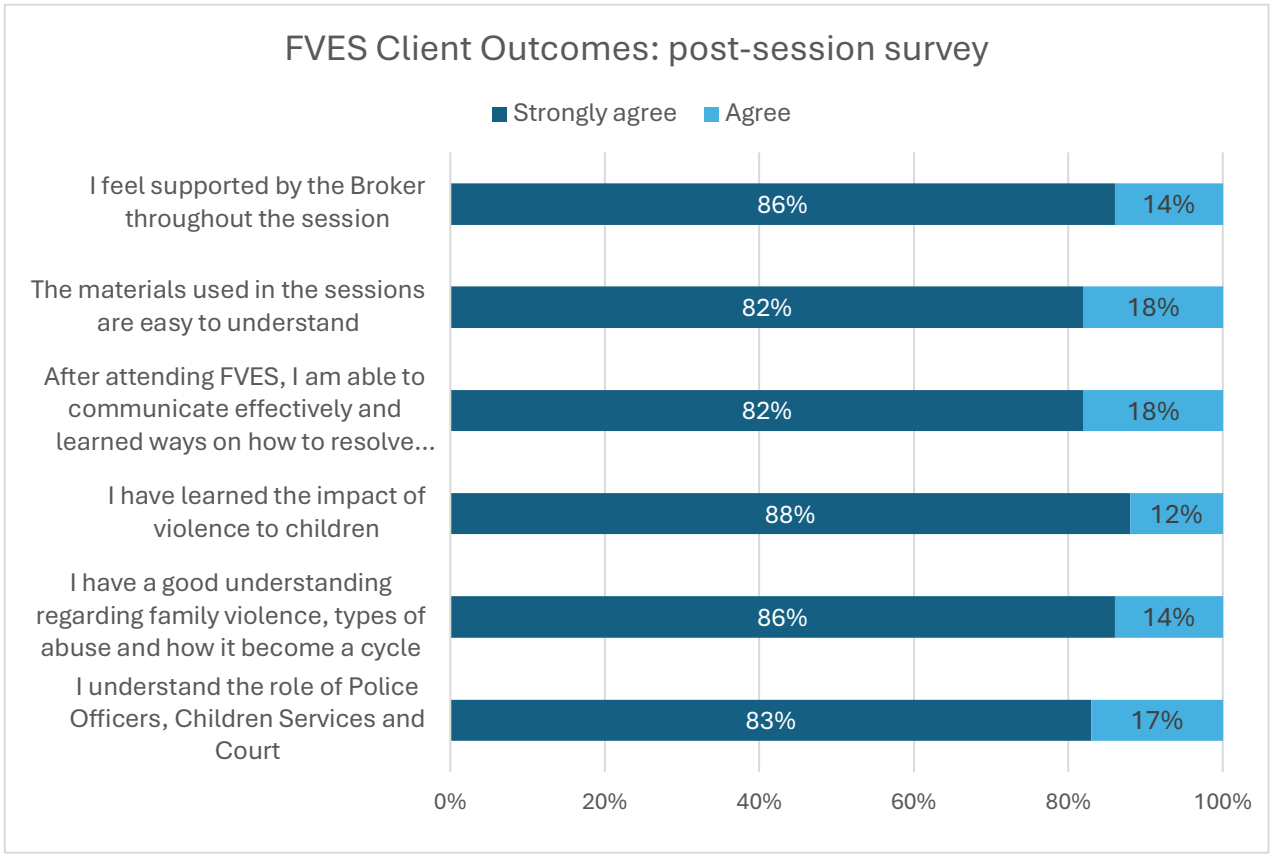
Cultural conflicts (88.7%) and economic challenges (33.0%) were noted as the most common underlying stressors for family violence clients.



"I really like [the Broker's] kind approach. She is very knowledgeable and made me feel comfortable when talking about very hard issues; she has been one of the best supports I have been connected with."

"You helped me believe once again in the possibility of change. Now I can better recognize and manage my stress. I've learned how to label my emotions and, more importantly, how to manage them gently and consciously…These sessions have also helped me to adopt a more conscious and responsible approach to the various stages of my children's growth. Now I understand better how to respond to their emotional and behavioral needs, in accordance with their age and circumstances, and create a calmer environment for my family."

"I learned about the different ways… to prevent a conflict from happening as well [as strategies for] controlling my emotions and anger especially when dealing with kids and family members. [My broker] did amazing work…he is very friendly and considerate, helping me to find out my drawbacks by my …as well always encouraged me to ask questions and clarified my doubts. Thank you so much to CCIS for helping me to become a better human being." *-FVES client feedback*



Temporary Accommodation: Client Profiles and Service Outputs

In 2025, Temporary Accommodation provided short-term, emergency shelter to 40 unique clients in 2025, with an average 33 day stay. The Apartment was at full occupancy throughout the calendar year.

40

1-month stays

These clients were diverse, with more than 7 different ethno-cultural backgrounds and 10 home languages represented.

All 40 clients participated in Family Violence Education Sessions (FVES), were provided information about systems expectations, and offered referrals to community resources and a move out plan. 15 were provided court support.

