



Homes For Heroes Foundation

Annual Report – 2025

Ending Veteran Homelessness Through Housing, Community and Reintegration

Message from the President

2025 was a year of significant growth and impact for Homes For Heroes Foundation.

Across our Calgary, Edmonton and Kingston Veterans' Villages, we continued to provide safe housing, individualized support services, and pathways to reintegration for Veterans experiencing homelessness and housing instability.

In addition to serving Veterans currently residing within our Villages, we advanced the development of future Villages in Winnipeg and London, ensuring that more Veterans across Canada will have access to housing, support services and community in the years ahead.

The Foundation remains committed to transparency, accountability and measurable impact. This report has been prepared to provide donors, partners, governments and stakeholders with a clear understanding of the results achieved through their investment.

Our Mission

End Veteran homelessness in Canada by developing communities of care, building homes, providing wraparound services, and fostering reintegration for Veterans in need. Through collaboration, innovation, and respect, Homes For Heroes Foundation leads the national effort to ensure every Veteran has a home and a hopeful future.

Our Vision

To be Canada's foremost nonprofit organization ensuring that every Veteran experiences dignity, belonging, and stability through safe, sustainable housing and community support.

The Challenge

Veteran homelessness remains a significant issue across Canada.

Many Veterans face barriers during the transition from military to civilian life, including:

- Mental health challenges
- PTSD and operational stress injuries
- Addiction and substance use
- Financial instability
- Social isolation
- Lack of affordable housing



Homes For Heroes was created specifically to address these barriers through a Veteran-focused model that combines housing with individualized support services and peer community.

How Our Program Creates Change

Our Veterans' Villages provide:

Housing

Safe, private tiny homes in a Veteran-focused community.

Support Services

On-site case management, counselling, referral services and individualized support plans.

Community

Peer-to-peer support and a sense of belonging among fellow Veterans.

Reintegration

Employment, education, health care, financial stability and permanent housing pathways.

We believe stable housing is the foundation upon which all other outcomes can be achieved.

2025 Results at a Glance

Foundation-Wide Impact

Measure	2025 Result
Veterans residing in Villages	92
New Veteran admissions	53
Veterans graduating to permanent housing	48
Housing stability rate at exit	83.33%
Employment or income stability achieved	89.58%
Counselling hours delivered	6,219
Referrals to community partners	552+
Community Outreach Hours	1,176
Volunteer hours contributed	370+



Results by Village

Calgary ATCO Veterans' Village

Opened in 2019 and serving Southern Alberta Veterans.

Category	2025 Results
Village Capacity	5,475 bed nights
Veterans Served	23
New Admissions	12
Graduates	10
Average Length of Stay (days)	398
Housing Stability at Exit	80%
Employment/ Income Stability Outcomes	90%
Positive Mental Health Outcomes	80%+
Community Outreach Hours	456+

Calgary Successes

Continued to maintain high housing stability rates, with the majority of residents successfully remaining housed or transitioning to permanent housing.

Strengthened partnerships with local service providers, resulting in improved access to healthcare, employment supports, and mental health resources.

Demonstrated strong community integration, with increased volunteer engagement and positive neighborhood relations.

Calgary Challenges

Ongoing pressures related to rising operational and maintenance costs.

Increasing resident complexity, including higher needs related to mental health and addiction support.

Limited availability of permanent housing options, which impacted transition timelines for residents ready to move on.

Calgary Lessons Learned

Integrated, wraparound support remains essential for long-term resident success, particularly for individuals with complex needs.

Continued investment in staff training and wellness is critical to sustain high-quality service delivery.

Strengthening pathways to permanent housing through deeper partnerships is key to improving flow through the program.

Edmonton ATCO Veterans' Village

Serving Veterans across Northern Alberta.

Category	2025 Results
Village Capacity	7,300 bed nights
Veterans Served	36



Category	2025 Results
New Admissions	20
Graduates	21
Average Length of Stay (days)	390
Housing Stability at Exit	86%
Employment/ Income Stability Outcomes	90%
Positive Mental Health Outcomes	85%+
Community Outreach Hours	504+

Edmonton Successes

Maintained a strong track record of resident stabilization, with many individuals achieving improved health and well-being outcomes.

Expanded community partnerships, enhancing access to culturally appropriate and specialized supports.

Increased visibility and community awareness, helping to reduce stigma and build broader public support.

Edmonton Challenges

High demand for units continues to exceed capacity, highlighting the ongoing need for additional affordable housing solutions.

Staff capacity and burnout risks, particularly given the intensity of resident support needs.

Navigating coordination among multiple service providers to ensure seamless care.

Edmonton Lessons Learned

Cross-sector collaboration is critical for addressing complex homelessness challenges effectively.

Proactive staff support strategies (training, mental health resources, workload management) are essential for retention and performance.

Early and consistent engagement with residents helps prevent crises and supports more positive outcomes.

Kingston Veterans' Village

Kingston Village reached full operating capacity during 2025 and continued expanding support services to Veterans in Eastern Ontario.

Category	2025 Results
Village Capacity	7,300 bed nights
Veterans Served	33
New Admissions	21
Graduates	17
Average Length of Stay (days)	295
Housing Stability at Exit	82%
Employment/ Income Stability Outcomes	90%
Positive Mental Health Outcomes	82%+
Community Outreach Hours	216+



Category

2025 Results

Kingston Successes

Successfully established strong local partnerships during early-stage operations, enabling a coordinated approach to resident care.

Demonstrated positive early outcomes in resident stability and engagement with support services.

Built strong relationships with the surrounding community, fostering acceptance and collaboration.