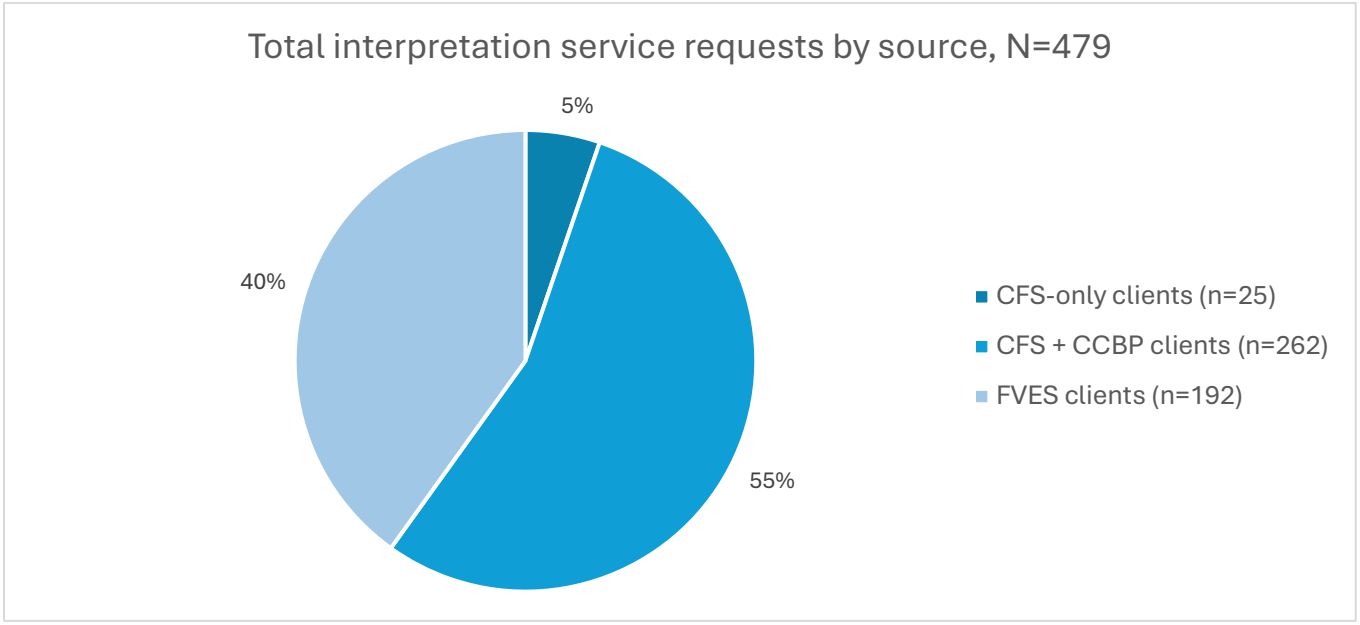
A majority of referrals for Temporary Accommodation clients were to anger management and parenting programs.

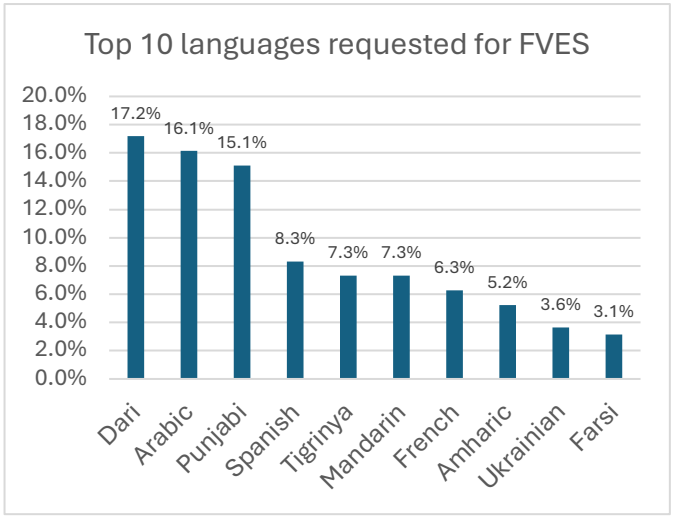
- **81% of Temporary Accommodation clients returned home after their stay** (including 2024 and 2025 data) and 15% moved to a market rental apartment. 4% returned to their home country.

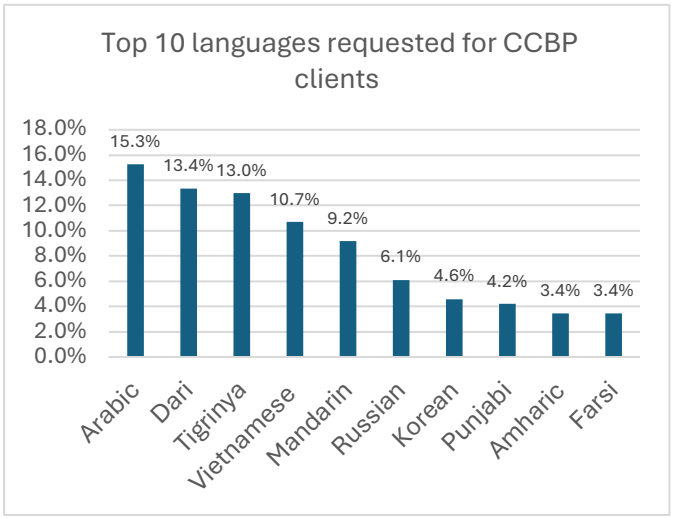
The high rate of return to the family home highlights the importance of this program in offering perpetrators of violence time to reflect on and address the behaviors at issue, to encourage reduced conflict upon return.

Interpretation and Translation Services for CCBP

During the program year (Nov 1, 2024 – Oct 31, 2025) a total 479 requests for interpretation were made for CFS clients, including those attached to the CCBP and FVES programs. 48 different languages were used, and 78 unique interpreters were engaged to fulfill these requests.







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Services reviewed (web-scan):

- MCAF (Multicultural Association of Fredericton)
- Umbrella Multicultural Co-Op (Cross Cultural Health Brokers)
- Cultural Broker Network of Canada
- Dream Brokers
- Action Dignity
- VAST (Vancouver Association for Survivors of Torture)
- Cultural broker academy in Oakland, CA.