Kingston Challenges

As a newer village, continued refinement of operational processes and service delivery models was required.

Limited local service capacity in certain areas created gaps in specialized supports.

Balancing program growth with maintaining consistent quality and resident experience.

Kingston Lessons Learned

Early investment in relationship-building with community stakeholders is fundamental to long-term success.

Flexibility in program design allows teams to adapt to evolving resident needs and local conditions.

Establishing clear processes and communication pathways early on improves efficiency and outcomes as the village matures.

Understanding Our Results

Who We Serve

Characteristic	2025
Average Age	51.67
Female Veterans	9
Indigenous Veterans	23
Veterans with PTSD	87
Veterans Referred by VAC	8
Veterans Referred by Community Agencies	80

Measuring Success

Homes For Heroes measures outcomes in four primary areas:

Housing Stability

Veterans who obtain and maintain stable housing.



Health and Wellness

Improvement in physical and mental health indicators.

Financial Stability

Employment, training participation and stable income.

Community Reintegration

Social connectedness, volunteerism and community participation.

Stories of Impact

Veteran Story #1

1. Rebuilding Stability – Calgary Village

After years of service in the Canadian Armed Forces, “Jeff” struggled with the difficult transition to civilian life. Facing unresolved trauma and limited support, he experienced periods of homelessness and instability.

When “Jeff” arrived at the Calgary Village, he was initially hesitant to engage. With consistent, trust-based support from the Caseworkers and access to mental health services through VAC, he gradually began opening up and participating in programming.

Over the past year, “Jeff” has made significant progress. He now attends regular appointments, has rebuilt daily routines, and has taken steps toward reconnecting with family. Most notably, he recently secured part-time employment and is working toward transitioning into independent housing.

Veteran Story #2

2. Finding Purpose Again – Edmonton Village

“Lisa” served with distinction but found herself struggling after release with feelings of isolation, depression, and financial stress. Without a strong local support network, she eventually lost her housing.

At the Edmonton Village, Lisa found more than just a place to live—she found community. Through connections with the Caseworkers and other residents, she began to rebuild her sense of belonging.

Lisa became an active participant in Village life, volunteering to help organize community activities and mentor newer residents. With support from her Caseworkers, she also accessed employment resources and has since begun training in a new career field.

Today, Lisa describes herself as “hopeful again” and is actively planning her next steps toward permanent housing and meaningful employment.

Veteran Story #3

A Fresh Start – Kingston Village

After leaving the military, “David” faced a series of setbacks, including job loss and health and addiction challenges, which ultimately led to homelessness. By the time he arrived at the Kingston Village, he had lost confidence in traditional support systems.



As one of the early residents in the Kingston Village, David benefited from a highly coordinated approach to care. The Caseworkers worked closely with him to create a personalized support plan that addressed his health, financial, and housing needs. David also entered an addiction treatment program off site while his home at H4HF was held and maintained.

Upon returning to his home at the Village after completing treatment and with stable housing and consistent support, David began to re-engage with services and set achievable goals. Within months, he improved his health outcomes and stabilized his finances.

David transitioned into permanent housing and has expressed strong confidence in his ability to live independently.

Financial Stewardship

Revenue

Donations – Cash	\$4,412,507
Grants	\$573,318
Rental Income	\$369,457
Donated Goods & Services	\$174,638
Fundraising Events	\$29,964
Interest & Investment Income	\$64,480

Total Revenue: **\$5,623,842**

Expenses

Program Delivery	\$1,882,424
Fundraising	\$246,601
Administration & Overhead	\$176,086

Total Expenses: **\$2,305,111**

Program Spending Ratio

Program-related expenditure represented approximately 82% of operating expenditure during 2025.

Major Donors and Partners

The Foundation is grateful for support received from major donors and funding partners during 2025 including:

- London Community Foundation
- RBC Foundation
- Bank of Montreal
- Canadian Pacific Kansas City
- Aqueduct Foundation
- Tachane Foundation
- Veterans Affairs Canada
- True Patriot Love Foundation

and the many corporations, foundations, service clubs and individual Canadians who support our mission.



Governance and Accountability

The Foundation completed an independent external audit for the year ending December 31, 2025.

The Board continues to oversee:

- Strategic planning
- Financial stewardship
- Risk management
- Governance policies
- Program accountability

Board of Directors

	Name	Surname	Role
1	David	Passingham	Construction
2	David	Dupuis	Chair and Treasurer
3	Stephen	Lacroix	Federal Relations
4	Chris	Tucker	Construction and Projects
5	Ian	Nicol	Legal

Challenges and Opportunities

During 2025 we continued to face:

- Limited affordable housing inventory for graduates
- Increasing mental health service wait times
- Rising operating and maintenance costs
- Increased demand for Veteran-specific supports

These challenges continue to shape program planning and advocacy efforts.

Looking Ahead to 2026

Key priorities include:



Winnipeg Kinsmen Veterans' Village

Construction commencement and operational launch.

London Veterans' Village

Advancing construction and community partnerships.

Enhanced Outcome Measurement

Expansion of 24-month post-graduation tracking.

Increased Veteran Capacity

Serving more Veterans while maintaining individualized support.

Thank you

To every donor, volunteer, partner, government agency and supporter:

Thank you for helping Canadian Veterans rebuild their lives.

Together we are providing housing, restoring dignity, and creating pathways to independence for those who served our country.

One Veteran experiencing homelessness is one too many.

Together, we are changing that.

Contact Information

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This Annual Report was prepared to align with the highest standards of results reporting used by Charity Intelligence Canada, including transparency in outcomes, cost efficiency, long-term impact measurement, and governance disclosure.